I: Let me reassure you on that point, Harry. Our sites and servers are very, very stable, and average down time is less than 24 hours per year. So we're happy to guarantee less than 24 hours per month, as long as you choose our platinum service level – but of course, it's more expensive.
H: Well, I don't really want to increase the budget. Hmm ... What about lead time? Can you have the site up and running by next month?
I: Not unless we hire another developer. I suppose we could do it, providing you paid a year's fees in advance.
H: Hmm ...
I: Normally, development time is around three months.
H: Look, let's split the difference. I can pay six months in advance, on condition that you have the site online in two months. And if you can bring the monthly fee down 5% and include the platinum service, I'll agree to the three-year contract.
I: You're a tough negotiator, Harry. But, OK, I think we can agree to that.
H: Excellent!

2:25–2:27

1 I might possibly be able to bring it down a little, but only if we had a three-year contract.
2 I might consider reducing the price, if you increased your order.
3 I'd be reluctant to agree to a three-year contract, unless you could guarantee a maximum down time of 24 hours per month.

5.6 Case study St John's Beach Club

2:28

Loretta: Oh, Malcolm, there you are. I just wanted a quick word.
Malcolm: Sure. Shall we use my office?
L: No, here is fine. I think I'll have a coffee too.
M: Black, no sugar?
L: Yes. Thanks, Malcolm. I saw your memo about the incentive trip – it sounds great. I wish I was going!
M: Well, why don't you? It would be an excellent opportunity to get to know the sales team better.
L: Yes, it would, wouldn't it? But I just don't have the time, I'm afraid. Anyway, the reason I wanted to catch you was to confirm the budget.
M: Ah, yes.
L: I spoke to Charles. I've asked him to allocate a global budget of $28,000. That's for everything except travel, which is a separate budget. That's up about 5% on last year. How does that sound?
M: That sounds great. Thanks, Loretta. I'm going to get one of our best negotiators to talk to a couple of travel agents, and see what sort of deal we can get. The hotels usually work with several agents, and some of them are prepared to negotiate better terms than others.
L: Uh-huh. Try to persuade them to throw in some extra benefits too. After all, if we use the full budget, we're giving them a lot of business. Sometimes you can get a free upgrade to an executive suite, that kind of thing. How many people are you taking?
M: Well, the top ten sales people, plus myself, and partners – that makes 22. But if we can negotiate a really good package, I'd like to take one or two more sales reps along. They've all worked fantastically hard this year.
L: Yes, I agree. It would encourage the reps who almost made it into the top ten. I always think it's hard on number eleven! It'll be about a week, like last year, I suppose?
M: Well, again, if we can squeeze a couple more nights out of the budget, that would be great. But we'll see.
L: OK, Malcolm. Let me know what you decide.
M: Sure. Thanks, Loretta.

6 Company and community

6.1 About business Corporate social responsibility

2:29

Part 1
Interviewer: My guest today is Estela Maldonaldo who is the co-founder and Chief Executive of 'Beach Hut', Argentina's most successful chain of beach cafés. Estela, Beach Hut is not only a very profitable business, but it's also famous for its ethical principles. Are profit and social responsibility really compatible?
Estela: Absolutely. I opened the first Beach Hut in Pinamar in 1998 with a close friend who, like me, had just lost her job. We both felt we'd been badly treated, and we wanted to prove a point. Unlike the multinationals we used to work for, we set out to to treat our employees well, to look after the environment, and to support the local community. And of course we also wanted to make a little money!
I: And today you have, how many, thirty-seven cafés?
E: Yeah, number thirty-eight opens next month.
I: OK, so you've grown incredibly quickly, and you've won a number of awards along the way. How exactly have you managed that?
E: We've always felt that our employees should come first. Of course we love our customers, and we're very grateful to our shareholders. But our philosophy is this: if you make your staff your first priority, if you make sure they're happy and motivated, then they're going to look after your customers and so the business is going to do well. And when the business does well, shareholders are rewarded too.

2:30

Part 2
I: So, Estela, tell us something about your environmental policies, how have they helped you?
E: Right from the start, we wanted to be the greenest café in town. We do everything we can to reduce our carbon footprint: we have solar panels on the roof, we recycle, we use biodegradable packaging ...
I: And all your food and drink is locally sourced?
E: Yes. We work with local businesses as much as possible, we want to be part of the local community, not a big brand that just takes people's money without giving anything back. But it makes good business sense too because it means we get quality produce and minimise our transport and logistic costs.
I: Right, so this is not just about altruism, then? The bottom-line is just as important?
E: Everything is linked. We can only give something back to the community if we make a profit, but taking care of the environment and the local community is very good P.R. – and that makes it easier to attract customers and to recruit good staff. It's a virtuous circle!
I: I understand you also run educational programmes for children in schools. How does that help your business?
E: Argentina's beaches are an incredibly beautiful and precious resource – but they're also very fragile. We send volunteer staff members to teach schoolchildren how to protect our natural environment. Of course, it doesn't have an immediate impact, and it doesn't bring customers through the door the next day. But in the medium and long term, having the environmental awards, and displaying the logos on our website and on our packaging really helps to build a positive image. The market is extremely competitive, but our customers are very loyal because they know we share the same values. They know we're not short-term driven; we have to think more long-term about building sustainable businesses, and it's the same for society in general. If you want a society that cleans up the beaches and plants trees and uses hybrid vehicles, you have to think long-term. The short-term model just doesn't work – not for business, and not for society.

6.3 Grammar The passive and reported speech

2:31–2:36

1
Leila Belabed: Mr Bullard, the mayor is very upset. You've just dismissed 500 people from the factory! Have you forgotten that when your company arrived, you promised to create jobs for our town?
2
Geoffrey Bullard: Well, of course I understand that you are upset, Ms Belabed. Unfortunately, new technologies have revolutionized our industry. You must understand that with new automated machinery, we will no longer need so many operators.
3
LB: I know that it is difficult to remain competitive, but what about these people and their families? It's a disaster for them. What are you intending to do to help them, Mr Bullard?
4
GB: Please call me Geoffrey. Of course we share your concerns. We are setting up an outplacement service to help people find new jobs, and I'm confident that most of them will find work very quickly.
5
LB: But what about those who don't, Mr Bullard? How will they survive? These people don't have a lot of savings, you know! Are you offering them financial help?
6
GB: Yes, of course, Ms Belabed, you don't need to worry about that. Each person has already received a generous redundancy payment. And we're also making interest-free loans and advice available for those who want to start their own businesses.