

## 1.01

**A:** Welcome, Alicia. Thanks so much for taking the time to talk with us on *World of Work* today.  
**B:** It's my pleasure, Marek. Thanks so much for inviting me on the show. It's exciting!  
**A:** I'd like to start by asking this: What does an Events Manager do?  
**B:** I manage events ...  
**A:** Oh, right – OK, so the job title says it all: Events Manager.  
**B:** Right. So what that means is that I help people plan events: parties, conferences, corporate hospitality events – that kind of thing.  
**A:** What about weddings?  
**B:** No – not at all. Weddings are *harder* than business lunches and are usually done by people who only plan weddings.  
**A:** OK, so who are your clients?  
**B:** I'd say about ninety percent of my work involves businesses – planning events for corporate clients. I sometimes do parties for individual people, but not very often.  
**A:** OK. So when you plan an event, what do you do? Where do you start?  
**B:** First, I have to find out what the client wants. That means finding out what type of event it is, and also when they want to have it. Because usually, an event is for some reason, like a grand opening, or welcoming new employees or something – so the timing is usually important.  
**A:** OK, I see. And what about money?  
**B:** Yes, of course. We have to talk about budget at the first meeting, because I have to think about the cost for every decision I make. I try to find the best location for each event. I can't choose the most expensive hotel in town for an event for someone with a small budget. For a cheap event, we choose the least expensive venue possible. So we have to choose a venue – a location – carefully.  
**A:** Sure. And for you, are some venues better than others?  
**B:** Definitely. Planning an event outdoors is always the biggest challenge.  
**A:** Because ...  
**B:** Because of the weather. You can't control that!  
**A:** Sure, of course. So after you've talked about schedule, budget and venue, what then?  
**B:** They usually want me to think of something special – you know, to come up with an original idea.  
**A:** Like ...  
**B:** Well, I did a tenth anniversary party for a software company, and we did a circus theme.  
**A:** A circus theme?  
**B:** Yeah – we had clowns, a guy who did magic – and the location was actually a big tent – like a circus tent – in a park. We had about five hundred people there – five hundred guests. It was amazing. Everyone had a great time.  
**A:** Was the circus event more difficult than your usual events?  
**B:** No, not really. We usually have some kind of entertainment, but we also have to arrange food, tables and chairs ...  
**A:** Wow.  
**B:** I usually have to organise a sound system for the speeches and music ...  
**A:** So there are a lot of details.  
**B:** It's all details!  
**A:** Well, that's a good introduction to my next question.  
**B:** OK.  
**A:** What skills are necessary for an Events Manager?  
**B:** Well, we've already talked about attention to detail.  
**A:** What else?  
**B:** Organisation – the ability to organise is super important.  
**A:** Organising what?  
**B:** Everything: Schedules, budgets, food orders, teams of people ... Getting the right staff for an event is really important – you need the right people.  
**A:** Ah, yes, people. Do you need people skills?

**B:** For sure. You really need to get on with people – you need to manage people well, because the job is all about people – about making people happy. My top priority is client satisfaction.  
**A:** And for you, are any of the skills more important – or less important?  
**B:** Honestly, I don't think so. You need all of them. If you love people but you can't organise, then you can't do this job. If you pay attention to detail but can't manage a budget – forget it!  
**A:** OK, well, that makes sense. This is really useful for our listeners, thanks Alicia. Please stay with us. We're going to take a short break. When we come back, we'll be asking Alicia about ...

## 1.02 L = Laura J = Jakob

**L:** How are you doing, Jakob?  
**J:** OK so far, thanks. I'm looking forward to meeting everyone.  
**L:** Great. So, first, I'll explain the schedule for the day.  
**J:** Sure.  
**L:** So, we'll start with the induction briefing, where you learn about the company. And then you can meet the team. The health and safety training with the other interns is at 10.45. That gives us plenty of time.  
**J:** How many other interns are there?  
**L:** Five. They're mostly from abroad, so it's a really international group this year.  
**J:** Right, OK.  
**L:** And this afternoon you can set up your email account. Our IT technician, Sue, has created a username for you, and temporary login details are on your desk. Sue's really helpful. Just call her if you have any problems.

## 1.03 S = Sue J = Jakob

**S:** IT help desk. Sue speaking.  
**J:** Hello, Sue. This is Jakob Davis. I'm ...  
**S:** ... one of the new interns. Hi, Jakob. How can I help you?  
**J:** I'm having problems with the IT.  
**S:** Ah, what kind of problems?  
**J:** I can't connect to the intranet. I don't know how to log on.  
**S:** It should be quite simple. You need to use your login details.  
**J:** I tried my username and password, but ...  
**S:** Can you try logging on again?  
**J:** Er, just a minute ... no, it's not working.  
**S:** OK, no problem. Can I just check your username?  
**J:** Intern82.  
**S:** Are you sure? 82 or 32?  
**J:** Er, it looks like 82.  
**S:** Sorry, it's my writing, it's difficult to read. Try 'intern32'.  
**J:** Ah, that works, thanks. The other thing ... I need to get a company email address. How do I set up my email account?  
**S:** I'll set that up for you. Can you just remind me of your family name?  
**J:** Davis.  
**S:** D-A-V-I-S?  
**J:** That's right. And Jakob is J-A-K-O-B.  
**S:** J-A-K-O-B, thanks. So your email address will be Jakob dot Davis at htm.com. Give me a few minutes and I'll call you back. What's your extension number?  
**J:** Er ... sorry, Sue, I'm having trouble finding my extension number. I was going to ask my colleague for help, but she's just gone into a meeting and ...  
**S:** That's OK. I can help you with that. Just a minute, er, – here we are, Jakob Davis – extension 5182.  
**J:** 5-1-8-2 – got it.  
**S:** I'll call you back in a few minutes to confirm your email address.

## 2.01

**A:** Is there enough space in this room for the meeting?  
**B:** Yes, but I think there are too many chairs.  
**A:** You're right! I'll move some next door.  
**B:** And it's too hot in here, isn't it? Let's open the windows.

**A:** Oh no! There's too much noise from outside. I'll put the air conditioning on.  
**B:** OK! I see there are not enough glasses. I'll get some more from the kitchen.  
**A:** Is there enough time to make some photocopies?  
**B:** Yes! We have lots of time. It's still too early for people to arrive.

## 2.02 J = Josh S = Samia

**J:** Hey, it's Josh, how are you?  
**S:** Fine, thanks, Josh. How are you?  
**J:** Good, thanks. Listen, did you get the agenda for this afternoon?  
**S:** Yes. You didn't get it?  
**J:** No.  
**S:** I'll send it to you. And the minutes from the last meeting. Got them?  
**J:** Thanks. Oh, no, Don's chairing again; that means it'll go on and on.  
**S:** Yes, probably. So you're going to present the results of your market survey?  
**J:** Which item is that? Oh, yes, four. It's quite interesting actually.  
**S:** Really? And did you prepare anything for Item 3?  
**J:** The financial report? No, that was an action point from the last meeting for Mike. Anyway, what's Item 5 all about? Micro-kitchen? What's that?  
**S:** Dierdre wants to set up an office kitchen. I think it's quite a good idea.  
**J:** I see you're organising the office party again this year, Samia!  
**S:** Yes, that's me, Item 6 – it's the only item I'm interested in.  
**J:** No surprises. What are you planning?  
**S:** Ah, you'll have to wait and see.  
**J:** Item 8 – Close – that's *my* favourite item ... Do you think we'll leave on time, though, with Don in the chair?

## 2.03 Don = Don J = Josh E = Ellen S = Samia H = Harry De = Deirdre

**Don:** Everyone ready?  
**J:** Samia will be a little late. She's on another call.  
**Don:** OK, but I'd like to start on time; it's a full agenda today. Can you tell her what we said, Josh?  
**J:** Sure.  
**Don:** Right, so let's start. Nice to see everyone and welcome back to Ellen.  
**E:** Thanks, it's lovely to see everyone.  
**Don:** So, one reason for meeting is to introduce you all to Harry. He started on Monday and he'll be helping us with our finances.  
**All:** Hello, Harry. / How are you doing? / Nice to meet you.  
**Don:** Does everyone have a copy of the agenda? Does anyone ...  
**S:** Hi, everyone. Sorry I'm late.  
**Don:** Samia, hello. Take a seat. The main aim today is to catch up before the holidays. Does anyone want to add anything to the agenda?  
**All:** Not really. / No. / I'm fine.  
**Don:** We have AOB if anything comes up. Harry, can I ask you to be time-keeper?  
**H:** OK.  
**Don:** And could I have a volunteer to take the minutes? Josh, Ellen?  
**E:** OK, sure. I can do that.  
**Don:** Thanks for agreeing. I know it's a busy time. So, let's look at Item 1, Matters Arising from the last ...  
**E:** Sorry, can we just go back to Item 2? What was the decision? I didn't quite understand it ...  
**Don:** So, moving on to Item 5: this is Deirdre's point, I think. Harry, how are we doing for time?  
**H:** We're on time for the moment.  
**Don:** Great. Deirdre, over to you.  
**De:** Thanks. I'd like to talk about the micro-kitchen we agreed on at the last meeting.  
**J:** Did we?  
**De:** Ah, yes.  
**S:** ... And *you* even agreed to help set it up.  
**J:** Did I? Oh, OK, sorry.  
**De:** Right. The reason I want to discuss this is to agree on a budget. I found some possible suppliers, but of course we need to get some quotes.

**H:** What did you include in the budget?  
**De:** It seems contractors for micro-kitchens supply everything. I think a maximum of 500 pounds a month is reasonable. What do you all think?

### 3.01

**1**  
**A:** We need something for dinner.  
**B:** OK, I'll get some chicken on my way home this evening.  
**2**  
**A:** Where shall we get the presents for the family?  
**B:** I just want to buy everything in one place. You know I hate going around different shops all day.  
**3**  
**A:** You know it'll be Noah's birthday soon. He's five on Thursday.  
**B:** That's right! Let's get him some children's stories for his birthday.  
**4**  
**A:** Are you all right? You look a bit tired.  
**B:** Yeah, I've got a terrible headache. I need to get something for it.  
**5**  
**A:** I should get something to wear for that job interview but I haven't got much money.  
**B:** Try Zara or H&M. Their prices are reasonable.  
**6**  
**A:** Where did you say we're going again?  
**B:** Bluewater. It says on the website that there are 330 stores and 40 cafés under one roof.  
**7**  
**A:** I love that fresh bread you bought in that new place. Let's go there again.  
**B:** Yes, and they have a really nice selection of cakes as well.

### 3.02

#### Extract 1

**A:** Hello, Tony. Did you have a nice holiday?  
**B:** Yes, we had a great time, thanks Sonia.  
**A:** Where did you go? I can't remember if you told me.  
**B:** Istanbul.  
**A:** Ah, yes, that's right.  
**B:** You see my wife went to a conference there last week. And I decided to go with her. Well, I didn't go to the conference. I spent the day visiting the city when Barbara was at work. Then we had dinner together in the evenings. She was working Monday to Friday but she wasn't working at the weekend. We went to the Grand Bazaar on Saturday.  
**A:** Oh, the Grand Bazaar, I heard it's fabulous.  
**B:** Yes, it is. Did you know it's one of the largest and oldest covered markets in the world?  
**A:** Really?  
**B:** Yeah, there are, I don't know, thousands of shops. I mean, we were browsing for hours but we weren't looking for anything specific and we didn't see half of it.  
**A:** Did you buy anything in the end?  
**B:** Yeah, a Turkish carpet. You know, the carpet seller served us tea when we sat down, and then we negotiated the price.  
**A:** Sounds interesting. Did you get a bargain?  
**B:** No, I don't think so, but we really liked the carpet and the experience was fun.

#### Extract 2

**C:** Hey! Did I tell you I went to that new shopping mall yesterday?  
**D:** No, what's it like?  
**C:** It's cool. One clothes store had magic mirrors.  
**D:** Magic mirrors? What are those?  
**C:** It's basically augmented reality. So I could try on different styles and colours without putting on clothes. It uses special computer software.  
**D:** Like a video game.  
**C:** Yeah! You know how I really don't enjoy shopping for clothes. The stores are always busy and there are long queues for the changing rooms. Then you spend hours trying on clothes. Then more long queues to pay the cashier. But with a magic mirror I can try different clothes and colours in less time, which makes shopping a bit easier.

**D:** So, what did you get?  
**C:** Well, there were a couple of nice suits, but I didn't know which style or colour I liked best, so I didn't buy anything. But I have the store's app on my phone.  
**D:** What's that for?  
**C:** Well, when I left the store, they sent me a list of the clothes I tried on to my phone, and I can order online when I decide. Have a look and help me choose.  
**D:** Ah, oh is that the time? What was I thinking? I was talking to Martin earlier and I agreed to help him with something. I'll see you later.  
**Extract 3**  
**F:** Hello, Rafa! Sorry! Did I interrupt you? Were you eating?  
**E:** No, no, I was having a coffee.  
**F:** So, how are you?  
**E:** Very well, and you? How's it going in Shanghai?  
**F:** Not bad, not bad.  
**E:** How's your Chinese?  
**F:** Don't ask! I didn't speak much Chinese when I arrived here a month ago and I don't speak any more today. It's fine in the office because everyone speaks English. But shopping is more of a problem.  
**E:** What about ordering in restaurants?  
**F:** Oh, that's easy. Lots of restaurants here in China have picture menus. They're great!  
**E:** So you can see exactly what you're ordering?  
**F:** That's right! Anyway, the other day I heard about these new automated convenience stores.  
**E:** Automated? You mean with robots? Artificial intelligence?  
**F:** No, not exactly, just self-service with no human staff. I was walking to the metro yesterday when I saw one. When I went in, I chose my food, paid and didn't interact with a single person.  
**E:** How does it work?  
**F:** First you give the company all your personal details. Then you can use your phone to enter the shop with a QR code and you scan the bar codes on products and pay with your phone, too. You also scan another QR code to leave the store.  
**E:** Wow! But don't some people leave without paying?  
**F:** I don't think so. There are security cameras and an alarm system. They're watching you and they have your personal details!  
**E:** Ah! I see. So, it sounds like a good option for you.  
**F:** Well, yes and no. There's not much fresh food, it's mostly snacks and instant noodles. I was looking for something healthy. And my soft drink was warm but I couldn't return it or complain to anyone. I'm not sure I like the future of shopping.

#### 3.03

**1** Did you have a nice holiday?  
**2** ...the carpet seller served us tea when we sat down ...  
**3** I could try on different styles and colours ...  
**4** when I left the store, they sent me a list ...  
**5** I didn't speak much Chinese when I arrived here ...  
**6** when I went in, I chose my food ...

#### 3.04 T = Tony S = Sonia

**T:** So, how was work when I was away last week?  
**S:** We were very busy without you. We got another big order from Piotr.  
**T:** Again? Did he pay us for the last order?  
**S:** No, not the full amount. I wrote him an email about it when I received the new order. He rang me immediately and said he'll pay us this week.  
**T:** That sounds good. And did you meet the new Marketing Manager when she started last week?  
**S:** No, I didn't see her. She definitely didn't come to the office. In fact, I think she starts this week.  
**T:** Yes, you're right! I thought it was last week.

#### 3.05 C = Carl I = Inés

**C:** Right, morning, everyone. Thanks for coming in. OK, let's get started. This is Inés from customer research ...  
**I:** Hello, everyone.

**C:** Inés has joined us today to help me present the results of last month's customer service survey. As you know, improving customer service is one of our main objectives this year. Now, as you can see, this was a three-stage survey. So, first of all, I'd like to start off by talking about stage one, the customer satisfaction ratings. Secondly, I'll go on to talk about the in-store interviews. And then I'll hand you over to Inés to talk about stage three, the focus group results. Finally, there'll be time for questions at the end. OK? So, let's jump right in. Have a look at this. This is the customer feedback station we now have in all our megastores. Customers simply press the button that shows how satisfied they were with our service. Was it great, good, not good or bad? Then we process their feedback. Here's a full breakdown of the figures by region and store.

### 3.06

OK, now let's move on to the in-store interviews. First of all, why did we do them? Well, when we sent our researchers into the stores, they noticed that a lot of people weren't using the customer feedback stations at all. So, obviously, these people do not show up in our customer satisfaction figures. Fortunately, plenty of people *were* leaving positive feedback. But *why* were they positive? And how many other people were they telling about us? Again, we had no data for this. So we organised a team of interviewers to stop customers as they were coming out of the store, and this is what we found. First, the good news. Every customer who rated our service as 'great' told us they regularly recommend us to others – on average, *five* other people, which is very encouraging. But, now, the bad news. For every customer who rated our service as 'bad', and explained the reasons, eleven other unhappy customers were not leaving any feedback. They were just going home unhappy. And, frankly, that's a disaster! OK, let's look at the interview data in more detail.

### 3.07 C = Carl I = Inés

**C:** So, just to recap on the main points so far. The in-store interviews now give us much more accurate figures for customer satisfaction. But they still don't tell us what we can do to improve our service. OK, that brings me to the end of *my* part of the presentation this morning. Inés, over to you.  
**I:** Thanks, Carl. Well, now, let me try to answer Carl's question. As you know, last month we set up fifteen focus groups in different cities around the country. And one thing we did was ask them to text us ten adjectives to describe the ideal mobile phone Sales Adviser. Here's a diagram of the results. Now, to help them choose a mobile phone, we were expecting people to want a 'knowledgeable' and 'informative' Sales Adviser. But, as you can see, mostly what they wanted was someone 'helpful' and 'friendly'. And that's where some of our sales teams are failing.  
 So, just to sum up: Too many of our customers are currently leaving our stores unhappy with the service they received. This is not because our Sales Advisers don't have complete product knowledge. They do. It's because they simply don't have the people skills they need to give helpful and friendly service. And that's why I'm recommending that we now make people skills training a priority. OK, let's wrap it up there. Any questions? Yes, Hugo ...

### 4.01

**1**  
 I thought it was a good idea to go part-time at the hospital when my daughter was born, but it's hard work. It sounds nice to say I only work three days a week, but nurses work long hours and a nine-hour shift usually turns into 11 or 12 hours. That's more than most people who work in full-time jobs. And it isn't always possible to take my breaks if there is a lot of work to do.

2

I'm studying for my degree in tourism management and I work for an agency in my free time. Doing temporary jobs is a good way to earn money at weekends and in the holidays. It's the time when hotels need extra staff. If there's a big event or conference on in the city, I miss classes for a few days. But next week I'm starting as an intern with a big hotel chain so I'm leaving the agency work. I know the hotel is a good employer and I hope they'll offer me a permanent contract after my internship.

3

I'm a self-employed driver and I get my work from a taxi service app on my phone. I don't have a fixed schedule and I decide my own working hours. I can work as much or as little as I want and I'm paid for each job I do. But after a ten-hour shift, drivers have to take a six-hour break, by law. But my working day is typically five or six hours. I don't want to work more than that, you see, I retired last year, and this is just some extra money on top of my pension.

## 4.02

**A:** Have you ever bought a good business book?

**B:** No, I've never bought one but I've read a few from the library and I've seen some business experts on YouTube, like Daniel Kahneman. He's written a lot about how we make decisions and how we don't think as clearly as we believe we do.

**A:** Ah, yes! What was the title of that famous book of his?

**B:** *Thinking, Fast and Slow*. You know, he's a psychologist but he's won a Nobel Prize for Economics.

**A:** Really? That's interesting. I've never seen him talk. You know, I've started that book several times, but I've never finished it.

## 4.03 L = Lou I = Ian

**L:** Hello, Ian?

**I:** Speaking

**L:** Hi, Ian, it's Lou.

**I:** Hi, Lou. What's up?

**L:** Listen, sorry to bother you. I'm calling about our meeting on Wednesday the 17th.

**I:** Uh-huh.

**L:** I'm afraid Sally can't make it.

**I:** Ah.

**L:** Yes, it's my fault. I forgot she's in Vienna all week. Do you mind if we fix another time to meet?

**I:** Sure. Let me just check my schedule.

**L:** Thanks. I appreciate it.

**I:** Do you want to postpone the meeting till the following week?

**L:** Actually, no. That's Berlin Expo week.

**I:** Oh, right, of course.

**L:** So, I was wondering if we could bring it forward. How about the week beginning the 8th?

**I:** Wait a minute, that's next week, isn't it?

**L:** Yeah, sorry. I know it's a bit short notice. That's why I'm calling.

**I:** Well, er, let's see. I'm free on Wednesday morning. That's the 10th. Any good?

**L:** Erm, could we make it the afternoon?

**I:** Mm, no good, I'm afraid. I've got a staff training session.

**L:** Well, ... How about Thursday the 11th? After lunch?

**I:** I'm busy all day Thursday. Friday might be OK ... How does the afternoon suit you?

**L:** Friday the 12th? No, Friday's out for me, I'm afraid. Oh, dear, I'm really sorry about this.

**I:** No problem. Look, let me see if I can move the training session and call you back.

**L:** Good idea.

**I:** OK, leave it with me. Talk to you later.

**L:** Thanks, Ian, bye.

**I:** Bye, now.

## 4.04 I = Ian J = James

**I:** Hello, James. It's Ian.

**J:** Oh, hi, Ian. What can I do for you?

**I:** It's about our training session next Wednesday.

**J:** Ah, yes, ...

**I:** Change of plan. We need to change the training to another day, I'm afraid. I've got an important meeting with Lou and Sally from head office and it's the only time we're all free.

**J:** Oh. Well, it's a bit last minute, but, OK, what day were you thinking?

**I:** Well, why don't we just move the training to the morning? I think that's the easiest.

**J:** Wednesday morning? Ah, I think I've scheduled the staff performance reviews for then ... Sorry, I forgot to tell you ... yeah. Performance reviews: Wednesday morning.

**I:** Well, move those to Friday!

**J:** Friday. All right. Which is better for you: morning or afternoon?

**I:** Erm, morning's better. Oh, wait a minute. I've got a meeting with the IT team on Friday morning. OK, that can wait. Let's postpone it till the afternoon!

**J:** Postpone ... IT meeting ... OK, so that's training on Wednesday the 10th in the morning.

**I:** Uh-huh.

**J:** Performance reviews on the Friday morning, the 12th.

**I:** Fine.

**J:** IT meeting in the afternoon. And that leaves you free on Wednesday afternoon for your meeting with the people from head office.

**I:** Brilliant! I knew there was a reason I made you my assistant. Thanks a lot, James.

## 4.05

**L = Lou I = Ian**

**L:** Good afternoon, Lou Klein speaking.

**I:** Hi, Lou. It's Ian again.

**L:** Hi, there. Any luck changing your schedule?

**I:** Yes. We're all set for the 10th.

**L:** Fantastic. So, just to confirm – we're meeting in your office on Wednesday the 10th at, erm, how about 3 p.m.?

**I:** Sounds good.

**L:** That gives you time to set up for the presentation before we arrive. Oh, and I invited Tom Banks to join us. He works for Sally in research. So, there'll be four of us in all.

**I:** Fine. Hm, with four of us I'd better ask James to book a meeting room. And how about something to eat afterwards? There's a nice restaurant just near the office. I could book us a table if you like.

**L:** Perfect. Thanks a lot for being so flexible, Ian.

**I:** No problem. See you on Wednesday.

## 5.01 E = Ella D = Dan I1 = Interviewee 1

**I2 = Interviewee 2 I3 = Interviewee 3**

**I4 = Interviewee 4 I5 = Interviewee 5**

**I5 = Interviewee 6**

**E:** Hello, listeners, and welcome to *It all adds up!*, the programme that talks about money. I'm your host, Ella Leeson. Today we're going to start with more tips for saving money. Dan Parks went into the street to talk to people and get ideas for saving money on living expenses. Dan?

**D:** Thanks, Ella. I went to London's Oxford Street earlier this week and asked people how they spend less and save more. Here's what they said.

**I1:** Make your own food, so you don't spend money on lunch... If you take your lunch to work, you will save hundreds a year.

**I2:** I don't have a car now – I sold it! You will save thousands – and become healthier – if you cycle to work instead of driving.

**I3:** Stop using your credit card. Pay it off. Only spend money you already have – don't borrow it.

**I4:** Save money every month for emergencies. Then, when you have a problem with your house, or you need a new car, the money will be ready.

**I5:** Don't buy a new car. If you buy a car that's just one year old instead of a new one, you will save a lot of money.

**I6:** Go to the cinema on a discount day. My local cinema is cheaper on Mondays. There are special prices online.

**D:** Smart people out there in Oxford Street, Ella.

**E:** You're right. Lots of great ideas for spending less and saving more.

**D:** Right – a little bit here, a little bit there. It all adds up!

**E:** It all adds up! So, Dan, what can consumers expect in the next few months?

**D:** Well, the first thing we're looking at is a possible small increase in interest rates.

**E:** But that's not official yet, is it?

**D:** No, the government hasn't confirmed it, but it looks very likely.

**E:** What will that mean for consumers?

**D:** If interest rates increase, borrowing will go down. People borrow more when loans are cheaper.

**E:** So if people are thinking of borrowing ... ?

**D:** They should do it now, before interest rates go up.

**E:** OK. Anything else?

**D:** Housing costs will go up – people who own a home will pay a little more each month.

**E:** So, not great news.

**D:** No, but it is good news for people with savings. If banks raise the interest rate on savings, savers will earn more. That means it's a great time to start saving, or to increase saving.

**E:** It all adds up!

**D:** It all adds up, Ella!

**E:** Anything else?

**D:** Just one more thing before I go. International exchange rates. We're watching China closely, because its economy is really strong at the moment. Electronics imports here will be more expensive if China's currency becomes stronger.

**E:** OK, so if you're thinking of getting a new TV ...

**D:** ... now may be the time. We'll probably start to see prices go up in a couple of months.

**E:** Thanks, Dan. Some great tips!

**D:** Thank you, Ella.

**E:** That's it on money saving for this show, but now we're going to move on to ...

## 5.02 L = Liz M1 = Male 1 F1 = Female 1 M2 = Male 2 F2 = Female 2

**L:** Good morning! Could I just ask you to raise your hand if you have children in their late teens or early twenties? You're probably the ones with the largest debts. Hm, quite a lot of you. And that's not really surprising because, like me, you're the right age. Most of us in this room belong to what we call Generation X – the generation born somewhere between the mid-nineteen-sixties and the late seventies. Of course, the younger ones among us, born between the early eighties and the mid-nineties, are Generation Y, also known as the Millennials. You still have teenage kids to look forward to! And it's teenagers and young adults that I'm here to talk about today. Born between the mid-nineties and the early twenty-tens, we call them Generation Z. They are already about a quarter of the total population and they will soon be our biggest customers. Now, when I say Generation Z, what words and phrases can you think of to describe them? Anybody? Yeah ... ?

**M1:** Live for today!

**L:** Uh-huh.

**F1:** Always online.

**L:** Right.

**M2:** Don't want to work!

**F2:** No idea about money!

**L:** Oh, dear. We're getting a bit negative, aren't we? Well, I think some of the research I'm going to share with you this morning may just surprise you.

## 5.03

Now, just a moment ago some of you suggested that Generation Z 'lives for today', 'doesn't want to work' and 'has no idea about money'. So let's see if that's true. Have a look at this chart, which shows the results of our survey of the financial habits of people aged sixteen to twenty-one. As you can see, roughly three-quarters of them are already earning their own money through some kind of full- or part-time employment. To put that in context, that's almost the same as the figure for Generation Y. So that shows Generation Z is certainly not afraid of work! You can also see that nearly two-thirds

of them have their own savings account. In fact, around one in five has had one since the age of ten. But perhaps the most surprising thing is that over one in ten of them are already saving for retirement! A retirement which may be over fifty years away! Another interesting thing is that just under three out of every ten are strongly against any kind of debt – especially, college debt. Let's not forget that college debt is currently over one and a half trillion dollars in this country and has been a major financial problem for Generations X and Y. The key takeaway here is that Generation Z likes to save, but doesn't like to borrow. Obviously, that's good news for those of you running savings accounts. But maybe not such good news for those of you working in the loans department!

## 5.04

So, how do we market personal banking services to Generation Z? Well, you were right about one thing. Generation Zers are 'always online'. On average, they are currently spending over ten and a half hours a day working or playing with digital content. To give you an idea of just how much that is, multiply it by the total number of Generation Zers in the USA, and it comes to around a billion hours of online activity every day! That's enough time to watch every movie ever made – one thousand times! But here's the really surprising thing. Our studies show that more than half of Generation Z say they actually prefer face-to-face communication. That's over forty million people who want to talk to us in person! So, in summary, if we want to attract this new generation of customers, we need to make sure we connect with them on a personal level. And, in terms of selling banking services, this clearly means that we need to be doing a lot more than just social media marketing.

## 6.01 A = Anatol M = Michael E = Erin

**A:** Right, I'll get straight to the point. New graduate applications are almost 30 percent down this year. And, as a result, we're not recruiting the number of management trainees we need. Now, we have a good reputation. We pay well. And we offer excellent benefits. So what's happening?  
**M:** It's a new generation, Anatol. Graduates today just don't want to work for big organisations like us anymore. Besides, most twenty-one-year-olds simply aren't interested in insurance as a career.  
**E:** To be honest, it's also a question of the work culture. College-leavers these days prefer the workplace to be informal and ... well, *fun*!  
**A:** *Fun*? We're an insurance company, Erin. What do you want? Music on the TV and pinball machines in reception?

## 6.02 A = Anatol M = Michael E = Erin

**A:** OK, so, let's get some ideas written up on the flipchart. 'How ... do ... we ... attract ... new ... graduates?' How about attending more careers fairs?  
**M:** No, that's a complete waste of time. Students can find out all they need to know about us online.  
**A:** More talks at universities, then?  
**E:** No, there's no point. Michael's right. Job-hunting's all online these days. Now, a video promotion on YouTube – that might be more effective.  
**M:** We tried that before and it didn't work.  
**A:** We're not doing very well, are we? Erm, let's look at what more we can offer as an employer. Erin, any ideas?  
**E:** Well, most of the people I interview tell me they expect training.  
**M:** Yeah, but we're already doing that.  
**E:** *Real* training, Michael. Like sponsored diplomas, MBAs.  
**M:** You want us to pay for *trainees* to do MBAs? We don't have the budget for that!  
**A:** OK, look, there's far too much negativity in this meeting. I suggest we go away and think about this a bit more and meet again in a couple of days.

## 6.03 A = Anatol E = Erin M = Michael

**A:** So, Erin. Let's start with you.  
**E:** OK, well, we all agree that our biggest problem is getting new graduates to think about insurance as a career. So I suggest we introduce twelve-month internships. Believe it or not, it's actually harder to get a paid internship these days than to get a job! I think we'll find it easier to recruit students *before* they graduate rather than after.  
**A:** Mm. I really like that idea. And twelve months is long enough for them to learn something about our business.  
**E:** Exactly. And while we're on the subject of learning the business, why don't we provide personal coaching as well? Teach them the professional skills they don't learn at university.  
**A:** Good idea. Of course, there *is* the problem of cost. What can we do about that?  
**E:** Couldn't we just spend more on student internships and less on graduate recruitment?  
**A:** You know, that might not be such a bad idea. Now, Michael, you're looking at how we market ourselves to graduates. What have you got so far?  
**M:** Yes, well, the first thing is: we need to go mobile with our advertising. Most students prefer to use their mobiles to look for work. So, this is the perfect way to reach them as soon as we have job opportunities.  
**E:** What a good idea! And doing that means we could also make job offers a lot faster – direct to the applicant's phone. Did you know that at the moment, a quarter of the people we offer work to have already taken another job by the time we contact them?  
**A:** Really? But that's terrible ...  
**E:** OK, as we know, another difficulty we have is our size. So the question is: how do we make our large company feel like a small one? And I think the answer is to put our trainees into smaller project teams.  
**A:** Actually, I think that's a great idea. And if we do that, perhaps we can also create a bit of friendly competition between teams. Might make things more ... *fun*. As you say, Erin, that seems to be important nowadays.  
**M:** Mm, it's a nice idea, Erin. I'm just wondering about the amount of reorganisation it'll need. How can we manage that?  
**A:** Mm, good point. Let's see what the board thinks.

## 7.01 S = Sam A = Andrea

**S:** ... So, on behalf of the team, I'd like to thank Andrea for such an informative presentation. Thank you very much, Andrea, it was really interesting – I learnt a lot.  
**A:** No problem.  
**S:** Now, we've got about fifteen minutes for questions, but before we go into the question and answer session, I just want to mention a few ground rules. Firstly, could you just give your name and division before you speak, so that we know who you are? Can you keep your questions brief, so everyone has the chance to speak? Also, please help your colleagues by speaking slowly and clearly ... and loudly enough. And lastly, don't forget to use the mute button when you're not speaking, to stop any background noise.  
**ALL:** Yeah, no worries. / Sure, yeah, no problem. / Yeah.

## 7.02 S = Sam D = Donna P = Paul K = Karl L = Lena

**S:** Right, is everyone ready? Donna, have you switched on your webcam? I can't see you. Your screen is blank.  
**D:** Sorry, my camera doesn't work properly. I'll switch it off anyway because it slows down my internet connection.  
**S:** Oh, OK. That's fine.  
**P:** Hello ... can, can I ask ... easily, and ... so that's a problem if ...  
**S:** Paul, Paul? Paul, you keep cutting out.  
**P:** Sorry, what ... say ... Sam? ... hear you ... well.  
**S:** You keep cutting out, Paul.  
**P:** OK, ju ... moment. Is that ... better now? ... I ... can hear, hear ... you.

**S:** We still can't hear you properly. The connection is bad. Would you mind hanging up and I'll call you back. Hi, Paul, are you there?  
**P:** Yes. Can everyone hear me now?  
**ALL:** Yes. / Loud and clear.  
**K:** Karl here, HR. Sam, did everyone receive my notes from earlier?  
**L:** Karl, I'm afraid we can't hear you very well, either. You're very quiet. Could you move closer to the microphone?  
**K:** OK ... Is that better?  
**S:** Not really. If you can just check your volume settings, please?  
**K:** Sure. Any better?  
**S:** Yes, but now there's a bit of an echo. Can you move your mobile phone away from your computer?  
**K:** There we go, how about that?  
**S:** Much better, thanks. I got your notes, by the way, so thanks for those. If we ... Sorry, is someone in a café? I can hear a lot of background noise.  
**L:** Sorry, it's me: R&D. I'm not in the office today.  
**S:** No worries. Would you mind using the mute button? I can almost smell the coffee.  
**L:** Yeah, of course. Sorry, everyone.  
**S:** That's better, thanks. Now, just one last request before we start. I know it's getting close to lunchtime for some of you. So if anyone is hungry, please feel free to eat your lunch as we speak, but just remember to use that mute button!

## 7.03

Good morning everyone, and thank you for coming. Firstly today, I'm going to answer the question you're all asking – why did we decide to make changes to the product packaging? Now, there are three main reasons for this. One, we have received a lot of negative customer feedback about the packaging this year. Customers say it looks very old-fashioned and many have suggested they'd like it to be more colourful. Two, as a result of the issues customers identified, we've seen falling sales over the last twelve months. And finally – three – we feel we should be using more eco-friendly packaging. So, what are we going to do? Well, we've already decided to change the colour and to make use of recycled materials for the packaging. And we plan to do all this in just three months. But, before we look at the details of the schedule, let's look more closely at the colours we're thinking of. Obviously we're keeping the yellow, but we are making it much brighter and we are thinking of adding one or two other colours, such as green or orange, which you can see here on this slide. So, when exactly is all this going to happen? The first month, we're going to decide on the colours and the designers will produce the final design. We'll also choose the new material. In the second month, we will set up and start production. There'll be a press release, and we'll let everyone know about the launch date. And finally, in three months, we will launch our rebranded product line.

## 7.04

Today I'm going to talk about redesigning our best-selling product, the walking frame for people who need support when walking. Some people might ask: why change it if it's selling well? Well, everything can be improved so, firstly, I'll talk about the reasons for doing this. New developments in technology have made it possible to make a product which is much lighter and stronger than before. Secondly, new competitors are coming into the market and will begin to take some of our market share if we don't do as well as them. Now, let's look at the most important parts of this new design. As I said before, the new design means that is much lighter and stronger. This makes it much easier for older people or weaker people to move about. They don't have to pick up a heavy object. Also, there's a new non-slip material on the bottom of the frame, which makes it much harder to push over than others on the market.

Finally, I want to look more closely at the sales forecast for next year. As you can see from this graph, we expect sales to increase rapidly once the new product is on sale. In the first quarter we are expecting sales of around £1.5 million, doubling to nearly 3 million by the end of the second quarter. The next-quarter sales may slow down a bit as they always do in summer, but we expect them to reach £4 million by the end of the year.

### 8.01 M = Matt K = Kyra

**M:** The time now is ten to eight and I'm sure many of our listeners sitting in traffic jams on their way to work will be interested in what my guest today has to say. Kyra Sharma, university lecturer and consultant in public transport, is here with me to talk about her new book, *Travel Chaos*. Kyra, welcome.

**K:** Thank you, Matt.

**M:** Kyra, you say in your book that people shouldn't drive in cities. So, why is the car the worst way to get around?

**K:** Well, a car feels convenient for the person driving, but it's not the most efficient use of space. In busy urban areas there isn't enough space for everyone to drive around. Cars cause massive congestion on city streets, which causes serious air pollution as well as noise problems.

**M:** You talk in your book about the impact of technology and the transport solutions it offers. For example, electric vehicles, driverless cars, car sharing and software apps to help us get around.

**K:** Yes, there's a lot of fantastic technology now: electric cars help us to reduce air pollution, satellite navigation helps us to find quicker routes, and software apps allow us to share cars with people doing similar journeys. It's great that technology is giving us more efficient ways to travel and power our vehicles, but these things aren't enough. Our city streets are too crowded for the number of cars we have these days. There is not enough space. We have to reduce traffic on the roads – driverless technology, satellite navigation and electric cars don't solve that problem.

**M:** Doesn't car sharing reduce car use?

**K:** If it's real ridesharing with several people sharing a car, not one person hiring a car, then yes, but it's much better to 'rideshare' on buses and trains.

**M:** So, what is the solution? How should governments plan urban mobility?

**K:** Well, they should simply spend more on public transport. I mean mass transit systems including urban trains, underground or metro, buses and trams. It's the most efficient way to get around in a big city. As I explain in the book, there are excellent examples in developed countries in Asia: for example, in Hong Kong, Korea and Singapore. Most European cities are now using cleaner energy in public transport, and finding ways to reduce the number of cars on the roads. For example, London has a congestion charge and other cities could use a similar method to reduce the number of cars in the centre. Major cities are now promoting walking as part of a healthier lifestyle, and cycling by having more cycle lanes and public bike-hire schemes. Our cities are growing very fast and we need solutions that improve the quality of life for the people living and working in them.

**M:** Kyra, thank you for coming to talk to us today. So, that was Kyra Sharma talking about her new book, *Travel Chaos*. Coming up next the latest travel news ...

### 8.02 E = Elena S = Steve T = Ted K = Kiera B = Ben

**E:** So it looks like we're running out of time and I do want to give you a chance to ask a few questions. If I can answer your questions, I will, but please understand I may have to get back to you on certain points. I hope that's OK. So, does anyone have a question? Yes, Steve.

**S:** Thanks. I had a question about the open space issue.

**E:** Sure. What did you want to say?

**S:** Personally, I don't mind working in an open-plan office, I've done it before. But I know it's not for everyone. Most of our communication with clients is by email, so noise really isn't a problem anymore. My question is about meetings.

**E:** What do you mean, exactly?

**S:** Well, I just want to know if there will be rooms provided to hold meetings?

**E:** I believe so. So, the question is about meeting rooms. Ted, can I pass this one to you?

**T:** Sure. In the new building there'll be five closed meeting rooms on each floor, as well as some open space for more informal one-to-one meetings. You can reserve the closed meeting rooms using an online booking system. It should work very well. I hope that answers your question, Steve?

**S:** Yes, it does, thanks.

**E:** Kiera, do you have a question?

**K:** Yeah. Can I ask about the timing? When does the move take place?

**E:** It's a good question, thanks. I didn't mention that, you're right. The final stage of the move is scheduled for the end of May. I'm not sure about the exact dates; it will depend on the team. But you'll be told a long time before you have to move. Does that answer your question?

**K:** Not quite. You said we'd have to move into temporary office space first.

**E:** That's right. Most of you will go straight to the new site, but some people will move temporarily to the Oxford Road office while they finish the building work. OK?

**K:** Yeah, thanks.

**B:** I have a question, Elena. Can I ... ?

**E:** Yes, Ben, of course.

**B:** How do we get to and from the Oxford Road branch? It's quite a long way from here.

**E:** Thanks for your question. Yes, the company will put on a shuttle bus service between the two sites which should make it easier. I understand it takes around twenty minutes. Does that help?

**B:** Sure. And do you know who's actually moving over there?

**E:** So, Ben asked who's moving to Oxford Road, right?

**B:** Yes.

**E:** As I understand it, it's only the payroll and finance departments. Anyone who is moving has already been told about this.

**B:** So I guess I'm not on the list. That's good. I really didn't want to move twice!

### 8.03 E = Elena J = Jen T = Ted

**E:** OK. Are there any more questions? It looks like we've got time for one more.

**J:** Yes, I have a question.

**E:** OK, Jen, go ahead.

**J:** To be honest, Elena, I'm really not happy about this move and I'm definitely *not* happy about moving from my own office into an open-plan office. Unlike Steve, I can see *lots* of problems with that. Who decides who sits where, for example?

**E:** Sorry, you're asking how we allocate space. Is that right?

**J:** Yeah, because I don't see that working very well. I think the best places will all be reserved, anyway.

**E:** Well, ... I'm not sure I can answer that, but thanks for the question. Ted, can I ask you to respond to this one?

**T:** Of course. So to answer your question, Jen, we're not talking about hot-desking, ...

**J:** Oh, right, because that's what I'd heard.

**T:** No, not at all. Everyone will have their own desk. And these will be allocated fairly; no one will be allowed to reserve the 'best desk'. We're also introducing a clean-desk policy. So this means we need to keep the space as tidy as possible, but everyone will have storage space for their files; we hope that will help.

**J:** So, not only do I have to share my office with ten other people, but now I can't even choose my own desk. What if I don't like where I've been placed? Who can I speak to about that?

**E:** I'm sorry, I'm not sure what you mean.

**J:** Well, basically, I want to know who I can complain to ...

### BW1.01

**A:** Hi, Junko.

**B:** Hello, Sam.

**A:** We need to go over a couple of the details of your visit next month before we finalise the arrangements.

**B:** Sure, OK.

**A:** You want to arrive in Sydney on the second of June, right?

**B:** Yes, that's right. I'm flying from Osaka to Sydney on the second.

**A:** OK, good. And for the hotel, how many rooms do you need? Are you coming on your own?

**B:** Yes, that's right – it's just me this time. So I need a single room.

**A:** No problem. There's a great hotel downtown – it's next to our offices in the city centre. We'll book one room for two nights.

**B:** Great. Thanks.

**A:** Now, after we've had our meeting in Sydney and seen some of the venues here, we can visit one other city. We need to choose either Melbourne or Brisbane.

**B:** OK, well ... what's the difference?

**A:** Well, Melbourne is bigger than Brisbane ...

**B:** OK ...

**A:** But for us, Brisbane is slightly better.

**B:** Why is that?

**A:** The venues we use in Brisbane are better than the ones we use in Melbourne. We use the two most popular live music venues – medium-sized live music venues. We have a great community there. Don't misunderstand me – our venues in Melbourne are good, but in Brisbane, they're the best.

**B:** OK, I see. So ... are Brisbane audiences smaller?

**A:** Ah, well, that's a great question. Brisbane audiences may be a bit smaller, but they really love music. Honestly, for me, Brisbane is probably the best place to start.

**B:** That sounds fine, Sam. Let's go to Brisbane.

**A:** OK, great. Now, in Brisbane, you have a couple of choices of places to stay. I can recommend a hotel in the city centre very near one of our music venues, but it's a bit expensive. If you want a cheaper place – maybe a bit quieter – we can arrange a bed and breakfast. There's one we like in Spring Hill.

**B:** Oh, let's see – actually, maybe the quieter option? The B&B?

**A:** OK, that's fine. And finally, when are you returning to Japan?

**B:** Well, I want to depart on June fifth, but I'm not going back to Japan. I'm going to Singapore.

**A:** Oh, great. OK. I'll make a note of that.

**B:** Sure. Is there anything else?

**A:** I don't think so. We're really looking forward to seeing you!

**B:** Yes, me too.

### BW1.02

**1** Sam, there's a serious technical problem at Sydney airport. Our flight is going to land at Canberra, not Sydney! The problem may continue until tomorrow!

**2** Hi Junko. I got your message. Yes, I saw it on the news. It's a computer problem. Don't worry! We can make new arrangements for Canberra. I'll send you another message soon!

### BW2.01 E = Ewa M = Mark Extract 1

**E:** Now, I've done an online search and spoken to some estate agents and I've made a selection of three places we can see on our trip to Berlin this week.

**M:** OK! Great! Good work!

**E:** So, take a look at the photo of this first office. It's empty at the moment so you have to imagine it with furniture. We'd need to buy office desks, chairs, and everything.

**M:** Yes, those old wooden floors, doors and window frames look lovely. Where is it?

**E:** It's in Prenzlauer Berg. It's a fashionable neighbourhood in northeast Berlin. It's in a beautiful old building and various creative and media start-ups are already using the building.

**M:** How big is it?

**E:** The space is 120 square metres, and that includes two meeting rooms, a kitchen and two toilets. Oh, and the agent says there's a nice park in front of the building; we could sit and relax in the lunch break. And lots of cafés, bars and restaurants are within walking distance.

**M:** What about transport links?

**E:** The location is close to public transport. Actually it's never really a problem in Berlin. All these offices I'm showing you are well connected and easy to reach from the main train station and airports.

**M:** Sounds good. And the rent?

**E:** That's 2,600 euros a month. There's a deposit to pay of 7,800 – that's three months' rent. Then there's a six-month minimum period to rent the place, with a three-month cancellation period.

**M:** Um! It's quite expensive. Maybe we don't need so much space. We could probably find something somewhere in the UK for that price ...

#### Extract 2

**E:** Well, wait a minute ... I've looked at properties in other parts of Berlin, too – what do you think of this one?

**M:** I love it. Nice big windows, the office looks very bright in the photo. And this one has furniture!

**E:** The place is a co-working space in an old factory building in Kreuzberg. That's a trendy neighbourhood in the south of the city.

**M:** How big is it?

**E:** In total it's 400 square metres on two floors. Freelancers pay to rent workstations and there's space for around 40 people. Lots of independent creative workers are based there.

**M:** Workstations?

**E:** It means desks. And there is a room we can book for free for private conferences and meetings. We also get high-speed internet, use of the printer and also a shared kitchen with free coffee and water.

**M:** And it would be easy to talk to people we might want to work with.

**E:** That's right!

**M:** What can you tell me about the neighbourhood?

**E:** Very multicultural with exciting arts events. Lots of graffiti on the walls and bohemian cafés, that sort of thing.

**M:** Sounds like a nice place to live, too. I could walk or cycle to work every day. And the rent?

**E:** It costs just 300 euros per workstation, per month.

**J:** So, as there are four of us, we could have a shared work space for just 1,200 euros a month, and we could rent more workstations as the team grows.

**E:** Yes, it's an option with lots of choices. There's no deposit to pay, a two-month minimum period to rent a workstation and just one month cancellation.

#### Extract 3

**E:** So ... That brings me to the third option. Here's the photo. It's an 'office room'. Basically, that means a company is offering a separate room on the tenth floor of their company offices. It's in the heart of the city, the Mitte district – that means 'in the middle' and it's where all the main tourist sights are – the Brandenburg Gate, the Potsdamer Platz and lots of big companies.

**M:** Sounds like a prestigious location for the company address.

**E:** Yes! This one is in a big modern office building with lifts and views over Alexanderplatz. The office room is 25 square metres, so it's probably big enough for five or six people.

**M:** But there isn't a separate meeting room?

**E:** No, but I thought of that. They also have a 15-square-metre office room for rent on the same floor, so we could rent two rooms and use one as a meeting room. The rent includes furniture, internet, cleaning service and use of the company's shared kitchen and bathrooms.

**M:** So, how much is the rent?

**E:** For the big office room it's 1,200 euros a month and there's a 1,200-euro deposit to pay. There's a three-month minimum period only to rent the place and just one month cancellation.

**M:** So, the same price as the co-working office. And if we rent the two rooms?

**E:** That's another six hundred a month. So, for two rooms we're talking about 1,800 a month rent and 1,800 deposit.

**M:** Could we just rent the small office and the four of us work in there for a few months instead?

**E:** No way Mark! Don't be crazy!

#### BW2.02 E = Ewa M = Mark

**E:** OK, so let's make a list of the pros and cons of each office and see if we have a clear winner.

**M:** OK, I'll start with the Mitte office. It's in a great location, prestigious address but the company there is in finance, so we have nothing in common with them. It'd be better to be in a place with other new creative companies I think.

**E:** True! Being around other start-ups makes more sense for us. I wouldn't rent a flat in that area either. It's too expensive. Though that's not a major problem because the public transport network is so good. I love the idea of working in the city centre.

**M:** What about the Prenzlauer Berg office? Great old building! It would certainly give us room to grow. Having a big office would be expensive now, but we could save money in the future if we didn't have to move again soon.

**E:** True! I liked the office, but it was a bit darker than I expected. That concerns me. I like a bright space to work in.

**M:** I guess we could buy some bright lights. There's no lift though and it's three flights of stairs up – not all our clients might like that.

**E:** And the co-working space in Kreuzberg? There were certainly a lot of fun people there and I loved the terrace. Great to have some outside space.

**M:** Yes, but I wonder how much work we'd get done. It would be easy to get distracted and spend all day chatting in that office!

**E:** And I'm worried about the lack of privacy. I mean, our projects are confidential. I don't think clients would feel happy about us being in a co-working space. And trying to book that one meeting room when we need it could be difficult.

**M:** Still, it is the cheapest option, and we'd make friends quickly in Berlin. We should decide soon. Rents are rising fast in the city. But do you really think Berlin is the place for us? I'm still not sure about this move abroad and I'm not sure what Paul, Yelena and the rest of the team are going to say about it ...

**E:** I'm sure they'll love the idea! Berlin is really multicultural. It has a real buzz about it.

**M:** I'm not sure. I think I'd miss London, you know. Oh ... time to go or we'll miss our flight.

#### BW3.01

##### Extract 1

**A:** Just one last question. What kind of stores do you want to see in this area?

**B:** Well, I don't really go to stores much. I do most of my shopping online. But I think this area needs some more nightlife. There are places to go in the evening after work but some of them are really expensive and the others get really busy. We're a young group in my office and we like to socialise around here after work sometimes, but when you leave the office in the evening, it's hard to find somewhere to go in the local area.

##### Extract 2

**A:** I just want to ask you one final thing. What type of store does this neighbourhood need, in your opinion?

**B:** Well, I don't live around here, I work in an office over there but I like to go shopping in my lunch hour. You know, last week, I wanted to buy some personal care products, like shampoo and deodorant, but couldn't find anything I liked. I prefer to buy products that are 100 percent natural. It's something that I don't mind paying extra for if the quality is good. There are a few stores around here but there isn't much variety.

#### Extract 3

**A:** Thank you for your time. Can I ask you one final question? Is there any particular kind of store missing from this area?

**B:** Erm, well, I'm a big fan of small fashion boutiques and good-quality second-hand clothes. I go all over the city to find stores that I like. I prefer not to shop in big chain stores and shopping malls because I don't want to see the same shirt I'm wearing on someone else. I like to browse for original clothes, things that you can't buy anywhere else. And I like to mix and match styles, I don't want to just wear the fashions and colours that are popular right now.

#### BW4.01 C = Clara Olsen A = Álvaro Martínez

**C:** So, at this point I'd like to talk about the work culture of Holsted Pharmaceuticals. There are four main areas I want to mention.

First of all, I want to talk about the working hours at Holsted. The usual working week is 37 hours from Monday to Friday. That's typical of Denmark in general. You aren't expected to work long hours.

As for the working day, the timetable at Holsted is quite flexible for most employees. Staff can decide their start times, finish times and lunch breaks depending on their individual needs.

We understand when employees need to collect children from school or have to leave early for personal reasons, like a dentist's appointment. It's completely acceptable to do that. Whenever possible we give employees the opportunity to adapt their working hours to their family's needs. Our company work culture is very relaxed but effective.

Secondly, I want to talk about how we organise work and the relationship between managers and staff. There is a tradition that employees have a lot of individual responsibility for how they organise their own time and work. It is not generally the manager who decides how employees do their work. It is very important that staff meet deadlines and do their job well, but exactly how employees organise their time or projects is their responsibility. And a third important point to mention is that all employees in Holsted are encouraged to tell us their ideas and opinions. This is very important because a level of staff participation and openness helps us to make better decisions.

And finally, I should say a word about meetings. It's very important at Holsted to arrive on time to meetings. It shows you are professional and organised.

**A:** Sorry, sorry I'm late. I've just come from another meeting. So, what have I missed?

#### BW4.02 C = Clara Olsen M = Marina Beltrán A = Álvaro Martínez

**C:** So, Marina, can you tell us more about the research your department has done?

**M:** Yes, well, you can see from this bar graph: the working day is very long here in the Madrid office. On an average day only half of our employees leave work by six o'clock. At seven o'clock twenty percent of the staff are still here in the office and ten percent are still at their desks at eight in the evening.

**C:** That's incredible! When do they spend time with their families? What time do they have dinner?

**M:** Yes, these working hours are obviously a disaster for family life.

**A:** Well, it is fairly normal to do this in Spanish companies. And people have dinner late. We have a 'split' working day where we start at 8.30 and go for lunch about two o'clock. We have two hours for lunch so you get back to work at four.

It's a good time to be sociable with co-workers, or go home for lunch if you don't have to travel far, or have business lunches. A long lunch break means finishing work late. It's always been part of our work culture.

**M:** I agree with Álvaro. It is traditional but I think many employees would prefer a shorter lunch break and the opportunity to go home an hour earlier.

**A:** I don't think so. It's the way we do things. People like to have a good lunch, not have a sandwich at their desks like they do in other countries.

**M:** Perhaps, but a lot of our employees are probably tired because of the long working hours and they won't get so much work done late in the day. Long hours can also be a cause of accidents at work and sick leave.

**C:** Has that been a problem here?

**M:** I don't know about our company, but international studies show people do more work within shorter hours. I mean, just look at Germany.

**C:** Yes, that's true. Who has ever done their best work when they're very tired?

### BW5.01

Welcome, everyone. We're really happy to see so many people here, so much interest in making our town a better place. The purpose of today's meeting is to discuss practical ideas and real solutions. We've had discussions with quite a few of you already, and there are five main ideas we'd like to discuss today. So I'll introduce the ideas, and then after that, we'll have about ten minutes to discuss each of them.

So, here we go. The first idea is to get more tourists here. We would hire an advertising agency and advertise nationally or internationally about our great town. Tourists would come and spend money here.

Two. Create a local currency. Towns and cities all over the world have done this. It doesn't replace our national currency – it's money you can spend in local businesses. This encourages people to shop here in town.

Three. A time bank. In a time bank, anyone can offer their skills – a doctor, a car mechanic, a cleaner. If you work for someone for two hours, then you get credit for it, and you can ask someone to work for you for two hours.

Four. An online exchange – probably on social media – for second-hand goods. There are a few marketplaces that people use online, but we could have our own, just for people in this area, and people could trade things for other things.

Five. Start a Saturday market for local goods in the town centre. This could be vegetables, things you make at home, possibly second-hand items. We could do this every Saturday, or maybe once a month. So, those are the main ideas to discuss today. Now we'll take about ten minutes for each idea, and after that we'll vote and choose three that we think are the ones that are the best ...

### BW5.02

OK, so now we've counted the vote, and we've decided to consider the following three options more seriously. First, we'll look at creating a local currency. Second, we'll see about setting up a time bank. Finally, we'll consider the idea of a Saturday market in town. Thanks a lot, everyone. We'll contact you all by email before the next meeting.

### BW5.03 E = Ellen D = David

**E:** So, what do you think of the proposed projects?

**D:** They're interesting ideas.

**E:** Yeah. Will you vote?

**D:** Sure, yeah. But I haven't decided yet – I think they could all be useful. The local currency idea is definitely interesting. It would be good for local business.

**E:** Do you think? It seems kind of a strange idea to me – kind of weird – and I know other people who think it's strange, too. But maybe we're just old-fashioned.

**D:** You may have a point there!

**E:** I like the sound of the Saturday market. That's just a good, honest idea that everyone can understand. People will see it as a social event.

**D:** Yeah, maybe. But I think it's a bit boring compared to the other two. I mean – it's easy to sell old stuff, right? Why not just sell it online? Don't you think the time bank could be good? I mean, you're an accountant. If you join a time bank, people will definitely want your services.

**E:** Maybe that's what scares me! I have a job – I'm too busy for extra work.

**D:** I'm with you. I'm the same. I'm not sure I want to trade any of my skills. Sometimes it's easier just to pay people.

**E:** Yeah, definitely.

**D:** I think if we create a local currency, local businesses will definitely get a boost.

**E:** Maybe – but I'm not so sure.

**D:** Well, I think that one's going to get my vote.

### BW6.01

I studied maths at university, but I didn't really think about what kind of job I could get. Everyone thinks if you study maths, then accounting is a natural job to do afterwards. So that's why I'm doing this now. But you know what? It isn't the numbers that I love – it's solving problems. When you study maths at university, you realise that actually, it's a very creative subject – almost like some kind of art, or poetry. And for me, accounting just isn't very creative. So I'm not that happy in my work, but I just don't know what I should do – what job I want to get. But something needs to change.

### BW6.02

I love the work I do – I love design. But in my last job, I was part of a team. Now, in this company, I'm the designer – I work alone. One good thing is that I can concentrate – because everyone is busy doing their own job – no one bothers me ... or talks to me. Natalya can't afford another designer. But to have good, creative ideas, I really need to talk with someone – share my ideas – see what other people think about my work. That's what was great about my last job. I'm not sure what we can do, though. The company isn't going to hire a new employee now.

### BW6.03

It isn't easy running a small company. I'm very lucky to have João and Leila working for me. They work hard and they care a lot – but I know they aren't completely happy. The truth is, I'm not completely happy, either. I started this company because I wanted to make and sell amazing chairs, not because I wanted to be a full-time manager. Every day there are problems to solve with suppliers, emails to write, phone calls to make. I need help, but I can't afford to hire a new employee.

### BW6.04

I had some great news today – we've made a big sale to a hotel group – two hundred and twenty chairs in the next year. That's wonderful, because it will give me enough money to hire someone part-time to help me manage the business. I really need someone to get things organised – someone who can deal creatively with the suppliers and schedules and all that.

### BW7.01 S = Sofia O = Oscar

**S:** That factory tour was really interesting, Oscar. Thanks.

**O:** You're welcome. I think we've got a great team here. And our customers are some of the biggest international companies. They must have quality.

**S:** I can see that you're giving them that. But what's your production time?

**O:** From our three production lines, we can do 3,000 pairs in twelve weeks. That's a high-quality shoe with nice details.

**S:** You mean twelve from order?

**O:** Yes, usually. Maybe a bit longer.

**S:** OK. Well, I think we can probably make some savings there – speed up production time and cut down on costs – you know, find ways to lower them – spend less in general.

**O:** Well, maybe. What do you suggest?

**S:** I think there are some new machines you might be interested in. More automation could increase your rate of production by maybe twenty or thirty percent.

**O:** I was afraid you were going to say that.

**S:** What?

**O:** More automation. We take pride in working with our hands. We really value our workers' skill. I'm not sure we're ready to make any big changes there.

**S:** OK, well, that gives us something to talk about!

### BW7.02 S = Sofia M = Mario O = Oscar

**S:** Before we decide on your shoe designs, we need to know how you're going to make them.

**M:** Sure.

**S:** So if you're going for a more handmade style, production will be slower, and there will be less automation. I'm not sure I'd recommend it at this point. It may not be very cost-effective. I think more automation is the best thing to do. Oscar, do you agree with what I am saying?

**O:** Well, OK ... But these machines aren't cheap. If we don't improve the factory, we could probably take on a few more workers. And that will only cost us money if we really need to increase production.

**S:** Sure. I think we're probably talking about the highest quality footwear in that case. And to make it work financially, I'm pretty sure you're going to need to be able to deliver more shoes more quickly.

**O:** OK, I understand that. Mario – what are you thinking?

**M:** The designs I'm working on are definitely very high quality – with some really nice details that are finished by hand.

**S:** They sound great, Mario, but I think breaking into the market – you know, starting to sell a new product – may be harder with a really high-quality shoe ...

**M:** Yeah, I understand that. But it's like this: Zapatos Trujillo S.A. have made other people's shoes for forty years, and we're good at it. Now we'd like to make some shoes that we are all really proud of – something we can take to the big trade shows, the big fashion footwear shows – you know, Paris, Berlin – and really show people what we can do. Those are the shoes we want to make.

**S:** OK, that's clear. So let's see how we can make it happen.

### BW7.03 S = Sofia J = John

**S:** Hi, John.

**J:** Sofia, hello. How's everything going in Mexico?

**S:** Good, mostly. Zapatos Trujillo S.A. are doing a lot of things right already, so I feel good about the company ...

**J:** But something's bothering you.

**S:** Well, I really think automation is the answer here. If they want to increase their annual production, they really need to buy some machines.

**J:** But they want to keep making handmade shoes.

**S:** Right.

**J:** Well, from our own experience, we can offer plenty of success stories about automation, right? I mean, most shoe makers who finally try it agree afterwards that it's helped their business. So maybe you need to tell them about some of the other companies we've worked with.

**S:** Yeah, that's a good idea. I haven't tried that, but I will.

**J:** And give them some options. You can show them exactly what automation can do for their profit, but the final decision has to be theirs. In some cases, it really isn't about the money, and that's OK.

**S:** Yeah, you're right. OK, well, I'll get back to working out some of these numbers. Always good to talk to you!

**J:** Good luck Sofia. I'm around if you want to talk again.

### BW8.01 P = Patricia D = Davy J = Joe

**P:** Now that we've measured our energy use and waste, we can use that to help us plan the GO project and decide what our priorities are.

**D:** Yes, it's very important to have this data. Obviously, I can see lighting is a big cost at the moment but the LED lights in the new building will help reduce costs there.

**P:** And the new motion sensors they're installing.

**D:** Motion sensors?

**P:** Yes, these can detect movement in certain areas and switch the lights on and off without anyone having to touch them. Places like the toilets, corridors, storerooms, the stairs and in the car park. But the new building will have them everywhere.

**D:** Good idea. That's the lighting cost reduced. What else can we do?

**P:** Well, as you can see from the pie chart in my report, the computer servers are costing us quite a lot of money. First of all there's the cost of the electricity to run the machines and second, there's the cost of cooling and ventilation to keep the server room at the right temperature. Are there any possible savings there?

**D:** What about 'cloud computing'? I mean, do we need servers in the office now? It's possible to use a cloud computing service.

**P:** Do we know what the options are? What are the security risks? And the costs of the service?

**D:** I understand there are fewer risks with cloud computing than having our own servers. I'll talk to the IT department, Patricia. We'll look into the options and the costs and tell you what we find out.

**P:** Thank you. Now what about waste, especially paper use? I know that paper itself is not very expensive for the company compared to other costs, but everyone is printing too much. The current printers are old, always break down and some employees complain they have to print documents three or four times because the print quality is so terrible.

**J:** They are terrible! When you think about the paper and toner we waste because of this, then

it is clear they are not cost-effective. I think we need new multifunctional machines that print, photocopy and scan.

**P:** I agree! There'll be costs to upgrade, obviously, but we will save money, too. Joe, would you find out more about those for us? Get some prices and see how we could do this?

**J:** OK, Pat, I'll do that.

**P:** Right, so Davy, you'll find out more about cloud computing, Joe, you'll work on the printers and I want to look at a new recycling scheme to find out how we can recycle more of our waste. I mean, two kilos of waste per person per day is not good. I know we won't make big savings, but it is important for our image and our reputation as a green company to help protect the environment. Sorry. Hello! Really? OK, I'll come down. Sorry, we'll have to end there. There's a problem at reception.

**D:** OK, sure

**J:** No problem. See you later.

#### **P4.08**

**1** I've never bought any good business books. But I have read a few.

**2** I've read a few, too. I read some when I was a student.

**3** I've heard of Daniel Kahneman. I think he's won a Nobel Prize.

**4** Yes, he has. He's written a lot about how we make decisions.

**5** Have you read this book? I started it once or twice, but I've never finished it.

**6** I've just finished it. I liked it.

#### **P6.02**

/ɪ/ give busy city issue simple

/i:/ feel believe complete metres people

/aɪ/ price climbing high hiker reliable

/ɪə/ near clearly experienced realise zero

#### **P6.07**

**1** Do you have everything you need?

**2** Print out an extra copy.

**3** I've looked everywhere for it.

**4** A copy of the report and a pen or pencil.

**5** I'm glad you're all here.

**6** Just ask if you need help.

#### **P7.02**

**1** I can't open my door with my key card.

**2** You can use the check-in kiosk.

**3** You can't go directly to the gate.

**4** Can I check in without my ID?

**5** This robot can't talk, can it?

**6** Yes, it can!

#### **P8.04**

**1** We could catch a bus or get a taxi.

**2** We shouldn't wait here any longer.

**3** Do you think I should walk more?

**4** Yes, and you could, easily.

**5** They should spend more on public transport.

**6** Yes, they definitely should.