

FUTURE FORMS

1) The Present Continuous with a future meaning

- + *I am flying to New York on Friday*
- *She isn't coming with us to the cinema tonight*
- ? *Are you taking the Eurostar to Rome tomorrow ?*

USE: We use the present continuous with a future meaning,

- i) To talk about arrangements in the future (but you must say **WHEN**).
- ii) In phrases such as, 'I am looking forward to...', 'I am thinking of...', 'I am planning to...'

2) The Simple Present with a future meaning

- + *Our train leaves at 7.02 tomorrow morning.*
- *The President doesn't arrive in Milan until Thursday.*
- ? *Is there a performance on Sunday evening as well ?*

USE: We use the simple present with a future meaning,

- i) To talk about timetables and events scheduled for the future.
- ii) In phrases such as, 'I hope to...', 'I expect to...', 'I plan to...', 'I am about to...'
- iii) In first conditional sentences, e.g. '*If it rains tomorrow, I won't go to Rome*'.
- iv) With certain time phrases, such as:

<i>I will telephone you</i>	when <i>I get home.</i>	<i>I won't tell her</i>	until <i>she is ready.</i>
	before		<i>she is sitting comfortably.</i>
	after		<i>she has eaten lunch.</i>
	as soon as		

3) 'To Be' + 'Going To' + Infinitive without 'to'

- + *Look ! it's going to rain !*
- *I'm not going to tell you.*
- ? *Are they going to get married ?*

USE: We use 'to be' + 'going to' + infinitive without 'to',

- i) For plans and intentions for the future.
- ii) When we can see the future in the present.

4) Will / Won't

- + *I will send you the contract next week.*
- *She won't pass the exam.*
- ? *Will Brazil win the World Cup, do you think ?*

USE: Will / Won't are used for,

- i) Predictions based on what we know, not what we can see.
- ii) Instant decisions.
- iii) Promises.
- iv) Offers / refusals.
- v) Commands.
- vi) In first conditional sentences, e.g. '*If it snows tomorrow, I'll go skiing*'.

5) Shall / Shan't

- + *I shall pick you up at 20.30 tonight.*
- *We shan't be able to visit you on Sunday after all.*
- ? *Shall we go to Venice for Christmas ?*

USE: Shall / Shan't are used for,

- i) Suggestions.
- ii) Invitations.
- iii) Promises.
- iv) The formal future (e.g. in formal letters) (but only with 'I' or 'We' and only in British or Australian English. 'Shall' has legal connotations in the USA).

ENGLISH FITNESS 20

Complete these sentences with will/won't, be going to, the simple present or the present continuous with a future meaning:

- 1) "I in a minute."
- 2) "I of going to Australia, actually."
- 3) "My cousin to Lisbon for work next year."
- 4) "Are you really to Australia ?"
- 5) "If she finds one, she be able to look after the bar."
- 6) "I'm sure you find someone."
- 7) "Let me know when you"
- 8) "I come and meet you out there."
- 9) I have to learn how to surf, though, first."
- 10) "Your cousin to Lisbon."
- 11) "I to be late."
- 12) I really have to go or I make it."

Starting point

- 1 Who are your main customers?
- 2 How does your company keep its customers happy?
- 3 What percentage of your company's business is online?

Working with words | Customer service

- 1 Read this quote. How true is it for your type of business?
'If you make customers unhappy in the physical world, they might each tell six friends. If you make customers unhappy on the Internet, they can each tell 6,000.'
 Jeff Bezos, founder of Amazon
- 2 Read about the company, Zappos. What is the best title for this article?
 - a Training staff to care
 - b Delivering happiness
 - c The customer is always right

ZAPPOS:

For many companies, having a call centre means two things: firstly, that you have unhappy customers and secondly, that you have the costs of paying staff to deal with customer complaints.

However, Zappos, the online shoes and clothing retailer, has a positive view of its call centre and uses it to build customer loyalty. Its team answer around 5,000 calls per day and 1,200 emails per week about its products. New staff receive four weeks' training in how to make customers happy and Zappos staff will do anything to go beyond basic customer expectations.

- One customer was staying at a hotel in Las Vegas. She wanted a pair of shoes but they weren't in stock. So, a Zappos customer service rep found the required shoes in a local shop and hand-delivered them to the woman's hotel room.
- The best man at a wedding arrived with no shoes. The company delivered in time for the wedding – for free.
- One member of the customer service team has the world record for the longest customer care phone call ever: it lasted ten hours and 29 minutes.

Clearly, with 75% repeat orders, customer satisfaction at Zappos is very high.



- 3 Read the article again. What do these numbers refer to?

5,000 1,200 4 10'29" 75

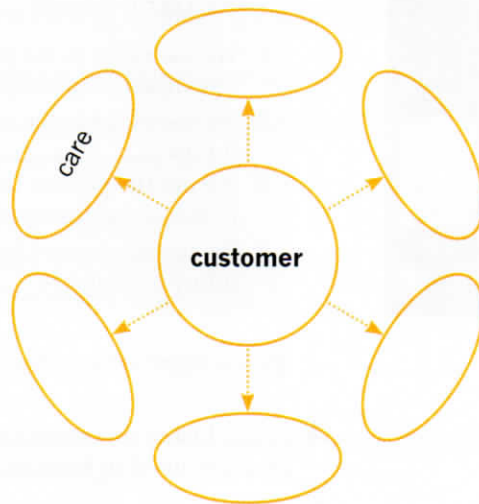
- 4 What do you think of the Zappos call centre? Underline the correct words in *italics* and complete the sentences. Then read out and compare your answers.
I *think* / *don't think* it's a good idea because ...
It *could* / *couldn't* work in my company because ...
- 5 Complete this table with the word forms in the article in 2.

Verb	Adjective	Noun
1 to care	caring	<u>care</u>
2	loyal	_____
3 to expect	expected	_____
4 to require	_____	requirements
5 to serve	_____	_____
6 to satisfy	satisfied	_____
7 to produce	productive	_____
8 _____	_____	delivery

- 6 Complete this text with the correct form of the words from the table in 5. More than one word is correct for some answers.

Customers always ¹ _____ an online company to ² _____ their order on time and in good condition. They are ³ _____ if their ⁴ _____ are met. However, if there is a problem, it is the role of the customer ⁵ _____ department to solve it quickly and efficiently. As a result, if the customer feels that the company really ⁶ _____ about them, they become ⁷ _____ to the brand.

- 7 Look at the Zappos text in 2 again. Find different word combinations with the word 'customer' and add them to the mind map below.



Tip | Customer, client or consumer?

A *customer* is someone who buys a standard product or service.

A *client* is someone who buys an individually designed product or service (e.g. financial advice).

Consumer is a general term to talk about any person who buys things, not a specific product or service.

- 8 Complete these questions with an appropriate 'customer' collocation from 7.
- How important is customer _____ in your company?
 - How does your company build customer _____?
 - How does your company deal with customer _____?
 - Do you think it's ever possible to guarantee customer _____?

- 9 Work with a partner. Ask and answer the questions in 8.


» For more exercises, go to **Practice file 5** on page 114.

- 10 Make five rules and guidelines for successful customer service in your company using words from the table in 5.

Example: Rule 1: Don't meet your customer's expectations. Go beyond them.

Language at work | Present tenses for future reference

- 1 How busy is your schedule this week, next week and next month? Which are the busiest periods for you/your department/your company?
- 2 Anita and Hakan are planning a series of customer visits in Turkey. Read the schedule and then Anita's email. What changes and additions need to be made to the schedule?



6 Monday

5.45–11.45
Flight TK 1988 London – Istanbul.


14.30
Meeting at Aksa.

22.00 – 23.05
Flight to Ankara. Meet Giray.

7 Tuesday

10.00
Leave hotel for meetings from 11.00.

19.00
Flight TK 1983 Istanbul – London.



Subject: Next week

Hi Hakan,

I'm really sorry but there are changes to the original schedule. We still **leave** early on Monday and **come back** on Tuesday, but the bad news is that on Monday we're **not meeting** the people at Aksa until five – I'm afraid they're busy until then. Anyway, I **hope** to arrange another visit so we **aren't waiting** around all afternoon. Other than that, everything **is** fine for the rest of the trip. By the way, our new agent in Ankara **is joining** us at 10.00 for the customer visits on Tuesday. His name is Giray Demir.

Anita



- 3 Do the verbs in **bold** in the email refer to the present or the future? Match the verbs in the email to the explanations in the *Language point*.

LANGUAGE POINT

- 1 We use verbs in the present simple such as *arrive, go, start* to talk about a scheduled or timetabled event in the future: _____, _____
- 2 We use verbs in the present continuous to talk about an arrangement for the future: _____, _____, _____
- 3 We use the present tense of verbs such as *plan, intend, expect* + *to* + infinitive to talk about future plans, hopes and expectations: _____
- 4 We use the present tense of *be* + adjectives such as *free, available* to talk about future availability: _____, _____

» For more information, go to **Grammar reference** on page 115.

- 4 ▶ 5.1 Listen to a message from Giray in Anita's voicemail. What additional changes need to be made to the schedule?
- 5 Read Giray's voicemail message. Underline the correct words in *italics* 1–9. Then listen again and check.

Hi, Anita. This is Giray. I'm sorry but I ¹*be* / *'m* busy next Monday evening, so I can't meet you personally at the airport. When your flight ²*arrives* / *is arriving*, a driver will meet you. Let's plan ³*to meet* / *meeting* in your hotel reception on Tuesday morning at around eight thirty because we ⁴*meet* / *are meeting* the first client at nine thirty instead of eleven. By the way, do you intend ⁵*checking* / *to check* out in the morning or ⁶*do you stay* / *are you staying* another night in Ankara? I'm afraid I ⁷*'m not* / *don't* free in the evening, but I can book you an excellent restaurant near the hotel for dinner if you ⁸*stay* / *are staying*. It ⁹*opens* / *is opening* around eight, I think. Anyway, let me know your plans.

Tip | State verbs

Verbs used to talk about states (e.g. *understand, know, like, mean, need*) are not usually used in the present continuous.

GRAMMAR REFERENCE

Present tenses for future reference

Form

See page 107 for the present simple and present continuous.

See page 109 for verbs + *to* + infinitive.

Use

Present simple

We often use the present simple with the verbs *arrive*, *leave*, *come back*, *go*, *start*, *finish* to talk about a scheduled or timetabled event in the future.

*The flights **arrives** at six in the evening.*

*Does this train **leave** at midday?*

*No, it **doesn't leave** until three in the afternoon.*

Present continuous

We often use the present continuous to talk about an arrangement for the future.

*She's **joining** us at one for lunch.*

*We **aren't meeting** anyone until later this afternoon.*

*What time **are you arriving** at the conference centre?*

Verbs + *to* + infinitive

We use present tense verbs such as *plan*, *hope*, *intend*, *want*, *expect* + *to* + infinitive for future plans, hopes and expectations.

*Let's **plan to meet** everyone at the airport and take a taxi together.*

*I **hope to schedule** the presentation for three so that everyone can attend.*

*He **doesn't intend to let** the discussion last too long.*

*Do you **expect to be** late home tonight?*

be + adjective

We use the present tense of *be* with adjectives such as *free*, *busy*, *available*, *tied up* to talk about future availability.

*We're **busy** next week but the week after **is good** for everyone.*

*I'm afraid I'm **not available** until the fifth.*

*Are you **free** for a breakfast meeting tomorrow?*

- 1 Complete the phone call with the present simple or present continuous form of the verbs in brackets.

Enrico Hello, Sophie. It's Enrico. I'm calling to check the details for tomorrow's visit.

Sophie Hello, Enrico. Yes, everything's organized.

What time ¹ does your flight arrive (flight / arrive)?

Enrico It ² _____ (get in) at 9.15 a.m.

Sophie Oh yes, that's what I have written here on the schedule, and John ³ _____ (meet) you at the airport. Then he ⁴ _____ (bring) you back to the office.

Enrico Oh good. And ⁵ _____ (we all / have) lunch together?

Sophie Yes, and then we ⁶ _____ (show) you around the factory.

Enrico Great. And what ⁷ _____ (we / do) after that?

Sophie Then we ⁸ _____ (have) a meal at an Italian restaurant and after that you have to go back to the airport. What time ⁹ _____ (your flight / leave)?

Enrico It ¹⁰ _____ (leave) at 10.30 p.m.

Sophie Oh, that's fine. We can order a taxi to pick you up at 8.00 p.m.

- 2 Complete the email using the prompts in *italics*.

Dear Maria,

1 *you / free / on / Thursday / evening?*

Are you free on Thursday evening?

2 *Our team / go out / to celebrate / Torsten's birthday.*

Would you like to come?

3 *We / plan / meet / in reception / around five.*

4 *We haven't booked anywhere yet, but I / hope / try / that new Greek restaurant.*

5 *We could go home together afterwards. The last train / leave / at midnight.*

6 *If you / not / busy, it'd be great to see you.*

All the best,

Mounir

UNIT 8: ORGANIZING A WWF CHARITY EVENT
<https://www.youtube.com/watch?v=6cDY2j0JhCk>

Characters: *Liam (Irish)*

Natalia (Spanish)

Carol (Blonde)

David (the Boss)

- 1) What kind of animal will the event raise money for?
- 2) Who will organize the tickets?
- 3) How many tickets will there be?
- 4) How much will the tickets cost?
- 5) Who will make the posters?
- 6) Who will provide the tables and chairs?
- 7) How much will they cost?
- 8) What kind of music will they have at the event?
- 9) Who will write the questions for the quiz?
- 10) Who will be the quiz master?

E

CD3.9 Read this information about high-street retailer Ross & Franks. Then listen to a management meeting between the CEO, the Director of Marketing and the Head of Corporate Communications to discuss the brand's future and take notes.

For over 50 years, Ross & Franks (R&F) has been a well-known high-street retailer in the UK serving a wide range of customer needs from food to furniture, clothes to car insurance. R&F is best known for its womenswear, an intensely competitive

market of which it has a 10% share. However, in the past two years, sales have taken a nose-dive. It seems the public has fallen out of love with R&F. On a mission to rejuvenate the brand, R&F's management team is now reviewing the company's marketing strategy.

F

Hold a meeting to brainstorm a new marketing strategy for R&F.

G

Look at parts of some mission statements (a–f) and match them to the organisations (1–6). Which ones do you think are the best and most creative?

- | | | |
|----------|--------------------|--|
| 1 Avis | 3 Procter & Gamble | 5 International Committee of the Red Cross |
| 2 Google | 4 Microsoft | 6 The World Bank |

- a) To fight poverty with passion and professionalism for lasting results
- b) We will ensure a stress-free car-rental experience by providing superior services that cater to our customers' individual needs.
- c) To protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance
- d) To organise the world's information and make it universally accessible and useful
- e) We will provide branded products and services of superior quality and value that improve the lives of the world's consumers.
- f) To help people and businesses throughout the world realise their full potential

**Writing:
mission
statements**

What is the Difference Between a Vision and a Mission?

The Vision Statement focuses on tomorrow and what the organization wants to become. The Mission Statement focuses on today and what the organization does. While companies commonly use mission and vision statements interchangeably, it's important to have both. One doesn't work without the other, because having purpose and meaning are critical for any business.

Your Mission Statement drives the company. It is what you do/the core of the business, and from it come the objectives and finally, what it takes to reach those objectives. It also shapes your company's culture.

Mission Statement questions look like:

- What do we do?
- Whom do we serve?
- How do we serve them?

This trickle-down effect of a Mission Statement confirms its value at any company. Just by its definition, you can quickly see how a solid mission motivates a team to advance toward a common goal, because they started at the same place and they are working together to reach the same end-goal. On the other hand, a weak mission — or no mission at all — can have the opposite effect.

For content marketers

Your content strategy supports the company's mission statement — **think of it as the HOW of what you do.** This helps you stay on track, true to your brand and true to your goals. Every piece of content you create should be rooted in your Mission Statement, from the tone of voice to the call-to-action.

What is a Vision Statement?

Your Vision Statement gives the company direction. It is the future of the business, which then provides the purpose. The Vision Statement is about what you want to become. It's aspirational.

Vision Statement questions look like:

- What are our hopes and dreams?
- What problem are we solving for the greater good?
- Who and what are we inspiring to change?

The Vision Statement promotes growth, both internally and externally. A strong vision helps teams focus on what matters the most for their company. It also invites innovation. A purpose-driven company envisions success as a whole, because they know what success means for their company. On the flip side, a lack of vision is a road to nowhere for a business. Imagine this: stagnation, outdated processes, moving without purpose, feeling uninspired. Can a company even survive without a clear vision? You know the answer to that one.

Brands that get it: Vision and Mission statements

Here are some companies that get them right and have the customer loyalty to prove it.



Company: [Tesla](#)

Mission: To accelerate the world's transition to sustainable energy.

Vision: To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Why it works: What better word than "accelerate" in a mission to serve as the driving force behind what Tesla does. While boldly stating "best in the century" reflects loftier dreams in the vision.



Company: [Amazon](#)

Mission: We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

Vision: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

Why it works: Amazon's mission is cut-and-dry about what they offer to customers. The vision takes the offerings farther, saying their company will offer "anything" customers want.



Company: [TED](#)

Mission: To spread ideas.

Vision: We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.

Why it works: The TED mission to "spread ideas" is a simple demonstration of how they serve. The vision is all about impact, how spreading ideas invokes change in the world.



Company: [LinkedIn](#)

Mission: To connect the world's professionals to make them more productive and successful.

Vision: To create economic opportunity for every member of the global workforce.

Why it works: LinkedIn captures what they do (connect) and who they serve (the world's professionals) in their mission. While the vision encompasses every working person in the world.



Company: [Uber](#)

Mission: Uber's mission is to bring transportation — for everyone, everywhere.

Vision: Smarter transportation with fewer cars and greater access. Transportation that's safer, cheaper, and more reliable; transportation that creates more job opportunities and higher incomes for drivers.

Why it works: Uber "transports," so it is the perfect actionable verb for their mission. The vision dives deeper into how their transportation services exist for the greater good of everyone.



Company: [AirBnB](#)

Mission: Belong anywhere.

Vision: Tapping into the universal human yearning to belong—the desire to feel welcomed, respected, and appreciated for who you are, no matter where you might be.

Why it works: In just two words, the Airbnb mission says "we help you feel at home." They explore a deeper sense of belonging in the vision, tapping into the universal human desire their company aims for.

TELEPHONE VOCABULARY

Look at the pictures below. What are these objects called in English ?



1



2



3



4



5



6



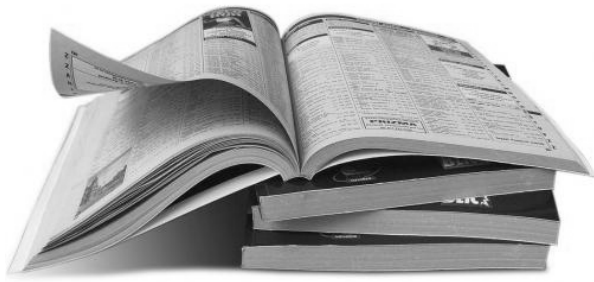
7



8



9



10



11



12



13



14



15.....



16.....

VERBS

To insert coins / a phone card
 To dial / to tap in a number
 To redial
 To call / to ring / to phone s.o.
 To reply
 To call s.o. back
 To hang up
 To lift the receiver
 To replace the receiver
 To recharge the battery
 To text s.o.

11D It's my first day

Real World checking information
Help with Listening contrastive stress
Review reporting verbs; requests

QUICK REVIEW ●●●

Work in pairs. Who were the characters in the TV drama *Undercover*? What can you remember about episodes 4 and 5? Use reporting verbs (*invite, admit, etc.*) where possible: A Dom invited Kat to have dinner with him. B He also admitted falling in love with her.

1 Work in groups. Discuss these questions.

- Which three people do you phone the most? What do you talk about?
- Do you ever talk in English on the phone? If so, who do you speak to?

2 a) R11.10 Look at the photo. Nicola is working as a temp at On The Box. Today is her first day. Listen to two phone conversations. Choose the correct words/phrases.

- The first caller wants to speak to Max/Gabi.
- He wants/doesn't want to leave a message.
- He is flying to/from London.
- The second caller is at work/on holiday.
- Nicola has to call someone at the BBC/CBN.
- She also has to send out party invitations by the end of today/the week.

b) Listen again. Fill in the gaps on Nicola's notepad.



Real World Checking information

3 a) Fill in the gaps with these words.

name could give talking catch
with spelt mean didn't say

- Sorry, what did you say your name was again?
- Is that Kramer a K?
- Sorry, I get all of that.
- Could you it again, please?
- Do you this Wednesday?
- And you tell me his surname again?
- Is that G-R-O-N-E-R?
- Are you about the London party?
- Sorry, I didn't quite that.
- Can you it to me again, please?

b) Which sentences in 3a) do we use to: a) ask someone to repeat information? b) check that the information you have is correct?

c) Check in **RW11.1** p139.

4 R11.11 P Listen and practise the sentences in 3a). Copy the polite intonation.

Sorry, what did you say your name was again?

Message for Max

Stan ¹ Cramer called from ² in Florida.

Wants to meet to discuss Undercover contract next ³ .

Arriving at Heathrow on Virgin flight ⁴ from Miami at ⁵ .

To do

Contact Harry ⁶ at the BBC.

Tell him the meeting on Wednesday ⁷ th is cancelled.

Send out invitations for the Undercover party in ⁸ .

note - Gabi's mobile: ⁹ .

Help with Listening Contrastive stress

- We usually put the main stress on words, numbers or letters that we want to check or correct.

5 a) **R11.12** Listen to these sentences. Where are the main stresses in each sentence?

NICOLA And it arrives at twelve fifty.

MR CRAMER No, not twelve fifty, twelve fifteen.

b) **R11.13** Listen to four more pairs of sentences. Which words, letters or numbers have the main stress?

c) Work in pairs. Look at R11.13, p157. Practise saying these pairs of sentences.

6 a) Choose the correct words.

A Hello, ¹**can**/will I help you?

B Yes, can I speak to Mr Smith, please.

A Do you ²**mean/say** Ron Smith?

B No, Ed Smith.

A Can you call Gary on extension 223 about the conference?

B Sorry, I didn't ³**give/get** all of that. Did you ⁴**say/tell** extension 233?

A No, extension 223.

B And are you ⁵**talking/saying** about the UK conference?

A No, the European conference.

B Sorry, could you ⁶**give/get** me your address again?

A 23 Jerrard Street, SE19.

B Is ⁷**this/that** Gerrard ⁸**with/for** a G?

A No, it's ⁹**with/for** a J.

b) Where are the main stresses in the sentences in **bold** in 6a)?

c) **R11.14** Listen and check.

d) Work in pairs. Practise the conversations in 6a).

7 Work in pairs. Student A → p106. Student B → p111. Follow the instructions.

a Work on your own. Read this information. Underline the main points and plan what you are going to say.

Your name is Chris Baker and you work for a travel company called East Coast Breaks in California, USA. You are going to call Getaway Holidays in the UK. You want to speak to Tanya Wilson. You have already arranged a meeting with Tanya at 3.15 p.m. on Friday. You are arriving at Gatwick Airport, London, at 12.35. Your flight number is BA 4517. You would like someone to pick you up at the airport. Your work phone number is 001 212 555 1229.

b Look again at the information you underlined in **a**, then phone Tanya Wilson. If she isn't there, leave a message with her PA.

c You are Bob Krane's PA at Miami Hotels Ltd in Florida, USA. Mr Krane is in a meeting at the moment. Answer the phone and take a message for him. Check information when you need to.

d Work with your partner. Check his/her message. Is it correct?

a Work on your own. Read this information. Underline the main points and plan what you are going to say.

Your name is Alex Smith and you work for a travel company called FlyTours in Southampton, England. You are going to call a company called Miami Hotels in the USA. You want to speak to Bob Krane, who is the sales director there. You are flying to Miami on the 30th of next month and would like to meet Mr Krane to discuss a new contract for next year. He can call you back on your mobile (0044 7655 443229) between 9.15 and 4.30 tomorrow.

b You are Tanya Wilson's PA at Getaway Holidays in the UK. Tanya is out of the office today. Answer the phone and take a message for her. Check information when you need to.

c Look again at the information you underlined in **a**, then phone Bob Krane. If he isn't there, leave a message with his PA.

d Work with your partner. Check his/her message. Is it correct?

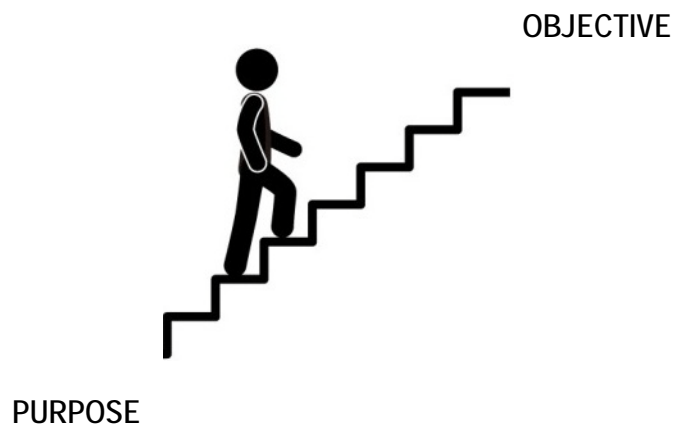
TELEPHONE CALLS

PRESENTATION

1) In theory, you can say anything you like during a telephone call. In fact, business calls are quite predictable. Why ? Because time is money when you are on the phone, so messages have to be clear and simple, precise and concise.

MANAGING A TELEPHONE CONVERSATION: Seven Steps From Purpose To Objective

In business, every call has a **purpose** (e.g. to fix an appointment) and an **objective** or desired outcome (e.g. the appointment). We can divide the progression from **purpose** to **objective** into seven **Steps**.



Each **Step** can be realized via a number of fixed or semi-fixed conventional phrases. You can use this sequence of **Steps** as a guide, learn the conventional phrases whole, like single words, and use them in conversation with little or no variation.

Now look at the next page and study the **Steps** plus the typical words and phrases that go with them. Some are absolutely necessary, like **Step 1**, **Step 2**, **Step 4**, **Step 5** and **Step 7**. Others are optional, like **Step 3** and **Step 6**. Between the **Steps**, of course, you can make as many digressions as you like but, once you know the seven **Steps**, and the fixed and semi-fixed phrases that express them, you can manage a conversation on the phone because you will always know where you are going.

2) PHONE CALLS: The Conventional Order Of Steps (Harper 2006)

Step 1: SALUTATION / IDENTIFICATION:

Person Called

"Hello. Universal Exports. Can I help you ?"

"Hello. 0569 821347."

Step 2: INTRODUCTION; ASKING FOR / CONFIRMING IDENTIFICATION:

Person Calling

"Hello. This is Mike Savage. Could I speak to the manager, please ?"

"Hello. This is Mike Savage. Who is speaking, please ?"

"Hello. Is that the Personnel department ?"

"Oh, I'm sorry. I've got the wrong number."

Step 3: GETTING THROUGH TO THE RIGHT PERSON:

Person Called

"If you hold on, I'll put you through to Mr X."

"If you bear with me, I'll just put you through to Mr X."

"I'm afraid the line's engaged. Could you hold on, please."

"I'm afraid Mr X is away / isn't in. Can I take message ?"

"I'm afraid Mr X is busy. Shall I get him to call you back ?"

"I'm afraid Mr X is busy. Could you call back later, please ?"

"I'm afraid you've got the wrong number."

Step 4: EXPOSITION: (Explain the situation. State the main facts and all relevant information)

Person Calling

"Hello ? It's about your order. I'm afraid it's been delayed."

"It's about..."

"I'm calling about..."

"I'm calling to ask you..."

"I'm calling to let you know that..."

"I'm afraid there's been a mix up / a slip up / a mistake / an error / a misunderstanding."

"I'm afraid there's a problem with..."

Step 5: REQUIREMENTS: (Explain what you want the other person to do)

Person Calling / Person Called

"I was wondering if you could tell me..." *"Would it be possible to...?"* *"Could you possibly...?"*

"If possible, I'd like..." *"I would like ..."* *"Would you..."* *"Could I/you/it..."* *"Can I/you/it..."*

Step 6: CONFIRMATION: (Summarize what has been agreed)

Person Called / Person Calling

"So, our Export Manager will send you a quotation later this week."

"OK, then. I will contact our Production department and try to bring forward the delivery."

"Right, I will call you back as soon as I have spoken to..."

Step 7: CONVENTIONAL ENDING:

Person Called

"Thank you for calling."

"Thank you very much. Goodbye."

"Goodbye, then."

"Bye, Sue."

Person Calling

"Not at all. Goodbye."

"Goodbye."

"Goodbye."

"Bye."

3) PRACTICE

Look at this example of a phone call. Notice the **Steps** and the typical phrases that go with them.

3a) Listen and read.

DIALOGUE

Switchboard: "Hello. City Restaurant. Can I help you ?"

Sam Brown: "Hello. This is Sam Brown of FTAM Enterprises. Who is speaking, please ?"

Switchboard: "I'm Maria Marks, the switchboard operator."

Sam Brown: "Could I speak to the Manager, please."

Switchboard: "If you hold on, I'll put you through to Ms Reynolds."

Manager: "Hello. This is Jane Reynolds. Who is speaking, please ?"

Sam Brown: "Hello. This is Sam Brown of FTAM Enterprises. I'm calling to make a reservation. We'd like to book a private room next Friday evening for about thirty-five people, if possible."

Manager: "OK. Is it a company function ?"

Sam Brown: "That's right. It's farewell party for our Managing Director who's retiring at the end of the month."

Manager: "I see. Yes, we have a function room available. Would you like to book it now ?"

Sam Brown: "Yes, please. Friday March 10th at eight p.m."

Manager: "Are there any special requirements, such as vegetarian dishes ?"

Sam Brown: "I'm sorry I don't know, I'll find out and send you a fax as soon as I can."

Manager: "OK, I will need e-mail confirmation from you by Friday morning, in any case. Our e-mail address is City_Restaurant @ intelsat.co.uk"

Sam Brown: "OK, then. I'll get back to you as quickly as possible. Thank you very much, goodbye."

Manager: "Goodbye."

3b) Now think carefully. What was the Sam Brown's **purpose** in making the call ?

Was it,

- (a) to leave a message.
- (b) to make an appointment to talk to the Manager.
- (c) to book a private room at the restaurant.
- (d) to book a table at the restaurant.



3c) Complete the following telephone conversation by putting **one** suitable word into each gap.

A: Hello. Fausto & Furio Car Hire. Can I you?

B: Hello. is Ramona Fuentes. I'd like to speak to the Manager,

A: I'm afraid Mr Toretto is on business this week but I can put you to Mr Hobbs who has taken as Office Manager for the time being.

B: Yes, OK. Let me speak to Mr Hobbs, then.

A: on for a moment, Ms Fuentes, and I'll connect you.

C: Hello. Luke Hobbs speaking.

B: Hello. Ramona Fuentes here. I'd like to a serious complaint. I've been a regular customer of yours for nearly five years, Mr Hobbs, but this time something unforgivable has happened and Fausto & Furio are not going to get with it!

C: I'm sorry to hear that, Ms Fuentes. Would you mind going detail?

B: Well, two days ago I looked the vehicles available on your website and hired a Tesla Model Y, which I picked from your branch at Bologna Airport's Terminal 2, today. When I set, however, the car simply didn't work properly. The autopilot was clearly unreliable, so I had to turn it Then, the battery ran after 20 kilometres and the car broke Naturally, I plugged it the nearest supercharger, which is supposed to recharge the battery in 15 minutes. That was half an hour ago and I'm still waiting. What am I going to do! I have a business meeting in Ferrara in 45 minutes, so how am I going to there?

C: I see. I'm very sorry to hear that, Ms Fuentes. I can assure you that such things don't happen very often. I will look the matter personally and send a technician from our Emilia branch to the supercharger station to find what caused the malfunction, if you could just me know which one it is.

B: I don't want an explanation, Mr Hobbs, or a mechanic. I would like you to replace this faulty Model Y a car that works as it should do. So, what are you going to do it?

C: Well, I will make some enquiries at this end, find you a car and get to you as soon as possible. Once again, I apologize on behalf of Fausto and Furio.

B: OK, that's more like it. I'm at the Estensi Supercharger Station on the A13 near Bentivoglio. Goodbye, then, Mr Hobbs.

C:, Ms Fuentes.

3d) Choose the best reply, (a), (b) or (c) in each case.

1) "Hello. Hotel House. Can I help you?"

- (a) "Hello Hotel House." (b) "Hello. This is Janet Croft." (c) "Janet Croft is speaking."

2) "Could I speak to Miss Jones, please?"

- (a) "Who are you?" (b) "Who's that?" (c) "Who's calling?"

3) "I'd like to speak to Mr Benson, please."

- (a) "Why?" (b) "Oh yes?" (c) "Could I ask what the call is about?"

4) "Hello. Is that the Complaints department?"

- (a) "Who's asking?" (b) "If you hold on for a moment, I'll put you through." (c) "No."

5) "I think there's been a slip up."

- (a) "Really? What's the problem?" (b) "A slip up where?" (c) "What's your problem?"

6) "I'm afraid Mr Jones is out of the office all morning."

- (a) "I'll call back at 11.30, then." (b) "Shall I call back after lunch, then?" (c) "I'm sorry I called."

7) "I think you've got the wrong number."

- (a) "Oh no I haven't." (b) "So, it's my fault, is it?" (c) "Really? Isn't that 0462 51723, then?"

8) "Thank you for calling. Goodbye."

- (a) "Goodbye." (b) "Good day." (c) "Farewell."

TELEPHONE CONVERSATIONS

Student A

Conversation 1.

You are the caller, Mr / Ms Robinson.

Call the Cambridge Hotel to make a reservation for tomorrow night for you, your wife/husband and Mr Green for three nights.

Mr Green wants the room for an extra night.

You will arrive at 23.00.

Ask if you will be able to get a meal at the hotel when you arrive.

Your American Express card no. is 777 4580 2132 9

Your e-mail address is: robinson ~ inbox @ jumpy . it

Conversation 2.

You are the manager of the Provence Restaurant (the best in town).

The menu includes fresh fish and vegetarian dishes.

Private room available Monday to Wednesday, 20.00-23.30.

Written confirmation of any booking is required by e-mail at: provence _ restaurant @ webnet . co . uk

The exact number of places must be confirmed at least ten hours in advance.

Your early morning phone number is 0156 9243978.

Conversation 3.

You are the receptionist at the Bristol Hotel.

Ten double rooms & one single room are available from 15 June – 30 June.

All rooms are quiet and comfortable. Single rooms = 3m x 4m. Double rooms = 5m x 6m.

Prices:

Single Room: £65 per night (including breakfast).

Double Room: £100 per night (including breakfast) or £120 per night (with balcony, sea view and breakfast).

Rooms include bath and shower, colour TV, telephone, mini-bar, Wi-Fi Internet access and air-conditioning.

To make a booking, you will need to know the caller's name, e-mail address and telephone number.

Ask for confirmation by e-mail at: bristol — hotel / bookings @ enetwork . com

Conversation 4.

You are the caller, Mr / Ms Evelyn Maddox. You live in Pesaro, you want to fly to England.

You want to take a full-immersion English course in Cambridge this summer.

Cambridge is north-east of London, you want to be there by Sunday, 3 August.

Duration of course: four weeks from Monday, 4 August.

Now phone EuroJet Airlines and book a return ticket to England.

Your Visa credit card number is: 0 12 3465987

Your e-mail address is: maddox \ e @ webnet . co . uk

TELEPHONE CONVERSATIONS

Student B

Conversation 1.

You are the receptionist at the Cambridge Hotel.

You are very busy because there is a trade fair in Cambridge this week.

Rooms available: Single rooms, 0. Double rooms, 2.

Reserved rooms are held until 21.00 unless the guest pays in advance by Mastercard, Diner's Club or American Express.

Write down the name of the caller and his/her e-mail address.

Hotel restaurant open 19.00-22.30. Hotel coffee shop open 17.00-2.00 a.m.

For further information, guests can visit the hotel website at: [www.cambridge — hotel . co . uk](http://www.cambridge-hotel.co.uk)

Conversation 2.

You are Mr / Ms Biggs of Biggs and Kray Ltd.

Call the Provence Restaurant (the best in town) to book a private room for a visiting group of clients next Tuesday evening, ideally from 19.30-21.30.

There will be ten to fourteen people in your party. You won't know exactly how many until Tuesday morning.

Three of your guests are vegetarians.

Give your name, phone number and e-mail address: [biggs \ ceo @ xyznet . com](mailto:biggs\ceo@xyznet.com)

Conversation 3.

You are Mr / Ms Richardson of Packard Enterprises.

Call the Bristol Hotel and find out if there are any rooms available from 16 June – 25 June.

You require rooms for yourself, Ms Castle, and Mr and Mrs Hogan.

Find out the cost of single and double rooms per night, and ask whether breakfast is included.

Ask about the differences between the cheaper rooms and the more expensive rooms.

You want quiet rooms with a view of the sea, if possible.

Book one double room at the lower price and two at the higher price.

Give the receptionist your name and e-mail address: [richardson / packard _ ent @ xyznet . com](mailto:richardson/packard_ent@xyznet.com)
plus your telephone number.

Conversation 4.

You work for EuroJet Airlines. EuroJet Airlines has tickets available for:

Rimini – London (Gatwick), departing every day at 14.00, arriving in London at 16.00.

Ancona (Falconara) – London (Stansted), departing Monday and Saturday at 8.00, arriving at 11.00.

Check-in time: one hour before take-off.

Gatwick is south of London. Trains for London (Victoria station) depart every twenty minutes.

Stansted is east of London. Trains for Cambridge depart every thirty minutes.

Prices: Rimini – London (Gatwick): £90 return (economy class); £120 (business class).

Ancona (Falconara) – London (Stansted): £60 return (economy class); £90 (business class).

EuroJet takes telephone bookings and accepts payment by Visa and Mastercard (ask for the number).

Write down the name, e-mail address and telephone number of the caller.

For a complete list of terms and conditions, your website is at: [www . EuroJet~airlines . co . uk](http://www.EuroJet~airlines.co.uk)

Telephoning In English: Unit 1.

Task 1. Listen to two telephone conversations and fill in the table.

Call	Caller's Number	Where is the Called Person ?	Country of Meeting
1.			
2.			

Task 2. Listen to the two calls in Task 1 again. Write a message for each of the absent people.

Call To:	Mr Whitworth	Call To:	Mr Harrison
Call From:		Call From:	
Message 1:		Message 2:	

Task 5a. Listen to the telephone conversation once. Which is the correct message, 1, 2 or 3 ?

1. Hannah Booth called. Wants your email address. In till 17.30 – Call back.	2. Hannah Booth called. Wants Carla Parker's address. Back in an hour.	3. Hannah Booth called. Wants Carla Parker's address. In till 18.00 – Call back.
--	--	--

Task 5b. Listen again and fill in the table. Then answer questions i and ii.

Person Called	Caller	Request	Who will make the next call ?

- i) What sort of work does Carla Parker do ?
- ii) How is Richard Dawson going to find the address ?

Task 6. Listen to the phone-call and fill in the table. Listen again and answer questions i, ii and iii.

Person Called	Caller	Request	Who will make the next call ?

- i) What have Star Cars International ordered from Motor Systems ?
- ii) What is the order number ?
- iii) When would Star Cars International like delivery of their order ?

Task 7. Listen to Mr Dawson and Mr Wheeler calling back. Make notes on the two calls below.

Call From:		Call From:	
Message 1:		Message 2:	

QUICK REVIEW **Types of transport** Write ten words for types of transport (*car, bus, etc.*). Work in pairs. Compare lists. Tell your partner which types of transport you used last week. Where did you go?

I'll get back to you

1 Emily is at work. Look at A–C and answer the questions.

- 1 What is Chris Morris's job?
- 2 Where can you see *Not Now*?
- 3 What is the postcode of Morris Computers?
- 4 In which month is the conference?
- 5 How many phone calls does Emily want to make?
- 6 What is Chris Morris's email address?
- 7 Who are the actors in *Not Now*?
- 8 Is Clare a friend or a customer, do you think?

HELP WITH LISTENING

Phone messages

2 **a** Look at these sentences from phone messages. Work in pairs. Try to fill in the gaps with these words.

voicemail person choose
back message press try

- a Hello, this is Alan Wick's voicemail.
 - b If you leave a message, I'll get _____ to you.
 - c I'm sorry, but the _____ you called is not available.
 - d Please leave your _____ after the tone.
 - e Please _____ one of the following three options.
 - f For all other enquiries, _____ zero.
 - g Please _____ later.
- b** **CD2** **56** Listen to four messages. Check your answers to **2a**. What do you do after each message?
- a end the call
 - b leave a message
 - c press a number on the phone

3 **CD2** **57** Emily is making three phone calls. Listen and answer these questions.

- 1 When does Emily want to:
 - a meet Alan Wick?
 - b meet Clare?
 - c go to the theatre?
- 2 How much are the theatre tickets?



A

To do – Wed 16th

- * phone Chris Morris
- * check contract
- * call Alan Wick
- * check date of March conference
- * call theatre – prices?
- * phone Clare – coffee later?

B

 **Morris Computers Ltd**

Chris Morris
Business Manager

103 Dean Street
Manchester
M18 7FT
Tel: 0161 496 0723
email: c.morris@mc.co.uk

C

Not Now by Lionel Mayers

starring
Bill Marks and Kelly Bolton

"THE YEAR'S BEST COMEDY!"
The Evening News

The Queen's Theatre, Manchester
Box Office: 08081 570570
www.queentheatremanchester.com



Can I call you back?

4 Work in pairs. Discuss these questions.

- How many phone calls do you make or get on a normal day?
- Do you always answer your phone at work or at home? If not, why not?
- When was the last phone call you made? Who did you call? Why?

5 a **VIDEO** 8 **CD2** 58 Close your book. Watch or listen to two phone calls. What does Emily talk to Clare about? When can Emily talk to Chris Morris again?

b Work in pairs. Choose the correct words/phrases.

TIM Hello, 3DUK. Can I help you?

CLARE Hello, ¹I want to/can I speak to Emily, please?

TIM ²Hold on/Stop a moment, she's here.

EMILY Hello. Emily Wise.

CLARE Hi. ³It's/I'm Clare. I ⁴got/had your message.

EMILY Good. Do you want to go for a coffee after work?

CLARE Sure. Is six o'clock OK?

EMILY Yes, that's fine. Let's meet at Café Uno.

CLARE OK. See you there at six. Bye.

EMILY Bye.

CHRIS Hello?

EMILY Hello, ⁵is that/are you Chris Morris?

CHRIS ⁶Speaking./I am.

EMILY ⁷This is/I'm Emily Wise from 3DUK.

CHRIS Hello, Emily. Look, I've got a conference call in a minute. Can I call you ⁸back/lagain in an hour?

EMILY Of course. Call me ⁹on/by my mobile.

CHRIS Right. ¹⁰I'll call/I'm calling you later.

EMILY Thanks a lot. Bye.

CHRIS Bye.

c Watch or listen again. Check your answers.

6 Close your books. Work in pairs. What can you remember about the two conversations?

REAL WORLD Talking on the phone

7 Write these headings in a–d in the table.

other useful phrases calling people back
saying who you are asking to speak to people

a	b
Hello, can I speak to (Emily), please?	This is (Emily Wise) from (3DUK).
Hello, is that (Chris Morris)?	Speaking.
	It's (Clare).
c	d other useful phrases
Can I call you back (in an hour)?	I got your message.
I'll call you later.	Call me on my mobile.
Can you call me back?	Hold on a moment.

REAL WORLD 8.1 p146

8 **CD2** 59 **PRONUNCIATION** Listen and practise the sentences in 7. Copy the stress and intonation.

Hellô, can I speak to Êmily, please?

9 a Clare is making some phone calls. Fill in the gaps with parts of the phrases from 7.

CLARE Hello, ¹is that Simon Dale?

SIMON Speaking.

CLARE Hi, Simon. ² Clare Ross.

SIMON Oh, hello, Clare. Look, I can't talk right now. ³ you back?

CLARE Yes, of course. ⁴ my mobile.

SIMON Right. I'll ⁵ later. Bye.

CLARE Hi, Vicky. ⁶ Clare.

VICKY Hi, Clare. How are you?

CLARE I'm fine, thanks. ⁷ to Rob, please?

VICKY ⁸ a moment, I'll get him.

ROB Hello, Clare. I ⁹ your message.

Let's meet at 8.30 outside the cinema.

CLARE OK, see you then. Bye.

b Work in pairs. Compare answers.

10 a Work in new pairs. Write a phone conversation.

b Swap conversations with another pair. Correct any mistakes.

c Practise the new conversation with your partner. Then role-play it for the other pair.

Reading

- 1 Match pictures A and B to the messages. Which message does not match a picture?



- 1 Hi. Andrew and Janine aren't in at the moment, but if you leave a message, we'll get back to you as soon as we can. Thanks for calling. Bye.
- 2 Thank you for calling the Filmworld Cinema. Please choose one of the following three options. For information about films showing this week, press 1. To book by credit card, press 2. For any other enquiries, press 3.
- 3 Hello, this is the voicemail of Tom Lenk at FTL Limited. I'm sorry, I can't take your call at the moment, but if you leave me a message I'll get back to you as soon as I can.

- 2 Read the messages again. Answer these questions.

- Are Andrew and Janine at home now? _____
- What do you do if you want to know the time of a film at Filmworld? _____
- What number do you press to buy tickets? _____
- Who works in an office? _____

Talking on the phone REAL WORLD 8.1

- 3 Tom is making some phone calls. Fill in the gaps with these phrases.

~~Is that~~ Can I call you back I'll call you later I'm calling
call me on my mobile Speaking I'm in a meeting

- 1 TOM Hello. ¹ Is that Mr Ali?
MR ALI ² _____.
TOM This is Tom Lenk. ³ _____ about the Richardson contract.
MR ALI I'm sorry, but ⁴ _____ at the moment. ⁵ _____ later?
TOM Yes, of course. I'm in the office until 5.30. After that you can ⁶ _____.
MR ALI OK, ⁷ _____. Bye.
TOM Goodbye.

can I speak to What time shall we meet I got your message
Hold on a moment Can you It's Tom see you then

- 2 TOM Hello, ⁸ _____ Andrew, please?
JANINE ⁹ _____, I'll get him.
ANDREW Hello?
TOM Hi, Andrew. ¹⁰ _____. How are you?
ANDREW I'm fine, thanks. ¹¹ _____ about the party.
TOM Good. ¹² _____ come?
ANDREW Yes, of course. ¹³ _____?
TOM Let's meet at eight at my house. I'll drive.
ANDREW Fine, ¹⁴ _____ Bye.
TOM Bye.

Invitations and making arrangements

REAL WORLD 9.1

1 a Make questions with these words.

1 meet / we / Where / shall ?

Where shall we meet?

2 you / tonight / Are / free ?

3 time / What / come / I / shall ?

4 Tuesday / you / on / What / doing / are ?

5 on / you / Are / anything / Friday / doing ?

6 you / Saturday / come / like / to / dinner / to / Would / on ?

b Complete these conversations with the sentences in 1a.

1 A Where shall we meet?

B What about at your house?

2 A _____

B How about between 8 and 8.30?

3 A _____

B Nothing. Why?

4 A _____

B Yes, that'd be great.

5 A _____

B Yes. Why?

6 A _____

B No, I don't think so. Why?

2 Complete the conversations with these phrases.



How about Would you like to
Are you doing anything What time shall we

VIV Hi, Doug. How are you?

DOUG I'm fine. ¹ _____ on
Tuesday?

VIV I don't think so. Why?

DOUG ² _____ go out for a meal?VIV Yes, I'd love to. ³ _____ meet?DOUG ⁴ _____ seven? We can have
a drink and then find a restaurant.

VIV Yes, that's fine.

DOUG Right. I'll see you in the bar next to the
cinema. Bye!

What about what are you doing
Yes, that'd be great Nothing special

LAUREN Joey, ⁵ _____ on
Wednesday?JOEY ⁶ _____ . Why?LAUREN We're going to see the new Spielberg
film. Would you like to come?JOEY ⁷ _____ . Where are you
going to see it?LAUREN I'm not sure. I don't like the cinema on
Park Street. It's too big.

JOEY I know what you mean.

⁸ _____ the one near the post
office?

LAUREN Yes. That's better. I'll tell the others.

6) DIRECT QUESTIONS & INDIRECT QUESTIONS

6a) **Direct questions** require the interrogative form of the verb.

When does the train leave ?

Where is the stapler ?

Why is the delivery late ?

Is the office open on Saturdays ?

Has the flight been cancelled ?

How much is the ticket ?

6b) In **indirect questions**, however, the main clause is in the affirmative form. They sound more polite, especially in business communication, and follow the phrases or prefixes shown below.

Could you tell me when the train leaves ?

Have you any idea where the stapler is ?

I was wondering if you could tell me why the delivery is late.

Do you know if the office is open on Saturdays ?

Do you think the flight has been cancelled ?

I'd like to know how much the product costs.

Is it OK if I call you back in ten minutes ?

6c) How to construct **indirect questions**.

PREFIX	QUESTION WORD, 'IF' OR 'WHETHER'	MAIN CLAUSE IN THE AFFIRMATIVE FORM
Could you tell me	whether	he'll be back soon ?
Do you know	if	she got my message ?
Have you any idea	where	she's gone ?
Can you tell me	what	his number is ?
Is it OK	if	I use your phone ?
I'd like to know	when	the meeting will take place.
I was wondering	whether	I could pay by credit card.

NB. We use 'if' or 'whether' in indirect questions when there isn't a question word.

In indirect questions, 'if' and 'whether' are interchangeable.

We don't use 'if' or 'whether' after 'Do you think...?'

6d) Now change these **direct questions** into **indirect questions**.

i) Can you call me a taxi ?

.....

ii) Do you accept payment in cash ?

.....

iii) What time does your showroom close ?

.....

iv) Why is the train late ?

.....

v) Will Ms Smith be in the office today ?

.....

vi) What sort of discount can you offer us ?

.....

vii) Where is Mr Jones ?

.....

viii) Can I call you tomorrow evening ?

.....

ix) Is this photocopier available in black ?

.....

x) When is the next trade fair ?

.....

7) WRITING ACTIVITY

7a) You are Bianca Scarpetta. You work for the footwear company Scarpe Diem and you want to export your shoes, boots, sandals and trainers from your factory in the Marche to the USA. You are trying to organize a meeting with Sue Horn at her office in New York sometime next week. Write her an email confirming the date of your visit to New York and telling her when you will arrive at the airport. Then ask her when and where the meeting will take place and which products she is particularly interested in. Finally, invite her to have dinner with you that evening at a restaurant you know in Little Italy (you should specify which one and explain why it is such a good place to eat).

7b) You are Sue Horn. Write Bianca Scarpetta an email (i) thanking her for her message, (ii) explaining when and where the meeting will take place and (iii) specifying which products you are particularly interested in. Finally, accept her invitation to have dinner together and suggest something you could do together afterwards.

Starting point

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

Working with words | Logistics and supply chains

- 1 When businesses import products from different countries around the world, what do they have to consider?
- 2 Read the interview with Emad Razavi and answer the questions.
 - 1 What are the main stages of importing his goods?
 - 2 What does he have to consider about each stage?

Business-owner Emad Razavi imports and sells **handmade** rugs. In this interview, he talks about the challenges of managing a **supply chain** that begins in some of the remotest regions of Asia and ends in one of Europe's busiest capitals.

Who exactly are your suppliers?

Each rug is individual, so we buy them from different nomadic tribes in countries and regions such as Turkey, Afghanistan, the Caucasus and Armenia. I've collected rugs from a very young age, so I have solid contacts with many of these tribes. I also work with **middlemen** who I've known for a very long time and I can trust.

***So when you have a large shipment of new stock, what transportation do you use?***

It depends on where they come from. They can arrive by road from Turkey in about five days. For countries further away, I could ship them but that can take three to five weeks, and they might get damaged. Personally, I prefer to pay extra and transport them by air. It costs a little extra but they arrive in about three days and in excellent condition.

How do you keep track of stock at the warehouse?

Well, we aren't the same as other companies. Normally, if you **run low on** an item, you reorder it. But each of our rugs is unique, so we keep an **inventory** with information about the **origin**, size and colour. And, of course, we can email a photo when a client contacts us. They can also visit us at our **showroom** and talk about what they are looking for – it's a very personal service.

Glossary

nomadic tribe (n) group of people (often related families) with the same language and culture who move from place to place

3 Match the words in **bold** from the text in **2** to definitions 1–9.

- 1 a series of processes and people or companies involved in the production and distribution of a product _____
- 2 made by a person, not a machine _____
- 3 a list of items in stock _____
- 4 where a product came from (e.g. country or region) _____
- 5 a retail outlet where customers can look at goods before buying _____
- 6 people who buy product from a supplier and sell it on to seller (e.g. a distributor) _____
- 7 a large amount of goods sent together _____
- 8 to not have many in stock _____
- 9 to have information about where something is _____

4 In the interview, Emad says the following are important to his business. Are they also important for your type of business? Why/Why not?

- Solid contacts with suppliers
- Working with middlemen you can trust
- Costs of transportation
- Keeping track of stock
- Providing a personal or unique service

5 ▶ **9.1** Listen to an interview with another business owner and answer the questions.

- 1 In what way is Steve's company similar to Emad Razavi's?
- 2 How does he manage his stock?
- 3 How does he keep track of his orders?

6 ▶ **9.1** Listen again. Complete the phrases in *italics*.

- 1 That means you 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 Will it order automatically if you're *running* _____ on something?
- 5 You don't want to *stock* _____ on components which are not going to sell.

7 Which phrase in **6** means ...?

- to have a product available for sale _____
- to not have many _____
- to not have any _____
- to buy a lot of something _____
- to be waiting for a delivery _____

» For more exercises, go to **Practice file 9** on page 122.

8 Work with a partner. Think of a product you often order or buy, or use one of the ideas in the list below. Describe what happens in each stage of the supply chain, from production to delivery to the customer.

- Ink cartridge for a printer
- Replacement light bulb
- Groceries in a shop
- New item of clothing
- Cup of tea or coffee
- Meal in a restaurant

Language at work | Direct and indirect questions

- 1 Look at the pictures and compare these three ways of transporting goods. What do you think are the advantages and disadvantages of each one?



- 2 ▶ 9.2 Listen to a customer enquiry.

- 1 What do they want to deliver?
- 2 What type of transportation are they going to use?

- 3 ▶ 9.2 Read the five pairs of questions. Listen again and tick (✓) the questions you hear (a or b).

- 1 a I was wondering if I could get a quote. ____
b Could I get a quote? ____
- 2 a I'd like to know how much it costs to send a package. ____
b How much does it cost to send a package? ____
- 3 a Could you tell me how big the package is? ____
b How big is the package? ____
- 4 a Do you have any idea how long that takes? ____
b How long does that take? ____
- 5 a Would you mind telling me what the price is? ____
b What's the price? ____

- 4 Which questions in 3 are direct? Which are indirect? Underline the phrases which introduce the indirect questions.

Example: I was wondering if I could get a quote.

- 5 Compare the pairs of questions in 3. Choose the correct option to complete the explanations in the *Language point*.

LANGUAGE POINT

- 1 We often use indirect questions to sound *more / less* polite.
- 2 We often ask *indirect / direct* questions at the beginning of an enquiry.
- 3 For indirect questions with a 'yes' or 'no' answer, we use *if / what*.
- 4 With indirect *wh-* or *how-* questions, the subject comes *before / after* the verb.

» For more information, go to **Grammar reference** on page 123.

- 6 Work with a partner. Think of one direct and one indirect question to ask for each of these situations.

Example: You want to speak to the manager of a shop.

When will the manager be back? Do you know when the manager will be back?

- 1 You are arranging a delivery for an important client. You want to know whether morning, afternoon or evening would be the most convenient time.
- 2 You are importing some items by ship but they still haven't arrived. Call the shipping company to find out about the shipment.
- 3 A customer has called with an enquiry but it's a bad line. It's difficult to understand what she is saying.
- 4 A customer is calling again with a complaint. You need to know which of your colleagues the customer spoke to last time.

» For more exercises, go to **Practice file 9** on page 123.

- 7 Work with a partner. You are going to make two phone calls. **Student A**, turn to page 139. **Student B**, use the information below. Think about what questions you might need to ask to get the information you need. (Use a mix of indirect and direct questions.)

Student B

Call 1: You want to ship a container of handmade goods from Singapore to New York. Call the shipping firm for a quote. Find out about:

- the size of the containers
- the price per container
- the approximate time for a shipment
- warehouse storage in New York for two weeks
- insurance

Call 2: You work for a road transport company. Use this information to answer your partner's questions about a delivery from Istanbul to London.

Prices	Delivery times	Additional costs
Minimum: £150 Up to 1,000 kilos: £270	10–14 days	Customs clearance: £50 per order Warehouse storage: We can only store the items for up to 48 hours. Price includes insurance for goods. Full details emailed on request.

Practically speaking | How to use *say* and *tell*

- 1 ▶ 9.3 Listen to part of a meeting between a sales manager and a member of staff. What does the employee report on? What does the manager decide?

- 2 ▶ 9.3 Write *say* or *tell* in these sentences from the meeting. Then listen and check.

- 1 Can you _____ me how the meeting went?
- 2 He _____ that he's looking for a long-term agreement.
- 3 I couldn't _____.
- 4 Did he _____ when?
- 5 Let's _____ the week after.
- 6 I'll _____ you what.

- 3 Match the meaning of *say* and *tell* in the sentences in 2 to definitions a–f.

- a Ask for information 1
- b Ask what someone said ____
- c Report what someone said ____
- d Make a suggestion ____
- e Make a decision ____
- f Unable to judge or know correctly ____

- 4 Work with a partner. Have a conversation using the information below. Use *say* and *tell* in your conversation.

Student A runs a logistics company. **Student B**, who works for the company, had a good meeting with a potential new client. The client wants worldwide shipments and a long-term agreement with discounts.

A Ask Student B for information on the meeting and the client.

B Report what the client said.

A Ask how much discount the client wants.

B Say you don't know at this stage. Suggest they both meet the client again.

A Make a decision to meet the client and agree a time and date.

Tip | *say* or *tell*?

When you report information, you can use *say* or *tell*.

tell + person: He **told me** that he's looking for a long-term agreement.

say + no person: He **said** that he's looking for a long-term agreement.





- 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 expressions for placing an order in the email in 1.
- 3 ▶ 9.4 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.

Key expressions

Placing an order

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

Asking for details

Do you have an account with us?
 Can you tell me your account number?
 When did you place 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 ...
 It says here that ...
 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 find out.
 I'll be as quick as I can.

Account: **Abracomp** Account reference: _____

Date of order: _____

Product description: _____

Quantity: _____

Dispatched: Yes ☐ No ☐

Date and time dispatched: _____

- 4 ▶ 9.4 Listen again. Match 1–8 to a–h to make sentences.

1 I'm calling about	a it was dispatched that afternoon.
2 I'd like to find out	b quick as I can.
3 Can you tell me	c when you placed the order?
4 Do you have any idea	d problem for me.
5 It says here that	e what's happened to it.
6 This is a real	f an order I placed two weeks ago.
7 I'll look into it	g your account number?
8 I'll be as	h immediately.

» For more exercises, go to **Practice file 9** on page 122.

- 5 Work with a partner. Take turns to role-play two situations on the phone. In one situation you will be a customer, and in the other situation a call handler. In each situation you will have two conversations. **Student A**, turn to page 139. **Student B**, turn to page 143.



Shadow work

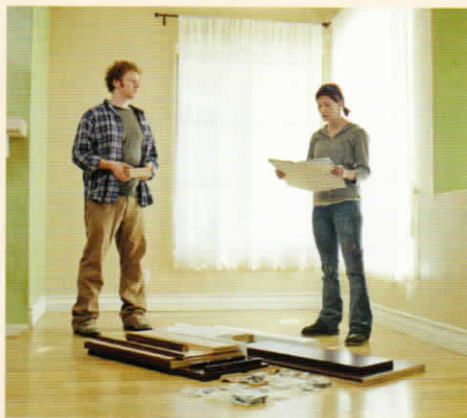
Do you feel like you have less and less free time? If so, what's happening to your free time?

In the book *Shadow Work*, the author Craig Lambert believes that businesses are using modern technology to fill our day with unpaid, unseen jobs. Take booking a flight, for example. The airline industry makes us buy a ticket online, print out a boarding pass and scan our own passports – all in our own free time. And even when we arrive at our destination, more and more hotels provide a screen in reception for checking in. Instead of self-service, we have 'no-service'!

In fact, everywhere you look, Lambert says that customers are doing shadow work: At petrol stations, drivers fill their own tanks, and in supermarkets they scan and bag their own shopping. Tech companies have 'user forums' where customers solve each other's technical problems. Banks

are closing branches because their customers manage transactions online. We transport flat-packed furniture home and build it ourselves. And in the future, household appliance companies won't need to keep any spare parts in stock, because their customers will just print them out on 3-D printers.

In other words, 'free time' is no longer free; it's when we do shadow work.



Discussion

- 1 Which shadow work in the article do you often do? How do you feel about doing it? How much do you think it reduces your free time?
- 2 What are the advantages of this shadow work for businesses? Are there any disadvantages?
- 3 Although the article is critical of shadow work for customers, can you think of any advantages? Why do some people enjoy shadow work?

9 | Practice file

Working with words

- 1 Complete the sentences with the words in **bold**. Change the form of the word in **bold** or add another word to it.

supply

- 1 It's important to build good relationships with different suppliers.
2 Our supply chain begins with the manufacturer in India and ends in our UK shops.

transport

- 3 The cost of air _____ is much higher but it's faster.

show

- 4 Customers from all over Europe visit our _____ in Paris and Milan.

invent

- 5 Every item in our _____ is unique, so we keep photographic records of each of them.

middle

- 6 The problem with using _____ is that it adds to the final cost of products because we have to add on their fee.

ship

- 7 We have a large _____ arriving in three days.

track

- 8 We use barcodes to _____ of the stock coming in and out of the warehouse.

made

- 9 All our pots are _____, which makes them expensive, but our target customer doesn't want anything mass-produced.

original

- 10 The _____ of the products is printed on the bottom of the box.

- 2 Underline the correct words in *italics* to complete the sentences.

- 1 The book is currently out of stock, but it is *on / out of order*, so we'll have it soon.
2 We need to *stock up on / run out of* headed paper. Could you put an order in?
3 I ran *low on / out of* ink, so I couldn't print out the report.
4 We can keep *track of / on track* our order by satellite.
5 Let's stop at the next service station. We are running *low / out* on petrol.

Business communication

- 1 Complete the phone call between Virginie, a customer, and Kevin, a call handler. Put the words in *italics* in the correct order.

Kevin Good afternoon, you're speaking to Kevin.
How can I help you?

Virginie Hello, I am *up / chasing / an / order*
1 *chasing up an order* I placed three weeks ago.

Kevin *account / take / I / your / details / Can*
2 _____, please?

Virginie Yes. The account number is 572638.

Kevin OK. If you bear with me a moment, I'll *into / look / it* 3 _____.

Let me see. Well, *my / to / information / according*
4 _____, it is still on order.

Virginie I really need to know *happened / to / has / it / what* 5 _____.

Could *check / me / you / it / for / out*
6 _____?

Kevin Certainly. I'll *back / you / to / hour / within / get / the* 7 _____.

Virginie Thank you.

- 2 Kevin calls Virginie back. Complete their conversation with the phrases from the list.

put the order straight through *asap* *charge it to*
was dispatched on *check it out* *as quick as we can*
must have gone wrong

Kevin Hello, this is Kevin from DYK calling. I've got some information about your order.

Virginie Oh, thanks for calling back. So, what's happened to it?

Kevin Well, we 1 *put the order straight through* to the warehouse, and it 2 _____ the 25th.

Virginie But I haven't received it yet.

Kevin I'm sorry about that. Can you confirm the delivery address?

Virginie We wanted it delivered to our Brussels office.

Kevin Oh, something 3 _____.
It looks like it might have gone to your Paris office instead. I'll 4 _____ straightaway.

Virginie I've already been waiting three weeks. Could you just send it again
5 _____?

Kevin OK, no problem. We'll resend it
6 _____.

Virginie Thank you. And please
7 _____ the Brussels account, not the Paris one.

GRAMMAR REFERENCE

Direct and indirect questions

Form

We use a question word (e.g. *what, when, how*) + auxiliary verb (e.g. *be, do, can*) + subject + verb to form direct questions.

What are you doing tomorrow?

When did she arrive? How can he get there?

Yes/No direct questions

For a direct question which needs a 'yes' or 'no' answer, we just use an auxiliary verb at the beginning.

Are you free tomorrow? Did she arrive on time?

Can he get there?

We use the following phrases before indirect questions.

I'd like to know/ask ... Do you know ...

Can/Could you/anyone tell me ... I was wondering ...

Do you have any idea ... Would you mind telling me ...

Use a question word after each indirect question phrase, but use the same word order as an affirmative sentence and don't use an auxiliary verb.

Direct question	Indirect question
<i>What time does the train leave?</i>	<i>I'd like to know what time the train leaves.</i>
<i>How often do trains to London leave?</i>	<i>Do you know how often trains to London leave?</i>

Yes/No indirect questions

For an indirect question which needs a 'yes' or 'no' answer, use an *if* statement after each phrase.

A I was wondering if this train goes to London?

B Yes, it does.

A Do you know if it leaves at three?

B No, it doesn't. It leaves at four.

Writing indirect questions

Some indirect questions need a question mark and some just need a full stop. If the phrase starts with a question word, use a question mark. If the phrase is a statement, use a full stop.

Do you know how often trains to London leave?

I'd like to know what time the train leaves.

Use

1 We use indirect questions instead of direct questions to sound more formal, polite and less direct.

I was wondering if you could meet me at 3.00?

Can you meet me at 3.00? (more direct)

2 We use indirect questions at the beginning of an enquiry followed by a series of direct questions.

A Can you tell me how much it costs to send a package to the USA?

B It depends on the size.

A How much does a five kilo box cost?

1 Put the words in the correct order to make direct or indirect questions.

1 was / if / could / I / order / an / place / I / wondering

I was wondering if I could place an order ?

2 much / a / does / it / magazine / cost / how / to / send

_____ ?

3 idea / do / you / how / any / it / long / have / takes

_____ ?

4 would / mind / arrived / if / a / telling / me / has / package / you

_____ ?

5 has / visitor / yet / my / arrived

_____ ?

6 tell / the / where / is / me / could / post / anyone / office

_____ ?

7 do / for / you / a / if / know / left / message / they / me

_____ ?

8 will / my / what / arrive / day / order

_____ ?

2 Complete the indirect questions so that they have the same meaning as the direct questions.

1 What would you like to drink?

I was wondering what you'd like to drink .

2 Why didn't you call to say you'd be late?

I'd like to know _____ .

3 Where is the next conference?

Could you tell me _____ ?

4 Which flight is Mr Stoppard on?

Do you have any idea _____ ?

5 Are they arriving tonight?

Do you know _____ ?

6 How often does the bus come?

Would you mind telling me _____ ?

Unit 9 | Language at work, exercise 7

Student A

Think about what questions you might need to ask to get the information you need. (Use a mix of indirect and direct questions).

Call 1:

You work for a shipping company. Use this information to answer your partner's questions about a shipment from Singapore to New York.

Size of containers	Price	Time for shipment
67 cubic metres	£5,000	6 weeks (approximately)
33 cubic metres	£3,500	

Warehouse storage: First seven days free. After that, minimum of \$100 a week (depending on size of order).

Note: For insurance enquiries, please contact our agent on 0044 235 4756.

Call 2:

You want to transport some handmade goods from Istanbul to London by road. Call the transport company for a quote. Find out about:

- price for up to 1,000 kilos
- delivery time
- any additional costs
- warehouse storage for two days
- insurance for goods

Unit 9 | Business communication, exercise 5

Student A

Take turns to role-play two situations on the phone. In one situation you will be a customer, and in the other situation a call handler. In each situation you will have two conversations.

Situation 1

Conversation 1

You are the customer. You work for an oil company.

- Call the supplier (S1 Engineering).
- Give your account number HK568 and order two drill pieces.

Conversation 2

You urgently need the pieces you ordered five days ago. You are very unhappy with the delay.

- Call S1 Engineering again. Explain the problem.
- Give your account/order details again.
- Ask for a solution.

Situation 2

Conversation 1

You are a call handler for Haddows Trading, a fashion distributor.

- Answer the call from a customer.
- Ask for the account number and details of the order.
- Give this order reference: HTGS899.

Conversation 2

You receive another call from the customer two days later.

- Answer the call.
- Ask for the account details and order reference. Find out what the problem is.
- Invent an excuse and explanation.
- Promise to send a delivery van with the order today at no extra charge.

Unit 9 | Business communication, exercise 5

Student B

Take turns to role-play two situations on the phone. In one situation you will be a customer, and in the other situation a call handler. In each situation you will have two conversations.

Situation 1

Conversation 1

You work for S1 Engineering, a company which provides spare parts for the oil industry. A customer calls you to place an order.

- Answer the call.
- Ask for the account number and details of the order.
- Give this order reference: 965/LQ and say goodbye.

Conversation 2

Five days later you receive another call from the customer.

- Answer the call.
- Ask for the account details and order reference.
- Explain that the order was delayed by two days because of a strike.
- Tell the customer the order will arrive later this afternoon.

Situation 2

Conversation 1

You are a customer from the fashion trade.

- Call the supplier (Haddows Trading, a fashion distributor).
- Give your account number VX890 and order 15 green skirts.

Conversation 2

You have just received the order from Haddows Trading. Unfortunately it contained 50 green shirts. You are very unhappy.

- Call and complain.
- Ask for a solution.
- Agree and say goodbye.

'USED TO'

1) FORM

+ I **used to live** in England
She **used to like** pop music.

— I didn't **use to drink** whisky.
He didn't **use to smoke**.

? Did you **use to play** with dolls, as a girl?
Did you they **use to travel** by bus?

2) USE – For habitual actions in the past. Things we don't do now.

Hong Kong **used to belong to the UK**

Now it belongs to China

I **used to live in the UK**

Now I live in Italy

People in Rome **used to speak Latin**

Now they speak Italian

THE PAST

THE PRESENT