**1. Listening**

1. What does Ms Chavez say about newspapers?
2. They will soon be replaced by the internet.
3. They need to change.
4. They are losing money.
5. What does Ms Chavez say about the newspaper business?
6. It's becoming easier.
7. It's becoming more challenging.
8. It's always been very difficult.
9. What does Ms Chavez say is the main source of income for newspapers?
10. Sales.
11. Marketing services.
12. Advertising.
13. What does Ms Chavez say newspapers should do?
14. Publish on the internet .
15. Encourage readers to buy new devices.
16. Understand the technology that people use.
17. How does Ms Chavez say that online content will be paid for mostly?
18. By advertising.
19. By users paying for it directly, for example, through subscriptions.
20. Through the sale of electronic reading devices.
21. What does Ms Chavez say about TV?
22. The TV business and the newspaper business are similar.
23. TV will probably be replaced by the Internet.
24. When it was invented, it didn't end the newspaper business.

**2. Vocabulary**

Complete the conversation with these words: *hang on; need; feel; offer; get down; don't think; talk about; see; don't*.

**Jan** OK, let's (1) to business. The aims of this meeting are to (2) the training budget for this year, and to –

**Pat** In my opinion, we (3) to work on team building. I (4) that we –

**Jan** Could you just (5) a moment, please? The other purpose of this meeting is to agree the new seating arrangement. OK, now, how do you (6) about training, Pat?

**Pat** Sales could be better. I don't think our sales staff understand the product. Why (7) we plan a product training day soon?

**Jan** I (8) what you mean but I think we need to do more. May we could (9) incentives, too.

**3. Reading**

**Brands through people**

By Simon Glynn

What makes consumers choose one airline over another or one mortgage provider over its rival?

Our research shows that your reaction to a brand depends on your experience of buying, using or owning it and not just on advertising. The most important part of that experience is often your personal interaction with people. This is an area that most companies don't understand or invest enough in. Take airlines. Satisfaction with cabin crew contributes more to people choosing the same airline again than other factors.

Why do companies not spend more on their people when there are clear benefits? Here are two common reasons.

*It's too expensive*

Many organisations know that people matter. But they don't invest in this area because they think it is a luxury they cannot afford. And it's true that some role models, such as the Four Seasons hotel group or Virgin Atlantic Upper Class, would be too expensive for most to copy. But there are smart, affordable solutions that create a lot of brand value out of only a little customer interaction. First Direct earns the highest level of customer recommendation of any UK bank through just the telephone contact with its customers. Customers at QVC, the market-leading television shopping channel, value their interaction with the station's people – in this case not the call centre staff who take the shopping orders, so much as the relationship that viewers believe they have with QVC's onscreen presenters.

*The importance is not clear*

Satisfaction surveys can hide the importance of people. For example, choosing a mortgage is often very influenced by counter staff in a bank or building society. Research with customers at the critical stage, where they have received a quote but not yet signed a document, shows that their interaction with the mortgage provider's representative is the biggest single influence on their choice. It is bigger than perceptions of the products and fees, which are often the subject of the brand's advertising and communications. Yet in the same research conducted after the loan is given, customers may have forgotten the good customer service they received and may focus more on general brand impressions. If you conduct your research at that point – and this is often the case – the very important role that your staff have played will not be clear.

**Questions**

1. Advertising is by far the most important way of supporting a brand's image.

*True/False*

1. Companies often don't invest enough in counter staff.

*True/False*

1. Customers may become loyal to an airline if they like the cabin crew.

*True/False*

1. Spending money on employee training generally isn't very beneficial to a company.

*True/False*

1. Most companies need to understand more about how customers behave.

*True/False*

1. Four Seasons and Virgin Atlantic have invested a lot in their people to build brand value. *True/False*
2. First Direct has created high customer satisfaction with \_\_\_\_\_\_\_\_ interaction.
3. only a little
4. frequent
5. internet-only
6. QVC customers feel that they have \_\_\_\_\_\_\_\_ with the company's presenters.
7. little time
8. a relationship
9. two-way communication
10. \_\_\_\_\_\_\_\_ don't always give a clear understanding of customers.
11. Satisfaction surveys
12. Sales figures
13. Perceptions
14. Mortgage customers' experience with staff is \_\_\_\_\_\_\_\_ influence on their decision to buy.
15. not considered a big
16. almost never an
17. the most important
18. It is important to ask customers' feelings \_\_\_\_\_\_\_\_
19. at the right time.
20. before they become angry.
21. about advertising.
22. Brand advertising and communication often focuses on \_\_\_\_\_\_\_\_
23. customer satisfaction.
24. staff.
25. products and fees.

**4. Vocabulary/Speaking**

Put the sentences into a logical order to make a conversation.

* I'd like to speak to Lee Simpson, please.
* No problem. How about Tuesday at ten o'clock?
* Great. So I'll see you on Tuesday. Goodbye.
* Hello, Lee. This is Dana Kirk. We've got an appointment next Monday but I'm afraid something's come up. Could we fix another time?
* This is Lee Simpson.
* That's OK for me.

**5. Vocabulary**

Match the sentence beginnings on the left with the best endings on the right.

|  |  |
| --- | --- |
| I prefer to take only carry-onThe T-445 is the marketWhen the New York branch is downsized,To keep costs down, we all fly economyAfter the new system is installed, we'll retrainWe had a good result from the placement | leader, but the challenger is selling very well.of our soft drinks in a popular TV show.about fifty jobs will be cut.class when we travel for work.the staff to use it.baggage when I travel by air. |



1. \_\_\_\_\_\_\_\_

2. \_\_\_\_\_\_\_\_

3. \_\_\_\_\_\_\_\_

4. \_\_\_\_\_\_\_\_

5. \_\_\_\_\_\_\_\_

6. \_\_\_\_\_\_\_\_

**6. Writing**

You have received the following e-mail. Write a short reply (50–60 words). Include the following points.

* Apologise for the mistakes that were made.
* Explain that the employee who handled the arrangements is no longer with your company.
* Offer to arrange free transfers and accommodation for two visitors next time a meeting is held in Hong Kong.

**To:** Agnes Wong

**Subject:** Hong Kong travel arrangements

Dear Mrs Wong,

Last month my company arranged flights, ground transfers and hotel accommodation through your company, Star Travel. We were hosting a meeting for our regional managers here in Hong Kong. We were very unhappy with the results of the booking.

Though all of the flight arrangements were acceptable, two members of our group were not met at the airport as agreed, though their flights arrived on time. After waiting to be met, they finally took taxis. However, when they arrived at the hotel, it turned out that their booking had been changed to a different hotel. They again had to take taxis to get to the right location.

We were treated very poorly by Star Travel and feel we are entitled to compensation. Please contact me as soon as possible to discuss how we may resolve this situation.

Yours sincerely,

Ms Eleanor Adams

**7. Writing**

You work for the computer maintenance company Fisher’s Computer services. You recently had a planning meeting for managers to prepare for the launch of your new maintenance service contracts. Read the action plan and write an e-mail (90–110 words) to all site managers. Include the following points.

* The subject of the message
* Details about what is going to happen in the next four months (see: Action plan)
* Invitation to ask you any questions

**\*\*\* Action plan \*\*\***

We plan to launch the new maintenance service contracts in May. The following stages are all critical to the success of the launch.

**January** : Circulate draft contracts to all managers.

**February** : Agree final changes to contracts.

**March** : Create template for new contracts.

**April** : Launch.