

S: Right. So, if I can postpone your first payment to next year, are you ready to sign up today? Does that make sense?

2 **Customer:** Listen, your proposal for the pool looks great, but I'm worried it'll be too much work.

**Salesperson:** I know exactly what you mean. There's always too much to do, right?

C: Yeah. Things are busy at work, and I don't have time for the garden, let alone a pool.

S: I understand. You don't want to spend all your time cleaning instead of swimming, do you?

C: Exactly.

S: Well, if we include the automatic chlorinator and robot pool cleaner options, I can guarantee that you will spend less than ten minutes a week on maintenance. Are you comfortable with that?

3 **Customer:** \$32,000?! I've had a quotation from another software developer for less than half that!

**Salesperson:** I understand how you feel. A lot of our customers felt that way at first. However, they soon found they were saving money. After you start using the software, you'll reduce your annual operating costs by 25 to 30%.

C: As much as that?!

S: Yes, more in some cases, but that's the average saving. Does that answer your question?

### 5.6 Case study: Backchat Communications

2:18

**Assistant:** Mr Lim?

**Lim:** Yes?

A: I just had a call from Seoul Deliveries, you know, the courier company?

L: Yes?

A: They're interested in mobiles for about two hundred staff.

L: Are they now? Hm, we'd better send somebody to see them.

A: They said they'd like a proposal by fax.

L: Well, yes, but we need to know more about their needs before we can write a proposal. Let me note this down. Who's in charge over there?

A: The Office Manager is a Mr Ibáñez. He's French, apparently.

L: Ibáñez. Right. Two hundred, you say. Do we know who they want the phones for?

A: Well, there are three categories. Drivers, managers and admin staff.

L: Admin staff? Why do they want mobiles?

A: Well, it seems that they have to move about a lot between different offices. They only really need to call the drivers when they're out on the road, but they take a lot of calls from customers and they like the idea of Bluetooth™ headsets so they can work hands-free.

L: I see. Yes, that makes sense – I can imagine it would make their lives a lot easier. What about the managers?

A: They seem quite keen on smartphones. Email is very important for them.

L: Good. They'll need the high-tech price plan then. Do you think budget will be a problem?

A: They didn't say.

L: Good. We can try to sell some longer contracts. We need to secure our future cash flow, even if we have to give discounts.

A: They did say they were interested in giving the drivers a sophisticated phone to motivate them.

L: Sounds better and better! And the GPS would be really useful – then the office would always know exactly where they were.

A: I don't know if the drivers would like that very much!

L: You're right, I'll make a note – we have met some resistance in the past. But generally once they find out there's an mp3 player and they can also have TV to keep up with baseball and soccer games, they're happy.

A: Hm. But I guess the managers won't be very happy if they think drivers are wasting time watching TV and playing video games!

L: Well, that's where we come in. The sales team's goal is to show them why they need all these features – and to try to get some longer contracts and sell them some options too, of course! OK, thanks very much, I'll get someone over there as soon as possible.

## Unit 6 New business

### 6.1 About business: Developing a business

2:19–2:22

**Speaker 1:** Personally, I admire the passion they obviously bring to the business. And I reckon that's the underlying key to their success. The cosmetics industry is dog eat dog and you have to love what you're doing to make it!

**Speaker 2:** If you ask me, I'd say they just happened to be in the right place at the right time ... you know ... like, jumping on the natural products bandwagon at the right moment.

**Speaker 3:** They're both definitely very much on the creative side, so I think they took a smart decision when they teamed up with LVMH. That allowed them to step back from the day-to-day hassles of running a business and focus on doing what they do best – product creation and development.

**Speaker 4:** I'm not sure I'd like to identify any one key factor behind their success. But their story does show that to build a blockbuster brand, you have to stay on your toes. You can't afford to stand still!

### 6.2 Vocabulary: Funding a start-up

2:23–2:26

**Speaker 1:** Well, basically the first angel we met turned us down because of the IRR – that's the Internal Rate of Return – we were forecasting: between 30 and 40%. Investors lose money on around 40% of deals and they need to make that up on the others. So, a rate of 50% per annum minimum would have been a better return on investment.

**Speaker 2:** The three of us were fresh out of college, full of enthusiasm, with a really good product. We had checked out the market and drawn up a good business plan. But there was just one problem. None of us had run a business before and I guess we just didn't have the sort of hands-on experience they were looking for.

**Speaker 3:** The venture capitalist we contacted went through our business plan in detail. When he'd finished working out the figures, he said that our niche market was just that – too 'niche' – not enough growth potential. Our target customers were specialists in their own field and there would've been a limit to what we could sell them.

**Speaker 4:** We'd done our homework and we knew that the financials needed to be set out in detail. But, in retrospect, I think we tried to be too realistic, taking all eventualities into account. The projections were peppered with 'if this, then that' and I think they were looking for something more concrete.

### 6.3 Grammar: Future continuous and future perfect

2:27

Hi, Linda. Bob here. Hope you're enjoying Munich! Linda, listen. Our email's down again so this is just to update you on tomorrow's schedule. Your flight gets into Paris at eight, local time. They're sending a taxi to meet you at the airport and it'll get you to head office in La Défense by around a quarter after nine. You won't be seeing the marketing manager as originally planned, because she's sick. But you'll be meeting with the rest of the marketing team from nine thirty through eleven. Then you're seeing Alain Giroud from R&D for an hour. You break at noon and I guess he'll be taking you to lunch. After lunch, you have a train from the station at Lyon at two twenty-five, which will get you into Macon around four. Danielle Fernández will be taking you directly to the plant for a short visit from four thirty to a quarter after five. Then she'll drop you at your hotel just round the corner from the plant and that's about all for ... Oh, sorry, I nearly forgot, you have an invitation to dinner at half past seven with someone by the name of ... Antonio ...?

### 6.4 Speaking: Presentations: taking questions

2:28

#### Part 1

Last but not least that brings us to the question of ... questions! A lot of inexperienced presenters are terrified of the question and answer session. After all, it's the part of the presentation over which, apparently, you have least control. But, with careful preparation, you can come out smiling. Put yourself in your listeners' shoes. What sort of questions could they ask you? What are the worst questions they could come up with and how can you answer them? And preparing for questions involves developing your general question-answering techniques, improving your skills in response to the five basic types of question. There are a couple of general points to remember. The first point to remember when you're fielding questions is listen to the questioner. For example, maintain eye contact with the questioner and use body language – nodding for example – to show that you're paying attention. The next thing to remember is: don't interrupt. That would make you look rude, and the questioner might feel he or she hasn't had a chance to get their point across. Next, comment on the question before you answer it. This signals your attitude to the audience, but, equally important, gives you a few seconds of thinking time. The final thing to remember is to reply to the audience. Yes, not just to the person who asked the question, but to the whole audience. Although one person asked the question, it might have been in everyone's minds. After all, you hope everybody wants to hear the answer ...

2:29

#### Part 2

That brings me to the five basic question types and how to react to them. First, useful questions. They reinforce or clarify what you're saying. Thank people for asking them.