



# **PRESENTATIONS**



# **Impressum**

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Design, layout and photos by sonnenbern.ch, Designagentur, Bern. Printed and bound in Switzerland by Schwab Druck AG, Lyss.



This book was produced climate neutral to the environment. myclimate Printed on FSC mix paper.

First published 2002. Revised 3<sup>rd</sup> edition 2009. Item number 312136

### **INTRODUCTION - INLINGUA PRESENTATIONS**

inlingua Presentations is a business English program covering the language skills needed by people who have to make presentations in English. The course equips learners to deal with real-world business situations by introducing genuine and versatile language practiced in authentic contexts. The course is designed to be entered after learners have completed the inlingua APP3A core business program, which correspondes with the Common European Framework (CEF) level B2, and covers the Can Do Statements for Work specified by ALTE (Association of Language Testers in Europe) at level 3.

The language covered in *Presentations* is directly linked to key strategies used in business communication, enabling learners to apply their professional skills when speaking English. The course also deals with techniques for enhancing communication between non-native speakers. An audio CD with the listening exercises and selected dialogs supports this communicative approach.

Presentations is part of a range of English for Special Purposes courses offered by inlingua. Other programs include Business Correspondence, Business Writing, Finance, Human Resources, Interview Skills, Managing Successful Meetings, Meetings, Negotiating, Real Estate, Socializing Across Cultures and Telephoning.

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### **OPENING REMARKS**



CrunchOut is a chain of vegetarian restaurants. It is a worldwide franchise with more than 800 outlets in Europe, North America and Japan.

Each year, CrunchOut holds a convention for franchisees. This annual get-together is a platform for exchanging views and information. It is also an opportunity for newcomers to get to know their fellow franchisees and meet the staff of CrunchOut's Atlanta-based licensing and management company, CrunchOut World.

This year's convention is in Barcelona. It is currently being officially opened by Dan O'Leary, the president of CrunchOut World.

Ladies and gentlemen, good morning and welcome to our sixth annual convention.

I'd like to give a particularly warm welcome to those of you who are attending this event for the first time. I know there are a great many new CrunchOut franchisees among us this year. I'm sure I speak on behalf of everyone in welcoming you to the



network. Thank you for putting your trust in our business concept and for making a valued contribution to the network's continued growth.

It's a great pleasure to see so many people here today. A lot of you have traveled long distances, and I know that some of you only arrived in Barcelona this morning after overnight flights. So, a special good afternoon or good evening to those of you who are suffering from the effects of jet lag! At least I'll know that it's not necessarily my fault if anyone falls asleep while I'm talking.

More seriously, I'm sincerely grateful to all of you for making the trip. The future of CrunchOut depends not just on the efforts of CrunchOut World but on the contribution of every franchisee within our network. It is for this reason that the annual convention is of such importance for all of us, and that's why I'm delighted that so many of you have made the effort to come here. I'm sure these four days will prove to be worthwhile. Thank you for giving us your support.

### **OPENING INTRODUCTIONS**

CO World-Executive Team



Natasha Hayes Chief Operating Officer



Bill Ryder Legal Affairs





Ingrid Cliff Concept Development



, Marketing





Holly Winterburn Frank Boston Quality Management

Natasha Hayes, the Chief Operating Officer (COO) of CrunchOut World, has only been with the organization for eight months. As this is the first time she has attended the CrunchOut convention, she intends to make a short presentation in order to introduce herself. During her talk, she also plans to introduce some other key members of her team.

Let me start by introducing myself. For those of you who don't know who I am, my name's Natasha Hayes. I'm responsible for running CrunchOut World in Atlanta on a day-to-day basis. I joined the company last August, when I

was appointed COO. I've had the pleasure of working with a few of you over the last eight months. I hope I'll get a chance to meet and talk to a lot more of you during these next few days.

For the benefit of those who, like me, are relatively new to the organization, I'd like to take this opportunity to introduce some of the members of my team. If you're not close enough to the podium to see what they look like, you should be able to get a good idea from the "Wanted"-poster slide on the screen!

On my right is Bill Ryder. He's responsible for the legal side of the business, notably licensing and trademark protection. Also on my right is Ingrid Cliff. Ingrid's our head of concept development. She's in charge of developing the CrunchOut

experience, from restaurant design to menu choice. Ingrid will be giving a presentation of her own this afternoon, so you'll be hearing more from her later on. Turning to my left, this is Holly Winterburn, our marketing manager. She's in charge of advertising and a wide range of other promotional



activities. And, last but not least, this is Frank Boston, our quality manager. For those of you who don't know Frank, he's the guy who's responsible for those quality-audit forms you all love! In any case, together they're a top-quality team.

#### **GIVING AN OVERVIEW**

A highlight of this year's Barcelona convention is the presentation by Ingrid Cliff. She is going to present some proposed changes to the CrunchOut menu. In order to win approval from the franchisees, Ingrid must present the proposals as positively as possible. As usual, she has taken great care in planning her presentation.



Good afternoon. I'm grateful to all of you for coming. I'm Ingrid Cliff. As those or you who attended this morning's presentation will know, I'm head of concept development for CrunchOut World. That's quite a sophisticated-sounding job title. Basically, it means that, among other things, I'm responsible for coming up with tempting new dishes to add to our menu.

Now, as most of you probably know, the reason I'm here today is to unveil a selection of proposed new menu items. I can see from the large number of you who have taken the trouble to come that you're certainly tempted by the prospect of some tasty additions to the menu. But to start with, before I lift the lid on what we've cooked up for you, I'd just like to say a few words about the main points I intend to cover in my presentation.

First of all, I'm going to talk in detail about our current dishes. I'd like to present the customer feedback we've had on our existing menu, and raise some issues concerning problem dishes and what we believe are gaps in what we currently offer. Second, I plan to discuss a couple of points relating to the proposed new dishes. After that, you'll actually have the opportunity to taste them. Finally, I intend to give you a chance to air your views on the samples, and I'll try to deal with any questions you may have.

Don't hesitate to interrupt me during the talk if you strongly disagree with any of the customer feedback I present, or if you think any figures are inaccurate as far as your own markets are concerned. Other than that, however, I would be grateful if you held your questions back and I'll take them at the end. That is, of course, if any of us are still alive after tasting the samples!

Ladies and gentlemen,		good morning and good afternoon good evening		and welcome to		the convention. Barcelona.
I know all most a lot many some		of you	have traveled long distance		distances.	
I'd like to giv	ve a warm we	Icome to	all of you	J.		
I'd especially	/ like to welco	ome	those of	you		have recently ed the firm.
On behalf of		everyone, the company,	I'd like to	welco	ome :	you here.
Thank you I'm grateful	to you	for	coming. taking the trouble to come.		o come.	
lt's a great p		to	see so many people here. be here.		e here.	
	by introducing this by introducing the base by introducing the base by the bas	g unity to introduce	myself. my team.			
This is Bill Ry For those of don't know h	you who	is responsible for is in charge of is our head of		legal affairs. marketing.		
	'm here is to say a few wor	talk about ds about				
To start with, First, First of all,		I'm going to I intend to I plan to	discuss raise cover		the an i	issue of question of mportant point.
Second, I' After that, Then,		I'd like to talk	l'd like to talk briefly in detail		abo	ut
Finally, Lastly,		I'll try to deal with I'll take questions.		tions y	ou m	ay have.
Don't hesitat	te to interrupt	me if you have any	question	S.		

# **EXERCISE 1** Accuracy. Make sentences.

- 1. thank you / take / trouble / come

  Thank you for taking the trouble to come.
- 2. it / great pleasure / see / so many people here
- 3. let me start by / raise / question / scheduling
- 4. first / all / I plan / say / few words / last year's results
- 5. on behalf / my colleagues / I'd like / give you / warm welcome
- 6. the reason / I / here / talk about / safety
- 7. please / not / hesitate / interrupt me / if / you have / questions
- 8. I / intend / cover this point / detail

# **EXERCISE 2** Audiovisual aids. Match the pairs.

1. flip chart A. used to show text/images 1. 2. overhead on transparent slides 2. 3. projector (OHP) B. a transparency for use on 3. slide an OHP or computer 4. 4. chart C. a visual representation, e.g. 5. 5. podium of statistics D. a platform upon which a presenter can stand

E. a large paper pad

### **EXERCISE 3** Analyze the presentations. Answer the questions.

### Key Point 1

- 1. What is Dan O'Leary's message to new franchisees?
- 2. In what way does Dan use humor?
- 3. How formal is the presentation? In your view, is the level of formality appropriate?

### Key Point 2

- 4. Did the members of the audience know who Natasha was before her introduction?
- 5. Were any audiovisual aids used in the presentation?
- 6. Which expressions does Natasha use to describe her colleagues' responsibilities?

### Key Point 3

- 7. Did any members of the audience know what to expect before Ingrid's presentation?
- 8. When will the audience have the opportunity to speak?
- 9. In your opinion, how clear is Ingrid's summary of what she intends to talk about?

#### **EXERCISE 4** Explain the idioms and expressions. 1. a get-together Key Point 1 2. the legal side of the business Key Point 2 3. last but not least Key Point 2 4. to unveil Key Point 3 5. to air your views Key Point 3 **EXERCISE 5** Vary your language. Say it in another way. 1. Thank you for attending the seminar. (grateful) I'm grateful to you all for attending the seminar. 2. She maintains our web-site. (responsible) 3. To start with, I'd like to go through my plan for the afternoon. (Let me) 4. Just interrupt me if you have any questions. (hesitate) 5. I'd like to spend a short time talking about quality control. (briefly) 6. We'll cover the issue in depth during my talk. (in detail) Listen to the presentation extracts. Match the pairs. **EXERCISE 6** 1. A. beginning an introductory summary 1. 2. 2. B. reference to the majority of the audience 3. C. reference to a minority in the audience 3. D. a personal introduction 4. 4. 5. E. a point to be discussed at length 5. 6. F. a point to be discussed quickly 6. 7. 7. G. the first point to be made 8. H. the last point to be made 8. Presentation skills. Discuss the following tips. **EXERCISE 7** 1. Know your audience. 2. Practice makes perfect. 3. Pre-flight checks: test your equipment.

4. Use some warmth to break the ice.5. Say what you're going to say.

6. Keep to the point.

### **MAKING A PRESENTATION FLOW**

Latitude, a mainstream tour operator, is considering moving into theme vacations based around leisure activities such as golf, cycling and windsurfing. The proposal is currently being evaluated by the company's board. The decision-making process is being assisted by Dale Bexley, an outside consultant. As a tourist industry expert, Dale has been invited to give his views on the proposal. He is currently making a presentation to the board.



I'd like to begin by drawing your attention to a key word, one that I believe is central to the proposal you're considering. That word is "expectations".

First, it means your expectations as a company. You're a large firm, this would be a big project and would be intended to generate substantial revenues.

Second, it refers to your customers' expectations. You'd be targeting enthusiasts, people with good knowledge of the activity in question. In other words, people who know the difference between a

good experience and a bad one. So expectations, for the company and its customers, would be high.

That's all I want to say about that for the moment, although I'll be mentioning the word again when I move on to some of my next points.

Having talked very briefly about that key principle, I'd like to turn to a more concrete matter. I want to take up the subject of customer profiles. It's a diverse

topic. It includes issues such as age ranges, disposable income, time availability, customer loyalty and the overall size of the market. For the most part, the figures I'm going to show you are specific to each different field of leisure, although some do apply to theme vacations as a whole. At this stage, I only intend to talk about the existing market. I'll cover the subject of the potential market a little later on.

### So, let's have a look at some figures.

# Customer Profiles Existing Market

- age
- spending power
- availability
- loyalty
- market size

### REINFORCING AND DIGRESSING





That covers everything I wanted to say about the existing market. I'm assuming I've answered all your questions? OK. Moving swiftly on, then. The next point I'd like to talk about is the potential market. As I've already

made clear, it's unlikely that the existing customer base is large enough to support a major new tour operator entering the market. So, logically, we need to examine the potential for enlarging that customer base. Is it possible? If so, to what extent?

As I mentioned earlier, the number of people who go on theme vacations, given as a percentage of the overall number of enthusiasts, is relatively small. Now that could mean two things: either that there's a problem with supply or that there's a lack of demand. In both cases, it seems to me that the only way of changing things is through effective promotion.

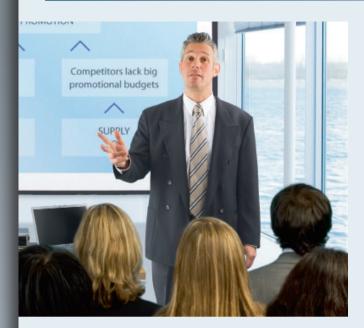
On the demand side, it may be that people would be attracted by theme vacations, but are unaware that they're on offer. On the supply side, it could be that existing, smaller operators don't have the resources to promote their services widely enough.

So, does this mean there's an opportunity for a big organization like yours, with a large promotional budget, to enter the market and create new demand while at the same time winning existing customers from competitors? I won't attempt to answer that question immediately.

In fact, if I may, I'd just like to digress for a moment while we're still on the subject of customers. I'll just tell you, briefly, what happened to a couple I bumped into during one of my own vacations.

We were just outside Darwin in northern Australia. The people I spoke to had gone there for a week's golfing. I actually met them on a boat during a scuba-diving trip. Now, this story is intended to demonstrate the point that it's difficult to predict what people actually end up doing when they go on vacation. So, coming back to the golfers who were wearing flippers ... .

### **CONCLUDING REMARKS**



30 minutes later

Having presented all of his main points, Dale is now ready to conclude. In this final part of his presentation, he intends to recap what he has covered and draw conclusions. These will form the basis for his recommendations to the board.

That brings me to the end of the main part of my presentation. We've covered quite a lot in a fairly short space of time. If I can now just briefly sum up.

We looked in detail at facts and figures relating to customer profiling, notably in the existing market. We saw how diverse an area this is. I talked about the potential market, notably about the uncertainty

surrounding its size. I also touched upon the difficulties of producing a standard package that can be sold to the mass market.

So, now it's time to draw some conclusions. If you remember, at the beginning of my talk I made reference to your expectations. I'd like to take up that point again now, because my conclusion is this: your proposal will be hard-pressed to meet your expectations.

What do I mean by that? In order for this project to be worthwhile, you'd need to sell a large volume of theme vacations. As I mentioned before, you'd need to create new demand, which would mean significant promotional costs – costs that you would have no guarantee of recouping. As we saw, the potential of the untapped market is in doubt.

Meeting your customers' expectations could also prove tough. As I made clear earlier, different people want different things. Some want to concentrate on one sport, others prefer a mix. Some take their own equipment. Others don't. Some want prearranged activities. Others want to be left to do their own thing. The list goes on. Even in one specific leisure theme, lots of different choices need to be offered. Spread across a range of themes, the level of organization becomes huge.

What's more, enthusiasts, as I've already said, are demanding when it comes to their own hobby. The risk of letting people down is high. That could do untold damage to the reputation of the company as a whole.

I'll finish by saying this. As you know, the upside potential of any business venture must outweigh the downside risks. As I see it, this proposal has lots of downsides with very uncertain potential. My advice is to leave theme vacations to the small niche operators.

I'd like to Let's		begin by		drawing your attention to looking at			
That's all to say ab		for the mo at this stag for the tim	ge.		We'll come back return		to it later (on).
That covers everything on that subject. Having talked briefly about that, let's now							hat, let's now
on to Moving o I'd like to	to subject. matter. to t		The next point I'd like to talk about is				
As I've al	ready	stated,					
As I		mentioned made clea pointed ou	r		earlier, before, previously,		
If you	remember recall,	mad		hed upon e reference to sidered ed in some detail at		this point earlier (on).	
To demo	nstrate thi	subject of . s point, let ss for a mo	me tel		-	fly about	
Coming to		the subjec	t of				
I'd like to		pick take			up	where I left off.	
If I can no	ow	(briefly) (quickly)			sum up. recap.		
That brings me to the end of the presentation.							
1'11		finish end conclude			by saying this. with this message.		

EXERCISE 1	Presentation vocabulary. Fill in the blanks.								
	note clear demonstrate reference attention stage conclusion detail								
	<ol> <li>Can I draw your to the chart?</li> <li>I want to avoid any confusion. That's why I made this point at the beginning of the talk.</li> <li>I want to spend some time on this subject in order to look at it in</li> </ol>								
	4. What does all this mean? It's now possible to draw an important								
	<ul> <li>5. If you remember, I made to this chart earlier.</li> <li>6. The following example is intended to my last point.</li> <li>7. I only want to discuss the matter quickly at this</li> </ul>								
	8. So now I always check my clothing before standing up to speak. OK. On a more serious								
EXERCISE 2	Look at Key Point 4. True or false? True False								
	Dale Bexley is responsible for making the final decision on the proposal.								
	Dale suggests that the company and its potential customers will be demanding.								
	3. Dale intends to come back to the question of expectations at a later stage.								
	4. The topic of customer profiles covers a wide variety of issues.								
	5. For the time being, Dale is just going to talk about current market conditions.								
EXERCISE 3	Vary your language. Find alternative expressions.								
	1. I'd like, now, to turn to another <u>subject</u> . <i>matter / topic / issue</i>								
	<ol> <li>Let me explain the problem <u>quickly</u>.</li> <li>I want to <u>start</u> by talking about our market research.</li> </ol>								
	4. That's all I want to say about that <u>for the</u> <u>moment</u> .								
	<ul><li>5. I'll <u>finish</u> by answering any questions.</li><li>6. We'll <u>come back to</u> this question a little later.</li></ul>								

# **EXERCISE 4** Look at Key Point 5. Answer the questions.

- 1. Why does Dale believe it is essential to look at the potential market?
- 2. According to Dale, what is the key to increasing demand?
- 3. What is the purpose of Dale's story about his experiences in Darwin?

### **EXERCISE 5**

### Listen to the extracts. The statements below are all true.



# Explain why. What does the speaker say? Write quotations.

- 1. This is the first subject to be discussed. "I'd like to begin by ....
- 2. This subject was discussed earlier, but only briefly.
- 3. The speaker intends to return to the subject.
- 4. The speaker has just said something amusing.
- 5. The presentation is about to end.

### **EXERCISE 6**

### Look at Key Point 6. Answer the questions.

- 1. Did Dale talk about a lot of different points in the time available? Yes, he covered quite a lot in a fairly short space of time.
- 2. Which market did Dale's figures relate to most?
- 3. What point does Dale come back to when drawing his main conclusion?
- 4. In what area would Latitude have to invest heavily if it went ahead with the project?
- 5. Does Dale believe Latitude could offer a standard product?
- 6. According to Dale, what could happen if Latitude didn't satisfy customers?
- 7. What is Dale's recommendation to the board?
- 8. Explain the reasons behind the recommendation.

# **EXERCISE 7**

### Phrasal verbs in presentations. Fill in the blanks.

Ι.	Can I deal	oxdot your question at the en	d?	
2.	OK. Let's move	to the next topic.		
3.	As I pointed	earlier, our night shift v	vorkers get extra days	off.
4.	Jamie is in charge	the customer s	ervice desk.	
5.	It's time to look	the key issue.		
6.	Let me pick	where I left	when the fire al	larn
	went off.			
7.	I'd prefer to come	to the question	of payment at the end	d.
8.	I'm responsible	export sales, which	h explains why I'm aln	nos
	never here.			
9.	Although I didn't discus	s the matter in detail, I tou	chedi	it
	earlier.			
0.	It's time to sum			



Dextra Incorporated produces personal protective equipment. This includes protective gloves, masks and glasses. The company sells its products internationally through specialized, independent distributors.

Following plans to make major revisions to its product range and distribution strategy, Dextra is holding an international sales meeting at its headquarters in Birmingham, UK.

Agents from the firm's 24 national offices have been invited to attend the meeting. The aim is to prepare them for the changes that will soon take place.

Della Shaw, Dextra's international marketing manager, is currently introducing the concept behind the new product range.

These changes are about more than just upgrading our equipment. The new product range is designed to change not just the choice of products we offer, but also to improve the way our customers use and manage their protective equipment.



Let me explain how the new approach will work. Whereas we currently offer an extensive catalogue of articles, each with a very specific use, we shortly plan to reduce that to a much smaller number of core products. Nevertheless, we still intend to provide our customers with a comprehensive protection package.

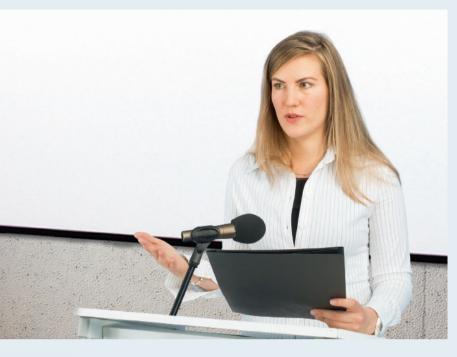
How will that be possible? The answer is, by offering standard, multipurpose products. For instance, instead of having nine different glove types for nine different uses, we plan to produce just three models, each suitable for a range of applications.

Now, of course, there are practical limitations. Gloves for health-care workers can hardly double up as

rattlesnake-resistant, pest-control gauntlets! But a great many protective functions can, in fact, be combined. Indeed, it's actually quite surprising just how versatile the new products are.

The name of the new range is One Stop. It describes the single-solution practicality provided by the products. In addition, the word "stop" reflects the idea of protection. The products prevent the user from coming into contact with danger.

### HIGHLIGHTING AND REFORMULATING



What are the advantages of the One Stop solution? Let's begin by looking at the benefits to the customer.

First, the task of handling supplies is made easier. Many of our industrial customers, for example, need dozens of different items. Currently, ordering and monitoring supplies demands a lot of time and effort, whereas with

One Stop, fewer items will mean a lot less organization. Put simply, it's less of a hassle to manage.

Second, multiple protection is safer. If a glove is heat-resistant, acid-resistant and abrasion-resistant all in one, it reduces the risk of someone using the rong product for a job. In other words,

One Stop is a lot more foolproof. And what's worth noting is that, in safety, reducing the potential for human error is vital.

It's also important to emphasize that, for our customers, fewer lines mean lower costs. So, bigger discounts are available on large orders for single One Stop products.

Let's now turn to the benefits that Dextra will gain from One Stop. The main advantage is lower costs. On the one hand, it's true that multipurpose articles are made from materials that are slightly more expensive than those used for our current products. However, on the other, increased economies of scale will mean that, on balance, production costs are lower. The cost of distribution will also be reduced for similar reasons.

# onestop

#### Benefits to Dextra:

- lower production costs fewer products = greater economies of scale
- lower distribution costs packaging, dispatch and inventory control is simplified
- e-commerce do more business direct

# onestop

#### Benefits to the customer:

- easier supply management is simple
- safer
   less risk of using the wrong equipment by mistake
- cheaper larger orders of a single product = bulk discounts

And then there's the question of e-commerce; that is to say dealing directly with customers through our web-site. This is a matter that Stuart Forbes will look at in detail a little later.

### **INTENSIFYING**

Della Shaw has now handed over to Stuart Forbes, business development director. Stuart is discussing how the launch of One Stop will also mark a change in Dextra's distribution strategy.

As Della mentioned earlier, one of the benefits to Dextra, following the launch of One Stop, is that it will become easier to deal directly with customers. Since we'll have fewer lines and larger volumes of each item, it'll be easier to process orders, and to dispatch and deliver goods to both our domestic and overseas markets.



This raises the highly attractive prospect of dealing direct with larger customers. We'll no longer export only through distributors, as we do at present.

To put it simply, we can cut out the middleman.

As we all know, the key to dealing direct is e-commerce – in other words allowing customers to order and pay for goods via our web-site, then delivering to their doorstep.



Now let me make it clear, we can't win all our export orders via the Web. Although big customers represent a significant percentage of our sales, we still sell indirectly to a lot of smaller buyers, and our research shows they find it more convenient to deal with a national distributor.

But let me reiterate – there is tremendous potential for dealing direct with larger customers. E-commerce will, without any doubt whatsoever, be the next major phase in this company's development.

This change in strategy will, of course, require a revised approach to the way Dextra products are promoted in your national markets. I must stress, however, that this doesn't mean we'll no longer need our agents. On the contrary, you'll have a very active role to play within our new business model.

What's more, you'll get the chance to earn commission on sizable repeat orders.

Whereas Although		we used to sell through distributors, we now sell direct to customers.					
It works better.		What's n		it's le	ss expensive.		
It'll mean mak changes.	ing	Neverthe Nonethe However	less,	it'll be	it'll be worth it.		
It seems diffic	ult, but	it's in fact	actually it's		quite easy.		
On the one hand,	it takes long it's harder v		On the other ha	and,	it's cheaper. the pay's better.		
The project carries a lot of uncertainty.		To put it simply, Put simply, To put it another way, In other words, That is to say, What I'm saying is,		it's risky.			
What's worth		noting underlining		is that customers often ask for this service.			
It's important to		emphasize underline highlight		this point. It's fundamental.			
I cannot emph I must stress		rongly end	ough.				
I mentioned this point earlier, but Although I've said this before,				let me	e reiterate.		
Let me make it very clear							
I can say this without any doubt whatsoever. There's absolutely no doubt about it.							
We have no ch	noice.	It's as si	It's as simple as that.				

EXERCISE 1	Look at Key Point 7. Complete the sentences.		
	1. The meeting is being attended		
	2. The size of Dextra's range is going to be		
	3. Customers will still be provided		
	4. Customers will be able to use a single article.		
	5. The name highlights the concept of a single so	lution, as well as	
EXERCISE 2	Comparing and contrasting. Make sentences.		
	<ol> <li>It's more expensive, but it lasts longer. (Althor Although it's more expensive, it lasts longer</li> </ol>		
	2. That one's in black and white. This one's in col		
	3. It's accessible day and night, and there are no	fees. (What's more)	
	4. It might not work, but I think it's worth trying.		
	<ol> <li>It gives out more light, but it consumes more e</li> <li>On the other hand)</li> </ol>	electricity. (On the one h	nand /
EXERCISE 3	Find similar words. Match the pairs.		
	1. I must emphasize just how difficult this is.	A. cover 1.	
	2. It's an attractive proposal, there's no	B. note 2.	
	question about it.	C. stress 3.	
	3. Please stop me if you have any questions.	D. put 4.	
	4. It's important to <u>remember</u> that these figures are provisional.	<ul><li>E. doubt 5.</li><li>F. interrupt 6.</li></ul>	=
	5. Let me quickly <u>summarize</u> .	G. sum up 7.	
	6. I'll <u>deal with</u> this matter in more detail later.	H. take up 8.	
	7. I'd like to <u>turn to</u> another subject.		
	8. We're committed. Or to <u>say</u> it another way,		
	there's no turning back.		
EXERCISE 4	Look at Key Point 8. True or false?	True	False
	<ol> <li>The new One Stop range will contain a larger r specialized, individual products.</li> </ol>	number of	-
	<ol><li>Although One Stop is cheaper to produce, it comore to distribute.</li></ol>	osts	_
	<ol><li>With One Stop, it's less easy to make a mistak selecting a product.</li></ol>	e when	_
	<ol> <li>The materials used to produce One Stop producing will cost more.</li> </ol>	ucts	
	5. Della Shaw intends to discuss e-commerce in	detail.	

EXERCISE 5	Sens	e or nonsense?		Sense	Nonsense
	<ul><li>2.</li><li>3.</li><li>4.</li><li>5.</li><li>6.</li></ul>	On the one hand, it's better than it was. On the other hand, it's improved.  I haven't discussed this yet, so let me reiterate.  Our standard unit price is now lower. What's more, we're offering an additional discount.  It's not yet certain, so I can say this without any doubt whatsoever.  I'd now like to pick up where I left off just before the break.  I'm afraid we can't afford it this year. Put simply, this is the perfect time for such a large investment, as we now have the capital, the knowhow and the resources for this			
EXERCISE 6	What	are the advantages and disadvantag	ges of the products?		
<b>4</b> €	1. 2. 3. 4. 5.	n and make notes in the chart.  Disadvantage  heavier	Advantage stronger		
EXERCISE 7	Look	at Key Point 9. Answer the questions	<b>5.</b>		
	2. 3. 4.	Why will the One Stop range be easier to distribute compared with the curren product range? What is meant by a "middleman"? How does Dextra intend to cut out the middleman? According to Stuart Forbes, will e-commerce replace Dextra's current distribution channels? What impact will e-commerce have on Dextra's agents? In your opinion, does Dextra's strategy make sense? Discuss.			

### **DESCRIBING TRENDS**



Hanna Reagan is a senior account manager with the SPG Banking Company. One of her accounts is Tuna Discs, a small, independent record label.

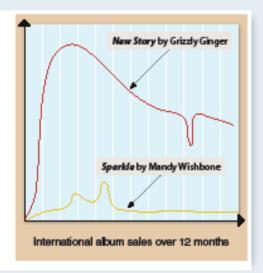
Representatives from Tuna are due to visit the bank later in the day to present a request for a sizable loan, intended to finance the signing of a band.

In preparation for the meeting, Hanna is making a presentation to some of her colleagues. The talk is aimed at providing background to help the team evaluate Tuna's proposal.

It's important to emphasize that these figures relate to past performance. They have nothing to do with the proposal this afternoon, which will be presented by Jed Ratman from Tuna Discs. These charts are just intended to give you some idea of what can happen in the rather fickle world of music.

Let's start by looking at a graph showing the sales of two albums produced by different artists signed with Tuna. It's important to highlight that the production and promotional costs for both products were more or less the same. I should also say that some of the smaller fluctuations have been removed to give a clearer picture of the overall trends.

The solid line is an album by Grizzly Ginger, a new band that was an instant success. Sales rocketed immediately after the album's launch. By the time demand had peaked and leveled off after two months, the up-front costs had been covered four times over.



The steady decline after the initial peak still represents a good performance, even though sales were falling gradually. Don't pay too much attention to this dip, here, which was due to distribution problems beyond the firm's control. Sales recovered as soon as those had been resolved.

Mandy Wishbone, on the other hand, was a different story, as the dotted line shows.

### **USING VISUAL AIDS**

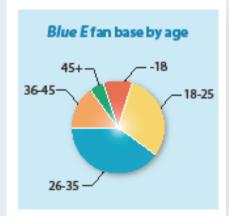


Jed Ratman, the president of Tuna Discs, is now presenting his proposal to SPG's managers. Tuna requires a loan to finance the signing of Blue E, an already successful band that is looking for a new record label. In the past, Tuna has always developed new talent. It has never before paid the expensive fees required to sign established stars. However. Mr Ratman sees this as a golden opportunity and is eager to raise the necessary finance.

If I can refer you to the second page of your handout and draw your attention to the bar chart at the top of the page. It shows the sales of Blue E's last four albums during the twelve months following release. As you can see, each one has sold better than the preceding one, which illustrates that we're not talking about a band that's here today and gone tomorrow. Obviously, it's dangerous to extrapolate too

much, but these figures indicate, to some degree, what the potential of a fifth album might be.





It's clear from these sales figures that the band has what it takes to be extremely successful, especially since, in my opinion, the previous record company could have done a much better job of promoting the band. Now I accept that, looking at these figures, you might be concerned that we're signing the band for a premium price at the height of its success. Could this be the start of a drop in popularity, you might wonder? Might sales of the next album plummet?

I'm convinced the opposite will happen. If you take a look at the pie chart over the page, I'll explain why. This shows the fan base, split into age groups. It's clear from the chart that the band doesn't rely too much on the under-18 market, which is by far the most fickle. If it did, I wouldn't be interested. In fact, you will notice that most fans are in the 26 to 35 segment. This is a market where there's much more loyalty. New albums, in other words, have a higher chance of success.

# **EXPLAINING RESULTS AND CONSEQUENCES**



Following successful discussions with the bank, Tuna Discs managed to raise the necessary finance and subsequently signed Blue E.

There has been a lot of publicity as a result of the deal and Jed Ratman has done a number of interviews with the press. He is currently talking to a gathering of business reporters. The journalists are reporting on growing rumors that Tuna Discs might be listed on the stock exchange in the near future.

I can fully understand why the rumors started. We've had a lot of success with our current signings. Consequently, people are concluding that, given a lot more capital, we could sign a lot more artists and generate lots more success. I can't say that I disagree with them.

You mean you agree with suggestions that your stock could soon be available to investors?

Whether or not that will subsequently happen, I don't know. All I'm saying is that if we had more capital to invest in new talent and established stars, I'm sure we would use it very profitably.

Are you suggesting, then, that you need extra funds due to problems with finance? You mentioned established stars. Did you have difficulty signing Blue E because of a lack of financial backing?

No. And that isn't the reason for these rumors. They started long before we even considered signing Blue E. And I can confirm that my bankers were extremely supportive, which resulted in a deal being done very quickly. Having said that, taking on more debt is not the way forward, in my view. As a consequence, looking at the possibility of attracting outside investment is a perfectly logical thing to do. That, I think, is the reason for the rumors. It's certainly the reason why we, as a company, are considering going public.

So, you admit that you're thinking about being listed?

You can't have a name like Tuna and not have ambitions to become a big fish, can you? And please don't quote me on that. It's an awful joke! What about "Tuna stakes"? That would make a good headline.

Sales	increased jumped fell dropped	suddenly. sharply.	They	rocketed. shot up. plummeted. collapsed.
Orders	rose climbed decreased declined	slowly. gradually. steadily. progressively.		

There was no change. Costs remained stable.

It was an up-and-down performance. There was a lot of fluctuation.

You can see the highest and lowest values as peaks and troughs in the graph.

The fluctuations have stopped. The situation has stabilized.

Orders decreased momentarily. There was a dip in demand.

After the decline, the situation improved. Sales have now recovered.

The increase has stabilized. Demand has leveled off/out.

Orders have now begun to increase. There's been an upturn in demand.

Orders have fallen, due to a downturn in demand.

If I can	draw your	the	graph.	This	line	shows
	attention to		bar chart.		bar	demonstrates
	refer you to		pie chart.		segment	illustrates
If you take a look at						indicates

As you can see from the figures, ....

It's clear from the diagram ... .

If you look at the chart, you will notice that ... .

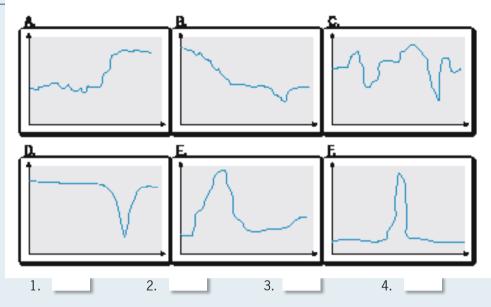
The reason	for why		rend is that raph looks like this is because		
As a result of As a consequence of	the deal, there has been an increase in $\dots$ .				
The deal has been signed.	Consequen Subsequen	٠.	there has been an increase in		
The deal has	resulted in		an increase		
This increase is	due to because of		a recent deal		

EXERCISE 1	Gra	oh verbs. Match the pairs.						
	1.	stabilize after a period	A.	shoot up	1.			
		of change	В.	fluctuate	2.			
	2.	go back up	C.	level off	3.			
	3.	decrease momentarily	D.	climb	4.			
	4.	increase sharply	E.	plummet	5.			
	5.	rise steadily	F.	peak	6.	$\overline{}$		
	6.	drop suddenly and	G.	recover	7.			
		dramatically	H.	dip	8.			
	7.	change continually	I.	remain	9.			
	8.	reach a maximum value	J.	decline	10.			
	9.	decrease gradually						
	10.	stay						
EXERCISE 2	Lool	c at Key Point 10. True or fa	lse?		True	False		
	1.	Hanna Reagan presents a gr						
	2.	Sales of New Story fluctuate by the line on the graph.						
	3.	Sales of New Story rose stetwo months on the market.						
	4.	New Story's sales plummete two months.						
	5.	The dip in sales of New Storwith supply.	y was due	to problems				
	6.	Sales of Sparkle peaked bef						
	7.	At one point, the graph shows a downturn in sales of New Story.						
	8.	Sparkle was a flop compared	d with New	Story.				
EXERCISE 3	Vary	your language. Say it in an	other way	·				
	1.	Demand suddenly rose. (sud	dden)					
		There was a sudden rise in		_				
	2.	We're expecting a recovery in the price fairly soon. (recover)						
	3.	If I can show you this chart (draw / attention)						
	4.	The delay occurred because of technical problems. (due to)						
	5.	I'd like to show you another graph. (refer you)						
	6.	The increase in orders caused production delays. (resulted)						
	7.	The ad was banned, so we had to commission another one. (consequently)						
	8.	If you look at the graph, you'll see that the market is growing. (as you can see)						
	9.							
	10.							
	11.							
	12.	The epidemic caused sales t	o rise sha	rply. (sharp)				

### **EXERCISE 4**

Listen. Match each description to one of the graphs below.





# **EXERCISE 5** Look at Key Point 11. Fill in the blanks.

- 1. The aim of Jed Ratman's presentation is to obtain a
- 2. Everyone has a copy of Jed's \_\_\_\_\_
- 3. The document contains a \_\_\_\_\_ chart and a \_\_\_\_ chart.
- 4. The bar chart makes it \_\_\_\_\_ that Blue E has been successful in the past.
- 5. Jed does not believe that Blue E have reached the \_\_\_\_\_ of their success.
- 6. Jed draws attention to the largest \_\_\_\_\_\_ of Blue E's fan base.

# **EXERCISE 6** Look at Key Point 12. Answer the questions.

- 1. Did Jed Ratman's presentation meet its objective?
- 2. Is Tuna Discs a private or public company?
- 3. Why does Tuna wish to attract investment?
- 4. According to Jed, was it difficult for Tuna to raise the finance to sign Blue E?
- 5. What does Jed reveal about Tuna's plans to be listed on the stock exchange?

### **DEALING WITH QUESTIONS**



The stockholders of Grady, a manufacturer of electronic components for aviation, are currently gathered for the company's annual general meeting (AGM). Al Heinz, Chief **Executive Officer** (CEO) of the company, has just presented the agenda for the proceedings. He is now dealing with questions concerning the organization of the AGM.

So, that's the agenda. I'd be glad to answer any questions concerning the organization of the meeting if there are any. Yes, the lady in the front row. Will there be an opportunity for some of us to meet at some point? I'm sorry, I'm not sure I understand your question.

Some of the stockholders. Will we be able to meet? A group of us wants to talk in private.

If I understand you correctly, you mean will a group of you have the chance to meet without the directors or any of the other stockholders being present? That's right.

I see. Yes, thank you for asking that question. As I said earlier, we will be having a coffee break later on, so I'm sure that would be an appropriate time. We can arrange for you to have access to another room. That should be no problem. Does that answer your question?

Yes. So, what you're saying is we can meet quickly while everyone else is having coffee

Well, yes. And I'm sure we can arrange coffee for you in the other room. But I'm not sure I understand what you're saying. Did you make an advance request for a separate meeting for your group, and for it to be put on the agenda of the main meeting?

No. I'm just saying we need to have a short meeting. I'm talking about a relatively large number of investors.

OK, fine. We'll make arrangements for the room, and the coffee. Does anyone else have any questions?

### **INVOLVING THE AUDIENCE**

The group of stockholders is now holding a separate discussion in private. The impromptu meeting is being led by Heather Dexter. She is addressing the group on the subject of the current board's performance.



Can I just ask for a show of hands? How many people are entirely satisfied with the present board of directors? None of you.

Wait a minute. You said "entirely satisfied." I'm satisfied to an extent.

OK, I'll rephrase the question. How many of you are reasonably satisfied? Right. A small minority. Hardly any of you. And how many people are dissatisfied? I'll raise my own hand. An overwhelming majority. Nearly all of us.

Look, we all know the vast majority of us aren't happy. That's why we're having this meeting. We haven't got much time, so can we decide what we intend to do? Sure. I'm just trying to gauge the overall feeling. It's important that we speak with one voice if we want to push for changes. Well, shall we start by getting straight to the point and discussing the chief executive? Or let me put it another way. Should we be putting pressure on him to resign?

Of course we should. He's responsible for appointing board members, and we're not happy with the board. He has to go. Why are we even bothering to ask the question? What other options are there? Send the CEO on a training course and hope his performance improves?

Yes, so what you're saying is we have no choice. That's certainly my own view. Would anybody else like to comment on that?

Yes. In my view, sacking the boss is a simplistic solution. I'm not denying there have been problems, but changing the management every time there's a hiccup isn't going to get the company anywhere. There's been too much of that in the past. What we need is stability and a consistent strategy. So, in answer to your question, no, the CEO shouldn't be forced to resign. That's my opinion, anyway. That's fair enough. But I suspect you're in the minority within this group.

### MANAGING INTERRUPTIONS AND OBJECTIONS

The Chief Executive Officer is now presenting his strategy for the next three years. The presence of rebellious stockholders in the audience is resulting in frequent interruptions, making the task of presenting difficult.



As you can see from the chart, spending on research and development as a percentage of sales will increase progressively over the next three years. If sales keep declining the way they have been recently, that won't necessarily represent an increase though, will it? In answer to your question, I'm not expecting sales to continue to fall over the next three years. But if you'll bear with me, I'll deal with that question a little bit later on. Now, coming back to R&D...

I'm sorry, but this highlights one of my main concerns. Your priorities seem to be investment and long-term planning, and not the immediate problem of winning back the market share we've lost in recent times. If we can't boost sales, surely we need to be reducing costs, not spending more on research projects.

I do understand your concern, but, as I've already said, I will be addressing these issues at a later stage.

Perhaps, when you return to the subject of sales, you can also deal with the question of why one of our biggest customers has recently transferred all its business to our main competitor. I think we should have an explanation as to why that happened.

Unfortunately, I don't have enough time to talk about specific cases during this presentation. But let me assure you...

So, you're saying you're not answerable to stockholders on this matter. Do I understand you correctly?

I remain fully answerable to stockholders on all appropriate questions, asked at the appropriate time. There will be an opportunity for you to raise these points at the end of the talk. And, if we're short of time, I'd be pleased to discuss matters with you personally afterwards. In the meantime, I'd be grateful if you'd let me continue.

I'd be glad to answer any questions.					
Thank you for asking that o	question. point.				
I'm sorry, I'm not sure I und	your question. what you're saying.				
You mean  If I understand you correctly, you're saying  So, what you're saying is,					
In answer to your question,					
Does that answer your question?					
Does any one else have a question? Are there any other questions?					
Would anybody else like to	comment on that?				
Can I ask for a show of hands?	How many  Raise your hand if you	people ? of you ?			
I'll rephrase the question. Let me put it another way.					
There will be an opportunity to ask questions at the end of the talk.					
If you'll bear with me, I will deal with that question later on.					
I do understand your	question, concern,	but I'm afraid			
Unfortunately, I don't have enough time to					
I'd be pleased to discuss the matter with you personally afterwards.					

# **EXERCISE 1** Look at Key Point 13. Discuss the questions below.

- 1. In your opinion, how clear is the woman's first guestion?
- 2. Do you think the CEO's proposal, about a meeting during the break, is reasonable?
- 3. How do you feel the woman reacts to the proposal?
- 4. In your view, does the CEO suspect the woman may have made an advance request for a meeting?

### EXERCISE 2 Rephrase 1 to 6. Begin your sentences with the language below.

What you're saying/asking is, ....

- 1. Will there be an opportunity for us to request clarification of any points? What you're saying is, will you be able to ask questions?
- 2. What is your position, as far as your role within the company is concerned?
- 3. I would call into question the excessive optimism of your forecast.
- 4. What's the situation in terms of the price of the service?
- 5. As far as my own needs are concerned, I don't see what benefits I would gain by buying the product.
- 6. At what point will the presentation reach its conclusion?

### **EXERCISE 3** Accuracy. Make sentences.

- 1. thank you / ask / question
- 2. can / ask / show / hand?
- 3. there / opportunity / ask questions / end / presentation
- 4. I / glad / answer /questions
- 5. there / other / questions?
- 6. I see / quite / few / you agree

# EXERCISE 4 Look at Key Point 14. Fill in the blanks. Use one word only.

1.	The participants are aske	d to	their hands.		
2.	of the par	rticipants are comple	etely happy with the present		
	board.				
3.	Almost in	the meeting is dissa	ntisfied.		
4.	Those who are satisfied are in the				
5.	There is no alternative to sacking the president. In other				
	He has to go				

EXERCISE 5 Listen and choose the missing word.							
<b>√</b> €	1. 2. 3. 4. 5. 6. 7.	A. B. C. D. E. F. G.	bear rephrase show draw way refer point comment			1. 2. 3. 4. 5. 6. 7.	
EXERCISE 6	Key p	ohrases. Match the pair	s.				
	7. 8. 9. 10. 11. 12.	If you agree, please rai We can now draw an in It's clear. There's abso	r in npressive, e? An arm se your nportant lutely no m and I	A. B. C. D. E. F. G. H. J. K. L. M.	clear. see. majority. welcome. hand. moment. concern. doubt. comment. way. raise. point. detail. conclusion.	1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13.	
EXERCISE 7	1. 2. 3. 4. 5. 6. 7.	<ol> <li>Is the stockholder concerned about R&amp;D spending?</li> <li>Does the CEO wish to talk about sales?</li> <li>Why does he refuse to talk about the loss of a customer?</li> <li>How does the CEO attempt to stop the interruptions?</li> <li>Do you think the questions are appropriate?</li> <li>In your opinion, how well does the CEO deal with the interruptions?</li> </ol>					

# **Presentation Preparation Checklist**

The boy to successful parametricities is parponenties.

Below one some useful tips.

# Practice, practice, practice

Learn the sequence of your presentation and any important lines. If you are hesitant because you don't know your material, or if you read verbatim from a script, your presentation will look awful. Use clear, brief notes as prompts. Rehearse several times speaking aloud and using your visual aids, preferably in front of colleagues. For large presentations, also rehearse in the room where you will be speaking. Use the apportunity to test any audiovisual equipment.



What do you want to achieve? Set goals before you plan your presentation. For example, convince the team that the schedule is realistic and make a positive first impression as the new project manager.



Keep the language and the message clear. Limit the number of points you intend to make. The audience will only remember two or three key points after the talk. Avoid overload.

# A picture paints a thousands words

Support what you say with clear visual aids. These help to reinforce your message. They also add interest and variety. Avoid complex visuals or large amounts of text. Make sure charts can be interpreted at a glance.



### Who do you think you're talking to?

Find out about the audience. This will help you set the tone of your presentation. Should it be formal or informal? Are there any subjects you should avoid? In international audiences, might some individuals have difficulty understanding English? Knowledge of the audience should also help you to antidipate likely questions and objections.

# Variety is the spice of life

Keep your audience awake by adding variety. Don't spend too long on any one subject. Bring in regular 'fresh air': short anecdotes, changes in the volume of your voice and moving your position can help to punctuate your talk. In group presentations, change the speaker regularly, ideally every 20 minutes.

# **INTERNATIONAL PRESENTATIONS**

Victoria Cooper, a communication specialist, writes books on the subject of business communication. She also runs training courses on making presentations in which information must cross language and cultural barriers.

In international presentations, "The message is like a flying cream cake," says Ms Cooper. "What you throw may be delightful, but when it hits the audience it can suddenly become unrecognizable."



# What are your tips for success?

Presentations aimed at international audiences have to be carefully sequenced, and the language used has to be straightforward. That doesn't mean you have to simplify the subject. Good communicators can explain complex ideas in simple terms. That doesn't just apply to international presentations. It applies to communication as a whole.

So, if you're a good communicator, you should be good at international communication?

Not necessarily. Some people are powerful communicators because they use descriptive images, humor and so forth. Unfortunately, communication techniques like these often fail when there are language and cultural barriers. Take the example of my flying cream cake. That description would be unsuitable in an international context. Words like "delightful" and "unrecognizable" might not be understood by a lot of people. The joke could be completely lost. And what makes presentations much harder is that they're very different from conversations. There's no dialogue, so you can't keep checking to find out whether people understand you. You're just talking away. It's difficult to get feedback.

What about cross-cultural issues? How do they affect the language you choose? Well, they don't really affect the words you use. It's more a question of what you talk about, or what you don't talk about. To use the cake example again, many nationalities might not be familiar with the cliché of clowns throwing cream cakes at one another. In some cultures, people will never have eaten, or even heard of, a cream cake. The potential for misunderstanding is enormous. We often don't realize it, but so many of the terms, expressions and jokes we use relate only to our own culture and our own country. Examples are the weather, national customs and events, and food. Topics such as these are best avoided.

# **GETTING THE MESSAGE ACROSS**

A successful presentation depends on not just what you say, but how you say it. The following extracts give guidance on getting the message across effectively.

# Start in style

Members of the audience will begin judging you as soon as you rise from your seat. You will already have made a first impression before you even begin to speak. Your appearance, dress and body language will be judged during those early critical moments.

The same applies to the opening lines of your presentation. The audience will not yet be interested in your talk. Initially, they will be judging you as a person.

CTION

Dress appropriately. Appear as relaxed as possible. Try to smile, but don't make it look forced. Introduce yourself to members of the audience as they arrive, if it is practical to do so. Prepare your opening remarks with care and learn them by heart. Sell yourself and set the tone for the rest of your talk.

# Control the pace

If you rush your presentation, your audience will not have time to take in your message. In addition, you will appear nervous and unconvincing. The speed of your delivery must also be varied in order to maintain audience interest. The use of silent pauses at strategie points will add variety and help to reinforce key messages.

ACTION

Place emphasis on important words. Speak slightly more slowly than you would in an ordinary conversation. This will help you appear calm and in control, and give the audience time to take in your message. Don't overdo it, however, or your audience will fall askeep. Pause for two or three seconds immediately after showing a new visual aid. Use short pauses in a similar way for effect after making important points.

# Say it, then say it again

Saying things once is not enough in a presentation. Key messages must be repeated if they are to be remembered. The audience must also be told what is important. Audience concentration levels vary, so key points must be made when people are most alert. This is generally at the beginning and at the end of a presentation.

Focus on each important point four times:

- \* introduce it ("I'm going to talk about...")
- \* talk about it
- \* summarize it ("So, to conclude...")
- refer back to it later ("As I've already made clear...")

Rephrase messages to avoid sounding repetitive. Toward the end of your talk, signal that you are about to conclude. This will grab the audience's attention before you deliver your all-important closing message.

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# **Body language**

Your stance affects not only how the audience will perceive you, but also how you feel and thus how you perform. Standing straight with feet slightly apart, looking toward the audience, helps project the voice and creates a feeling of confidence. Relaxed arms also show that you are at ease, while occasional gestures to the audience add variety and show enthusiasm and openness. Leaning slightly forward increases this effect.

Eye contact moving around the audience also creates an open, friendly impression.



1A. Lacking confidence



2A. Unconvincing and insincere



1B. Confident and authoritative



2B. Enthusiastic and friendly

EXERCISE 1	Lool	at Key Point 16. Fill in the blanks below.					
	Acco	ording to the article:					
	1.	A presentation should have clear					
	2.	It is important to find out about the you wil	l be talking	to.			
	3.	You should keep the number of you intend minimum.	to make to	a			
	4.	Variety is essential in order to maintain					
		Visual aids should not be too					
	6.	When rehearsing for a presentation, always speak	· ·				
EXERCISE 2	Lool	at Key Point 17. Answer the questions.					
	1.	What does Victoria Cooper mean when she compares interpresentations to flying group calked?	rnational				
	2	presentations to flying cream cakes?					
	3.	According to Victoria, what is the key to good communication?  Does Victoria recommend using humor in international presentations? Why					
	5.	(not)?					
	4.	in the second se					
	5.	6. According to Victoria, how can intercultural confusion be avoided in					
		international presentations?					
	6.	Apart from those mentioned in the interview, can you think	of any subje	ects			
		that should be avoided in international presentations?					
EXERCISE 3	Lool	c at Key Point 18. True or false?	True	False			
	1.	The audience will begin forming an opinion about you the moment you start talking.	_	-			
	2.	The audience will judge you based on what you look like as well as what you say.		_			
	3.	During the first few moments of a presentation, you are selling yourself rather than the subject of your talk.		_			
	4.	Speaking quickly is a sign of stress.					
	5.	The more slowly you speak, the better.					
	6.	Silent pauses can be used effectively in a variety of situations.		-			
	7.	Never cover points more than once during a talk. You will bore the audience.					
	8.	Emphasize important points. Members of the audience will not always pick up key issues themselves.		_			
	9.	Never announce that the end of a presentation is approaching. The audience will lose concentration.		-			

EXERCISE 4	Match the statements below to one or more pictures on page 34.			
	<ol> <li> may not be being entirely honest.</li> <li> appears open and is likely to have a good rapport</li> </ol>			
	with the audience.			
	3 is likely to establish credibility with the audience.			
	4 may be rushing the presentation.			
	5 appears relaxed and in control.			
	6 is unlikely to persuade the audience to accept a proposal.			
	7 will probably lose the audience's attention very quickly.			
	8 is likely to be respected and listened to.			
EXERCISE 5	Listen and make notes. Rephrase using clearer language.			
4	You will hear five extracts from bad presentations. During each extract, make brief notes. After listening, rephrase each point using one clear sentence.			
	1. Notes			
	Rephrase			
	2. Notes			
	Rephrase			
	3. Notes			
	Rephrase			
	4. Notes			
	Rephrase			
	5. Notes			
	Rephrase			

### UNIT 1 Exercise 1

1. Thank you for taking the trouble to come. 2. It's a great pleasure to see so many people here. 3. Let me start by raising the question of scheduling. of all, I plan to say a few words about last year's results. 5. On behalf of my colleagues, I'd like to give you a warm welcome. 6. The reason I'm here is to talk about safety. 7. Please don't hesitate to interrupt me if you have any questions. 8. I intend to cover this point in detail.

# Exercise 2

1. E 2. A 3. B 4. C 5. D

# **Exercise 3**

### Possible answers

- 1. He thanks them for putting their trust in the business, and for their contribution.
- 2. He makes a joke about time differences, and about the possibility of people falling asleep. 3. Most of it is fairly formal, with some jokes and informality. 4. Some of them did. 5. Yes, Natasha showed an organization chart. 6. responsible for, head of, in charge of 7. Those people who attended the earlier presentation knew. 8. They can interrupt if they have any questions about customer feedback. They will also have the opportunity to ask questions at the end of the talk. 9. No model answer possible

### **Exercise 4**

# Possible answers

1. a occasion when people meet 2. legal affairs 3. the last on the list, but not the least important 4. to show for the first time 5. to explain your opinions to others

### Exercise 5

1. I'm grateful to you all for attending the seminar. 2. She's responsible for maintaining our web-site. 3. Let me start by going through my plan for the afternoon. 4. Don't hesitate to interrupt me if you have any questions. to talk briefly about quality control. 6. We'll cover the issue in detail during my talk.

# Exercise 6

1. D 2. E 3. C 4. H 5. A 6. G 7. B 8. F

# Exercise 7

No model answers possible

# UNIT 2 Exercise 1

1. attention 2. clear 3. detail 4. conclusion 5. reference 6. demonstrate 7. stage 8. note

# Exercise 2

1. F 2. T 3. T 4. T 5. T

### Exercise 3

# Possible answers

1. matter / topic / issue 2. briefly 3. begin 4. at this stage / for the time being 5. end / conclude 6. return to

# Exercise 4

# Possible answers

1. Because he believes the existing market isn't large enough. 2. Effective promotion. 3. To demonstrate that it's difficult to predict what people do when they go on vacation.

# Exercise 5

1. "I'd like to begin by..." 2. "I've already touched upon the subject..." 3. "That's all I want to say at this stage..." 4. "On a more serious note..." 5. "I'd like to conclude by..."

# Exercise 6

# Possible answers

1. Yes, he covered quite a lot in a fairly short space of time. 2. The existing market. 3. Expectations. 4. Promotion. 5. No. 6. It could damage the reputation of the company as a whole. 7. To leave theme vacations to the small, niche operators. 8. The proposal has lots of downsides with very uncertain potential.

# Exercise 7

1. with 2. on 3. out 4. of 5. at 6. up / off 7. back 8. for 9. (up)on 10. up

# UNIT 3 Exercise 1

# Possible answers

by agents from the firm's 24 national offices
 reduced
 with a comprehensive range of protection products
 for a range of applications
 the idea of protection

# Exercise 2

1. Although it's more expensive, it lasts longer. 2. Whereas that one's in black and white, this one's in color. 3. It's accessible day and night. What's more, there are no fees. 4. It might not work. Nonetheless, I think it's worth trying. 5. On the one hand, it gives out more light. On the other hand, it consumes more electricity.

### Exercise 3

1. C 2. E 3. F 4. B 5. G 6. A 7. H 8. D

# Exercise 4

1. F 2. F 3. T 4. T 5. F

# Exercise 5

1. Nonsense 2. Nonsense 3. Sense 4. Nonsense 5. Sense 6. Nonsense

# Exercise 6

	Disadvantage	Advantage
1.	heavier	stronger
2.	more expensive	faster
3.	less color choice	more modern look
4.	lower salary	more job satisfaction
5.	less space	closer to town
6.	smells stronger	stronger

# Exercise 7

# Possible answers

Because there'll be fewer lines and larger volumes of each item.
 An intermediary.
 By dealing direct with larger customers.
 No.
 They'll have a very active role.
 No model answer possible

# UNIT 4 Exercise 1

1. C 2. G 3. H 4. A 5. D 6. E 7. B 8. F 9. J 10. I

# Exercise 2

1. F 2. T 3. F 4. F 5. T 6. F 7. T 8. T

# Exercise 3

There was a sudden rise in demand.
 We're expecting the price to recover fairly soon.
 If I can draw your attention to this chart ....
 The delay occurred due to technical problems.
 I'd like to refer you to another graph.
 The increase in orders resulted in production problems.
 The ad was banned. Consequently, we had to commission another one.
 As you can see from the graph, the market is growing.
 The chart indicates potential sales.
 Let me explain the reason for the incident.
 The price has now leveled off/out.
 The epidemic caused a sharp rise in sales.

# Exercise 4

1. D 2. F 3. B 4. C

### Exercise 5

1. loan 2. handout 3. bar / pie 4. clear 5. peak/height 6. segment

# Exercise 6

- 1. Yes, the loan was granted. 2. A private company. 3. To sign more bands.
- 4. No. 5. That the company is considering going public.

# UNIT 5 Exercise 1

No model answers possible

# Exercise 2

# Possible answers

What you're saying/asking is, will you be able to ask questions?
 What you're saying/asking is, what do I do?
 What you're saying/asking is, it's too optimistic?
 What you're saying/asking is, how much does it cost?
 What you're saying/asking is, why do you need it?
 What you're saying/asking is, when will it end?

# Exercise 3

- 1. Thank you for asking that question. 2. Can I ask for a show of hands?
- 3. There will be an opportunity to ask questions at the end of the presentation.
- 4. I'd be glad to answer any questions. 5. Are there any other questions?
- 6. I see quite a few of you agree.

### **Exercise 4**

1. raise 2. None 3. everyone/everybody 4. minority 5. words

# Exercise 5

1. E 2. H 3. G 4. F 5. C 6. B 7. A 8. D

# Exercise 6

1. L 2. F 3. I 4. M 5. B 6. C 7. A 8. D 9. E 10. N 11. H 12. G 13. K 14. J

# Exercise 7

# Possible answers

- 1. Because there are rebellious stockholders in the audience who keep interrupting.
- 2. No. He doesn't think it's a priority. 3. He intends to talk about sales later.
- 4. He doesn't have time to discuss specific cases. 5. He says there will be an opportunity to ask questions at the end, and that he will discuss the matter after the presentation. 6. No model answer possible 7. No model answer possible 8. No model answer possible

# UNIT 6 Exercise 1

1. goals 2. people 3. points 4. interest 5. complicated 6. aloud

# Exercise 2

### Possible answers

- 1. That the message you send may be different when it reaches the audience.
- 2. Use simple language. 3. No, because it can easily be misunderstood.
- 4. Because it's difficult to get feedback and check understanding. 5. By avoiding subjects that are specific to one culture. 6. No model answer possible

### **Exercise 3**

1. F 2. T 3. T 4. T 5. F 6. T 7. F 8. T 9. F

# Exercise 4

1. 2A 2. 1B, 2B 3. 1B, 2B 4. 1A 5. 1B, 2B 6. 1A, 2A 7. 1A, 2A 8. 1B, 2B

# Exercise 5

### Possible answers

1. Don't hesitate to interrupt me if you have any questions. 2. Let's move on to the next point. 3. As you can see, there was a lot of fluctuation. 4. Does that answer your question? 5. Let me sum up.

# ICTENING TEXTS FOR DRACTICE EXFRCISES

UNIT 1	Listen to the presentation extracts. Match the pairs.
EXERCISE 6	1. I'm Adrian Dibbley, head of research and development with Wentbridge and
	Wanderer Wire Ropes. Good morning.
	2. After that, I want to talk to you, in detail, about how the database can be used for knowledge sharing.
	3. A few of you will probably be aware that there have been rumors within the
	company about a possible takeover bid.
1	4. Finally, I intend to present a summary and draw some conclusions.
	5. So, if I can just go through the main points I intend to cover today.
UNIT 2 EXERCISE 5	6. To start with, I'd like to present my forecast for the next quarter.
	7. As, I think, most of you know, the reason I'm here is to talk to you about how
	we intend to market Manslaughter deodorant in the Nordic countries.
	8. If I can now move on to talk briefly about some of the figures from last year's
	annual report.
UNIT 2	Listen to the extracts. The statements below are all true. Explain why.
EXERCISE 5	What does the speaker say? Write quotations.
	1. OK, let's get down to business. I'd like to begin by discussing an opportunity
	that has arisen during the last month, as a result of
	2. I've already touched upon the subject of quality control, but I'd like to spend
	some time looking at the subject
	3. That's all I want to say at this stage. I don't want to go into too much detail about the cost of capital, as I'll be
	4. OK. On a more serious note, it's important to emphasize that this material
	really can cause serious irritation
	5. I'd like to conclude by reading a short quotation by a famous engineer, who
	was responsible for
UNIT 3	What are the advantages and disadvantages of the products?
EXERCISE 6	Listen and make notes in the chart.
	1. Although the new model is somewhat heavier than the old one, making it a
	little more difficult to carry around, it's nevertheless much stronger. So, if you
	do get tired while carrying it, just drop it! It's practically unbreakable.
	2. Whereas the upgraded software costs a little more than the previous version,
	it really does offer a much better performance, in terms of speed.
	3. On the one hand, most of those surveyed were critical of the range of colors
	available, noting that there's now much less choice than there was in the last
	range. On the other hand, people were generally much more positive about the design, preferring the more modern look.
	the design, preferring the more modern look.

- 4. In terms of enjoyment, the new job is a big improvement. I get much more job satisfaction than I used to. However, having said that, I miss the higher salary that I was earning at my last firm. Overall, I'd rather be where I am now, though.
- 5. We won't have as much space there as we do at our present eadquarters, but the new base is much closer to town, which means most of you won't have to drive as far.
- 6. So, although the new glue smells a lot stronger than the old compound did, it is also a lot stronger, in terms of its sticking power. Let me give you a demonstration. I'll need a volunteer.

# UNIT 4 Listen. Match each description to one of the graphs below.

# **EXERCISE 4**

- 1. As you can see, production remained more or less stable for quite a long period, then suddenly dropped substantially. I'll explain the reason for this in a second, but let me first of all emphasize that it was a temporary dip. As you'll notice, output quickly recovered to its previous level. Now, what actually happened to cause this sudden fall in...
- 2. After a sustained period without any major change, the price suddenly shot up in June of last year. Then it plummeted right back to its original value within the space of a month. Clearly, such a huge variation in such a short time frame...
- 3. If you look closely, you'll see that the sensors recorded a lot of very minor fluctuations in activity. The general trend, however, was one of a gradual decrease. The decline eventually leveled off for a short time, as you can see here, before falling steadily again. Now, these observations are interesting because they prove the theory that...
- 4. There's no point describing every rise and fall. All I want to say, basically, is that this was a wildly fluctuating performance. What we need to find out is why our sales went up and down with such...

# UNIT 5 Listen and choose the missing word.

# **EXERCISE 5**

- 1. The money is well worth spending. Or, to put it another \_\_\_\_\_, we should look at it as an investment, even if this is a long-term...
- 2. OK. Point taken. Would anyone else like to \_\_\_\_\_ on that?
- 3. That's all I want to say on that particular \_\_\_\_\_\_. Let's move on now to a matter that's quite closely related to what I've just been...
- 4. If I can \_\_\_\_\_\_ you to the second page of your handout. You'll see that there's a pie chart showing the various different...
- 5. Can I ask for a \_\_\_\_\_\_ of hands? How many of you regularly make private purchases online from companies based outside...

- 6. For those of you who aren't familiar with the concept of opportunity cost, let me \_\_\_\_\_\_ that. What I'm saying is, the percentage discount that we've applied to the revenue forecast...
- 7. You might be wondering why I'm telling you this. Please, \_\_\_\_\_ with me. Everything will become crystal clear once I've been through the...
- 8. What does the chart tell us? Well, let me \_\_\_\_\_\_ your attention to this segment here, which shows just how small our market share is compared with our main competitors...

# **UNIT 6**

# Listen and make notes. Rephrase using clearer language.

# **EXERCISE 5**

- 1. If I say anything while I'm speaking and you don't understand what I'm talking about because I haven't explained it very clearly, then the best thing to do is just to stop me and ask me to go over it again. There's no need to wait until the end of the talk.
- 2. Having spoken about that particular topic and reached a point where I think we can now close the subject, it's probably a good time to move on to the matter which is next on the list of points I want to talk about.
- 3. As you can see, the rate went up a bit, then down quite a lot, then it was stable for a very short period of time, after which point it increased again. It then fell sharply, recovered, dropped again just a little bit, then leveled off momentarily before rising very slightly...
- 4. I think I've given you quite a lot of useful information there in response to your question but, obviously, it would be good if I could have some indication from you that I've resolved the confusion.
- 5. So, having spoken about various different points, some of them related, others entirely separate, we've now reached a point where I think I should really bring everything together in the form of a general summary of the talk as a whole.

Α
<b>a</b> 1
a few 2
a little 7
a lot 2
a lot of 1
able 2
about 3
about to 33
abrasion-resistant 14
absolutely 16
accept, to 20
access 25
account 19
account manager 19
achieve, to 31
acid-resistant 14
across 9
action 33
active 15
activity 2
actually 3
add, to 3
addition 3
address, to 26
admit, to 21
advance 25
advantage 14
advertising 2
advice 9
affair 2
affect, to 32
afraid 28
after 1
afternoon 1
afterwards 27
again 7
<b>age</b> 7
agenda 25
agent 13
agree, to 21
<b>aid</b> 20
<b>aim</b> 13
aim, to 31
aimed at 19
air 31
<b>air, to</b> 3

album	19
alert	33
alive	3
all	1
all-important	33
allow, to	15
aloud	31
already	8
also	1
although	7
always	20
ambition	21
among	1
amount	31
an	1
analysis	3
and	1
and so forth	32
anecdote	31
annual	1
annual general meeting	
(AGM)	25
another	10
answer	13
answer, to	8
answerable	27
anticipate, to	31
any	2
any of	3
anybody	26
anyone	1
anyway	26
anywhere	26
apart	
appear, to	33
appearance	
application .	
apply, to	
apply to, to	
appoint, to	
appoint, to approach	13
appoint, to approach appropriate	13 25
appoint, to approach appropriate appropriately	13 25 33
appoint, to approach appropriate appropriately approval	13 25 33 3
appoint, to approach appropriate appropriately approval area	13 25 33 3
appoint, to approach appropriate appropriately approval	13 25 33 3

arrange, to	25
arrangement	25
arrive, to	
article	13
artist	19
as	2
as a consequence	
as a result	
as usual	
as a whole	
as as	_
ask for, to	
asleep	
assist, to	
assume, to	
assure, to	27
at	1
at ease	34
at the end	
at a glance	31
at least	1
at present	15
at this stage	
at the top	
attempt, to	
attend, to	
attention	7
attract, to	8
attractive	15
audience	25
audiovisual	31
audit	2
authoritative	34
availability	
available	14
aviation	25
avoid, to	31
awake	31
awareness	8
away	32
awful	21
В	
back	3
background	
backing	
bad	7

balance 14	bulk
band 19	bump
bank 19	busine
banker 21	but
banking 19	buyer
<b>bar</b> 22	by
bar chart 20	by far
barrier 32	by hea
base 8	by mis
based 1	
basically 3	С
	cake
basis 2	•••••
be able, to 2	calm
be, to 1	can capita
bear with, to 27	
because 9	care
because of 21	•••••
become, to 9	carry,
before 3	case
begin, to 7	catalo
beginning 9	centra
behalf 1	certai
behind 13	chain
being 9	chanc
believe, to         3           below         31	chang
	chang
benefit 2	charg
best 32	chart
better 16	cheap
between 7	check
beyond 19	check
big 7	chief
<b>bit</b> 27	Chief
board 7	(CEO)
board of directors 26	Chief
boat 8	(COO)
body language 33	choice
<b>book</b> 32	choos
boost, to 27	clear
<b>boss</b> 26	clearly
both 8	cliché
bother, to 26	climb,
break 25	close
brief 3	closin
briefly 4	clown
bring, to 9	coffee
budget 8	collap

Duik	
bump into, to	8
business	1
but	1
<del>-</del>	•••••
by	1
by far	20
by heart	33
by mistake	14
С	
cake	32
	• • • • • • • • • • • • • • • • • • • •
calm	
can	3
capital	21
care	3
carefully	32
carry, to	16
case	2
catalogue	13
	•••••
•••••	ʻ.
certainly	1
chain	
chance	2
change	3
change, to	8
charge	2
chart	19
cheap	16
checking	32
checklist	31
chief	2
Chief Executive Officer	
(CEO)	25
Chief Operating Officer	
(COO)	2
choice	2
choose, to	
clear	
clearly	31
cliché	32
climb, to	
	_
•••••	
closing	33
clown	
coffee	25
collapse, to	22

colleague	19
combine, to	13
come back to, to	8
come, to	1
come up with, to	3
coming	3
comment	3
comment, to	26
commission	15
communication	32
communicator	32
company	1
compare, to	13
competitor	8
completely	32
complex	31
component	25
comprehensive	13
concentrate, to	9
concentration	33
concept	1
concern	27
concerned	
concerning	
conclude, to	
conclusions	9
concrete	7
confidence	34
confident	34
confirm, to	21
consequence	21
consequently	
consider, to	/
consistent	
•••••	13
contact	
•••••	
continued	1
contrary	
contrary	
contrast, to	
control, to	
convenient	
convention	- 1
conversation	32
convince, to	
•••••	

convinced	20	deny, to	26	dress, to	33
cook up, to	3	depend on, to	1	drop	20
core	13	describe, to	13	drop, to	22
correctly	25	description	32	due	19
cost	9	descriptive	32	due to	19
could	8	design	2	during	2
country	32	design, to	13		
couple	3, 8	detail	3	E	
course	3, 26	develop, to	2	e-commerce	14
cover, to	3	development	2	each	1
cream cake	32	diagram	22	eager	20
create, to	8	dialogue	32	earlier	8
critical	33	difference	7	early	33
cross, to	32	different	7	earn, to	15
cross-cultural	32	difficult	8	easy	14
cultural	32	difficulty	9	eat, to	32
culture	32	digress, to	8	economies of scale	14
current	3	dip	19	effect	1
currently	1	direct	15	effective	8
customer	3	directly	14	effectively	33
customs	32	director	15	effort	1
cut out, to	15	disagree, to	3	either or	8
cycling	7	discount	14	electronic	25
		discuss, to	3	else	25
D		discussion	21	emphasis	33
damage	9	dish	3	emphasize, to	14
danger	13	dispatch, to	15	end	3
dangerous	20	disposable	7	end, to	10
day	1	dissatisfied	26	end up, to	8
day-to-day	2	distance	1	English	31
deal	21	distribution	13	enlarge, to	8
deal with, to	3	distributor	13	enormous	32
debt	21	diverse		enough	
decide to	26	do so, to		enter, to	
decision-making		do, to		enthusiasm	34
decline	1.0	do with, to	19	enthusiast	7
decline to	22	domestic	15	enthusiastic	34
decrease, to		doorstep	15	entirely	
degree		dotted	1.0	equipment	9
delighted		double up, to	13	error	1/
delightful		doubt	^	especially	
dallara a Ar	15	down		established	20
delivery		downside	9	evaluate, to	7
domand	8	downturn	22	even	0
	14	dozen		even though	19
demanding	9	draw attention to, to	7	evening	1
demonstrate, to		dress		event	1

every 1	fickle	19	fully
everyone 1	field	7	function
everything 8	figures	3	fundamental
examine, to 8	final	9	funds
example 14	finally	3	future
exchange 21	finance	20	••••••
exchange, to 1	finance, to	19	G
executive 25	financial	21	gain, to
existing 3	find out, to	31	gap
expect, to 27	find, to	15	gathered
expectation 7	fine	25	gathering
expectation /	finish, to	9	
•••••••••••••••			gauge, to
experience 2	fire, to	31	gauntlet
expert 7	firm	4	general 
explain, to 13	first	1	generally
explanation 27	first of all	3	generate, to
export 15	fish	21	gentleman, g
export, to 15	flight	1	gesture
expression 32	flip chart	3	get a chance
extensive 13	flippers	8	get the messa
extent 8	flow, to	7	get straight to
extra 21	fluctuation	19	get, to
extract 33	flying	32	get-together
extrapolate, to 20	focus, to	33	give a preser
extremely 20	following	13	give, to
eye 34	food	32	given
	foolproof	14	glad
F	for	1	glance
fact 8	for effect	33	glasses
facts 9		14	
	for example	••••••	glove
fail, to 32	for instance	13	go public, to
fair 26	for the most part	7	go, to
fairly 9	for the time being	10	go on, to
fall asleep, to 1	force, to	26	goal
fall, to 19	forced	33	golden
familiar 32	form	2	golf
<b>fan</b> 20	form, to	9	golfer
far 3	formal	31	golfing
fault 1	forth	32	good
fee 20	forward	21	good afterno
feedback 3	franchise	1	good evening
feel, to 34	franchisee	1	good morning
feeling 26	frequent	27	goods
feet 34	fresh air	31	grab, to
fellow 1	friendly	34	gradually
	from	1	
few (adj) 2		<u>1</u>	graph

fullv	21
function	13
•••••	16
	21
future	1
G	
gain, to	14
gap	3
gathered	25
	21
gauge, to	26
gauntlet	13
general	25
generally	33
generate, to	. 7
gentleman, gentlemen	1
gesture	34
get a chance, to	2
get the message across, to	33
get straight to the point, to	26
get, to	1
get-together	1
give a presentation, to	2
•••••	• • • • •
give, to	1
give, to given	8
give, to given glad	8 25
give, to given glad glance	8 25 31
give, to given glad glance glasses	8 25 31 13
give, to given glad glance glasses glove	8 25 31 13
give, to given glad glance glasses glove go public, to	8 25 31 13 13
give, to given glad glance glasses glove go public, to go, to	8 25 31 13 13 21
give, to given glad glance glasses glove go public, to go, to go on, to	8 25 31 13 13 21 3
give, to given glad glance glasses glove go public, to go, to go on, to goal	8 25 31 13 13 21 3 8
give, to given glad glance glasses glove go public, to go, to go on, to goal golden	8 25 31 13 13 21 3
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