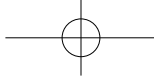
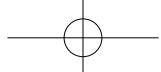


Contents

		Reading	Grammar
Unit 1 Markets		Going, going, gone?	Gerunds and infinitives
The people's company	P 6		
Unit 2 Brands		Gucci	Adjectives and adverbs
Keeping it exclusive	P 26		
Unit 3 Communication		Coping with infoglut	Reported speech
Messaging meltdown	P 46		
Unit 4 Logistics		The best thing since the barcode	Passives
The invisible industry	P 66		
Unit 5 Innovation		Failure is glorious	Past modals
Pushing the limits	P 86		
Unit 6 Alliances		Spring in their steps	Review of tenses
Company bosses on the prowl	P 106		
Unit 7 Projects		Up, up and away	Articles
Mission to accomplish	P 126		
Unit 8 Information		How about now?	Question forms
The real-time economy	P 144		
Unit 9 Technology		The march of the mobiles	Relative clauses
The pace of change	P 162		
Unit 10 Competition		Amazon vs. Walmart on free shipping	Time clauses
Winner takes all	P 182		
Writing guide	P 201		



Listening	Career skills	Culture at work	Dilemma
Reaching a deal; the selling process	Making and responding to offers	The importance of relationships	Closing the deal
Corporate brands; hotel brands	Dealing with people at work	The function of a chairperson	The two faces of Burberry
Using email effectively; voicemail messages; electronic communications	Summarizing	Attitudes to interruptions	Spinning the truth
The smart tag press conference; an inquiry by voicemail	Dealing with questions	Attitudes to critical questions	Is grey the new black?
Successful innovations; great innovators	Reviewing achievement	Giving praise	Prize pitch
Unilever's difficulties; a failed alliance	Building relationships	Making small talk	Breaking the ice
Phases of a project; project details	Setting goals	Attitudes to time	Test crisis
Features of an intranet; information protection	Questioning techniques	Asking appropriate questions	Spying on staff
Description of features and functions; advice on briefing	Briefing	How much detail?	Turning ideas into reality
Consumer power; the history of Honda	Handling conflict	Attitudes to criticism	The cola comeback



1

Unit

Markets

Reading: Going, going, gone?

Grammar: Gerunds and infinitives

Listening: Reaching a deal; the selling process

Career skills: Making and responding to offers

Culture at work: The importance of relationships

Dilemma: Closing the deal

The people's company

A photograph of a miniature metal shopping cart with orange handles and a red basket, filled with several brown paper bags. The cart is placed on a black laptop keyboard. The background is a plain, light-colored wall.

Warming up

1 Look at the pictures below. Match the pictures with the kind of markets they represent.

- 1 commodities market
- 2 real estate/property market
- 3 stock market
- 4 consumer goods/mass market
- 5 labor market

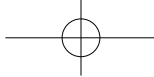


2 Read the words or phrases and their explanations. Then complete the following paragraph with the words or phrases. Change the form when necessary.

- | | |
|--|---|
| <ol style="list-style-type: none"> 1 marketplace: the arena of commercial dealings 2 exchange: to give or receive one thing in place of another 3 auction: a public meeting where land, buildings, paintings, etc. are sold to the person who offers the most money for them 4 bid: an offer to pay a particular price for something, especially at an auction 5 demand: the need or desire that people have for particular goods and services 6 supply: an amount of something that is available to be used 7 negotiation: official discussions between | <ol style="list-style-type: none"> 8 price setting: the process of coming up with a cost to consumers of the goods or services produced by a business 9 e-commerce: (electronic commerce) the activity of buying and selling goods and services and doing other business activities using a computer and the Internet 10 B2B: (business to business) business activities between companies, especially using the Internet |
|--|---|

The _____ brings together the buyers and sellers of goods and services and provides a framework for _____ and _____. The price at which goods and services are _____ on a market fluctuates with _____—the quantity available for sale—and _____—the number of buyers. There are different types of markets which do not always have physical locations. Today, new electronic marketplaces have emerged on the Internet where businesses can sell direct to consumers (_____) or to other businesses (_____). Some markets of this type use _____ where buyers submit _____ and the highest bidder wins.

3 Have you ever bought or sold something on the Internet? What is different about buying or selling things in an online market? Share your experience and views with your partner.



Reading



Electric market

Going, going, gone?

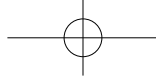
Will eBay¹'s unique relationship with its customers become a casualty of the auction site's success?

A Meet the People's Company. Like a democracy, it can be a noisy place where citizens sometimes think the people in charge have no idea what they're doing. But at eBay, the online auction site, the people are in charge. Its customers—the 70 million buyers and sellers who trade here—have the kind of influence that most consumers and businesses can only dream of. It's true, eBay has a business model that doesn't require carrying any inventory. But the real secret of eBay's unlikely success is this: it's a master at capturing the awesome communications power of the Internet, tracking customers' every movement so new products and services are tailored to just what they want.

B eBay's customers are its product development, market research, merchandising and sales department—all rolled into one. It's not just that they have made eBay into a global marketplace for almost anything, from a \$1 baseball card to a \$4.9m Gulfstream² jet, eBay's customers also tell the world

about eBay by word of mouth. They crowd online discussion boards, share tips, point out glitches, and lobby for changes. eBay's customers even police the site by rating each other. Imagine a retailer trying to do this: interview every single person leaving every store, post a list of what each thought of the shopping experience, ask them to write up a merchandising plan and call suppliers to arrange deliveries—and oh, by the way, could they keep an eye out for shoplifting? That's what eBay's customers voluntarily do each day.

C Back in 1995, when Pierre Omidyar unveiled Auction Web, he had much more in mind than simply helping his girlfriend trade Pez dispensers³. He aimed to create a market for a wide range of goods, but with a difference. "I wanted to give the power of the market back to individuals," says Omidyar. But his biggest breakthrough was the Feedback Forum, a rating system that makes it easy for buyers and sellers to grade each transaction. Amazingly, it works. And positive ratings, which translate to more sales, keep people from going to other sites.



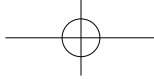
D Some of its most effective ways of getting user input, though, don't depend on the Internet. Since early 1999, eBay has regularly flown in groups of sellers and buyers to its headquarters in California to interview them, asking for their views on new features and policies. The result: fewer problems. Even when something does go wrong, eBay can respond quickly. "They can essentially negotiate with 50,000 users at once and make it work," says Munjal Shah, CEO of Andale⁴.

E Most of all, eBay simply watches. Almost all of its fastest-growing new categories grew out of observing seller activity. After noticing random car sales, eBay created a separate site called eBay Motors. This year, eBay expects to gross some \$3.8bn worth of autos and parts—many of them sold by dealers. "It's the way of the future," says Bradley Bonifacius, Internet manager at Dean Stallings Ford, Inc.⁵

F eBay business is the company's latest offering; a new site providing businesses with an e-commerce platform. It's exciting new territory—and dangerous. Many rivals aim to be the biggest places for e-commerce, too, and some are making fast progress. But there's a bigger question. Can eBay's values survive such grand ambitions? Omidyar worries that the growing participation of large commercial sellers could dilute eBay's unique culture. "If we lose that, we've pretty much lost everything," he says. eBay's people power made building a business simple compared with everything conventional companies must do. Keeping in touch with all those customers from here on won't be easy.

Notes

- 1 **eBay:** eBay is an American multinational corporation and e-commerce company. It is headquartered in San Jose, California. eBay.com is an online auction and shopping website in which people and businesses buy and sell a broad variety of goods and services worldwide.
- 2 **Gulfstream:** Gulfstream Aerospace Corporation is an American wholly owned subsidiary of General Dynamics. Gulfstream designs, develops, manufactures, markets, and services business jet aircraft. Gulfstream has produced more than 2,000 aircraft since 1958.
- 3 **Pez dispenser:** The first Pez dispensers, known as "regulars," were created in 1949 and shaped like cigarette lighters. They were used to keep and dispense breath mints marketed as an aid to help people quit smoking. In 1955, the company placed heads on the dispensers and marketed them to children. Santa Claus and Mickey Mouse were among the first character dispensers. The dispensers with different characters, rather than the candy, have become what people really buy.
- 4 **Andale:** Andale provides auction management, research services, and analytics services to auction sellers. It offers research tools that provide pricing research, reports, selling recommendations, suppliers of product, and sales analysis for online merchants.
- 5 **Dean Stallings Ford, Inc.:** It is a US car service and auto repair company. It specializes in providing sales and services for automobiles such as cars, trucks, vans, and sports utility vehicles.



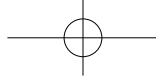
Glossary

Words & phrases

- 1 **casualty** *n.* someone or something that suffers as a result of a particular event or situation (某事件或情况造成的) 受害者
- 2 **democracy** *n.* a system of government in which every citizen in the country can vote to elect its government officials 民主政体
- 3 **awesome** *adj.* extremely impressive, serious, or difficult so that you feel great respect, worry, or fear 令人敬畏的
- 4 **tailor** *v.* to make something or put something together so that it is exactly right for someone's needs 量身定制
- 5 **glitch** *n.* a small problem that prevents something from working correctly 小故障
- 6 **lobby** *v.* to try to influence politicians or people in authority on a particular subject 游说
- 7 **police** *v.* to control a particular activity or industry by making sure that people follow the correct rules 监管, 维持秩序
- 8 **keep an eye out for** to watch carefully so that you will notice when someone or something appears 留心, 紧盯
- 9 **shoplifting** *n.* the crime of stealing things from shops 店内行窃
- 10 **unveil** *v.* to show or tell people about a new product or plan for the first time 公布
- 11 **territory** *n.* a particular area of experience or knowledge (经验或知识的) 领域
- 12 **rival** *n.* a person, group, or organization that you compete with in sport, business, a fight, etc. 对手
- 13 **dilute** *v.* to make a quality, belief, etc. weaker or less effective, especially by adding something (尤指通过添加某物) 降低(质量), 削弱(信念)

Business terms

- 1 **inventory** *n.* all the goods in a store 库存
- 2 **product development** the creation of products with new or different characteristics that offer new or additional benefits to the customer 产品开发
- 3 **market research** a business activity which involves collecting information about what goods people buy and why they buy them 市场调研
- 4 **merchandising** *n.* the business of trying to sell products or services by using methods such as advertising 推销
- 5 **word of mouth** communication that consists of comments people make to each other in an informal way 口口相传, 口碑
- 6 **delivery** *n.* the act of bringing goods, letters, etc. to a particular person or place 送货
- 7 **gross** *v.* to gain an amount as a total profit, or earn it as a total amount, before tax has been taken away 获得……税前总收入
- 8 **dealer** *n.* a person or company that buys and sells a particular product, especially an expensive one 商人, 贸易公司



Business knowledge



Market and market segmentation

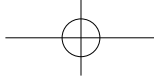
Market

A market is an actual or nominal place where forces of demand and supply operate and where buyers and sellers interact (directly or through intermediaries) to trade goods, services, contracts, or instruments for money or barter.

Markets include mechanisms or means for (1) determining price of the traded item, (2) communicating the price information, (3) facilitating deals and transactions, and (4) effecting distribution. The market for a particular item is made up of existing and potential customers who need it and have the ability and willingness to pay for it.

Market segmentation

Market segmentation is a marketing strategy that involves dividing a broad target market into subsets of consumers who have common needs and applications for the relevant goods and services. Depending on the specific characteristics of the product, these subsets may be defined by basic demographics like age, race, or gender. Other qualities like educational background, income, or location can also be used. Some behavioral variables, like social class, lifestyle, and interest, are potentially the most powerful ones to segment a market. Marketing campaigns can be designed and implemented to target these specific customer segments.



Understanding the text

1 Find the paragraph which gives information about each of the following items.

- () 1 what eBay does when it detects unusual activity by sellers
- () 2 possible threats to the developing business
- () 3 the different things you can buy on eBay
- () 4 how transactions are evaluated
- () 5 how popular eBay is
- () 6 why eBay conducts live interviews with buyers and sellers

2 Read the text and answer the following questions.

- 1 In what sense is eBay like a democracy?
- 2 What conventional operating costs does the eBay model not have?
- 3 What services do the customers provide to the company?
- 4 How did eBay begin?
- 5 How is eBay developing?
- 6 Why does Omidyar worry about the growing participation of commercial sellers?

3 Discuss the following questions in groups.

- 1 What do you think are the advantages and disadvantages of online shopping?
- 2 What are the differences between eBay and Taobao? Explain particularly what customers can do after making a purchase with examples from the text and of your own.

4 Hold a debate in groups on whether the function of some e-sellers leads to privacy leakage.

E-sellers like eBay and Taobao have the function of what is called “Guess What You Like,” which tailors products and services to what you may like by tracking your footprints of online shopping.

Language work

1 Complete the table with the proper form of the words.

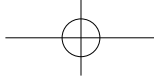
Verb	Noun
negotiate	negotiation
advertise	
	auction
supply	
	demand
discuss	

2 Match the two halves of the following compound nouns and then translate them into Chinese.

- | | | |
|-----------------|------------|-------|
| 1 auction | A plan | _____ |
| 2 merchandising | B site | _____ |
| 3 feedback | C board | _____ |
| 4 discussion | D platform | _____ |
| 5 market | E forum | _____ |
| 6 e-commerce | F research | _____ |

3 Choose the odd word different from the other three in each set and explain the difference.

- | | | | |
|---------------|-----------------|----------------|----------------|
| 1 A. seller | B. <u>buyer</u> | C. retailer | D. shopkeeper |
| 2 A. stock | B. supply | C. inventory | D. commerce |
| 3 A. outlet | B. auction | C. transaction | D. market |
| 4 A. modify | B. tailor | C. bid | D. personalize |
| 5 A. customer | B. client | C. consumer | D. commodity |
| 6 A. rate | B. fluctuate | C. evaluate | D. grade |
| 7 A. track | B. discover | C. trace | D. follow |
| 8 A. leave | B. exit | C. withdraw | D. access |



4 Complete the passage with the following words. Change the form when necessary.

client inventory characteristic retailer auction trading rate business

The essential guide to starting your own online business

If you are thinking of 1 _____ on eBay then there are a few simple questions that you should ask yourself before you start. It's one thing to 2 _____ a few personal items from time to time but actually running your own online 3 _____ is a different thing altogether.

- What sort of product should you sell?
- What special 4 _____ does your product have that make it unique?
- How much 5 _____ will you need to stock to keep your 6 _____ supplied?
- How will customers 7 _____ transactions after a sale?

You can find the answers to all these questions and more in Kathleen Morton's new book *Online Business—The Easy Way*. Kathleen shares her secrets in this new book that could set you off on the road to becoming a successful online 8 _____. Order now!

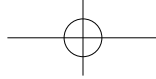


5 Paraphrase the following sentences from the text.

- 1 It's not just that they have made eBay into a global marketplace for almost anything, from a \$1 baseball card to a \$4.9m Gulfstream jet, eBay's customers also tell the world about eBay by word of mouth.
- 2 They crowd online discussion boards, share tips, point out glitches, and lobby for changes.
- 3 Almost all of its fastest-growing new categories grew out of observing seller activity.
- 4 This year, eBay expects to gross some \$3.8bn worth of autos and parts—many of them sold by dealers.
- 5 Can eBay's values survive such grand ambitions?

6 Translate the following sentences from the text into Chinese.

- 1 It's true, eBay has a business model that doesn't require carrying any inventory.
- 2 ...it's a master at capturing the awesome communications power of the Internet, tracking customers' every movement so new products and services are tailored to just what they want.
- 3 eBay's customers are its product development, market research, merchandising and sales department—all rolled into one.
- 4 eBay's customers even police the site by rating each other.
- 5 Omidyar worries that the growing participation of large commercial sellers could dilute eBay's unique culture.



7 Translate the following sentences into English. Use the words or phrases in the brackets.

- 1 我们努力为顾客提供高质量的配送服务。(delivery)
- 2 苹果公司上个月发布了一系列新产品。(unveil)
- 3 本项目旨在树立产品开发和设计的新标准。(aim to)
- 4 这家公司将总部搬到了北京。(headquarters)
- 5 政府希望这些政策能帮助意大利的银行更有效地与欧洲其他国家和地区的对手竞争。(rival)

8 Read the following five sentences and match each sentence with one of the extracts below. The five extracts are from a passage about services and e-commerce.

- () 1 Early attempts at trading services electronically failed.
- () 2 Companies are sometimes graded on the service they have provided.
- () 3 It is easy to find service providers through e-commerce.
- () 4 Customers do not always expect to pay for online services.
- () 5 Services as well as goods can be bought online.
-
- A E-commerce used to be just about buying products. But now firms everywhere have launched electronic marketplaces for services of all sorts—from gardening advice to financial planning. If services now exist in the online world, those markets will become more competitive—as they have for computers and other items sold over the Internet.
- B In the 1980s, the late Phil Salin dreamed up the American Information Exchange, a marketplace for research, consulting, and computer code. But it never really became successful, largely because it came before the Internet: Much of the cash and effort went into trying to create a network.
- C Advoco, one of the few service markets that is already online, employs experts who want to give advice. Users then choose one of the “advisers” directly or post a question on a bulletin board that others can answer with a bid. Once the service is delivered and paid for, users rate the sellers on a scale from one (lowest) to five (highest) and post comments about them.
- D Supply of labor is not likely to be a problem for service sites. Some companies already have hundreds of professionals, attracted by word of mouth alone. Joining is free—and more promising than an expensive ad. What is more, for professionals living in developing countries, these online forums offer a unique opportunity to enter richer service markets.
- E Whether there is enough demand for service sites is questionable. Small businesses and independent professionals, always short of time, might be interested. But to be widely successful, Internet service markets have to overcome cultural barriers. Individuals are used to getting advice free over the Internet and will hesitate to employ a service provider whom they have never met face to face.



9 Read the passage and decide which of the choices would best complete the passage if inserted in the corresponding blanks.

Online exchanges?

Online exchanges have emerged as some of the Internet's best businesses—but also as some of the worst.

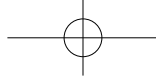
The Internet hasn't revolutionized the ways most of us buy petrol or watch movies, but there is one thing the Internet does very well. It can bring together 1 _____ dispersed buyers and sellers to create active, efficient markets where none 2 _____ before. This facility has 3 _____ to the emergence of online exchanges: retail businesses with none of the usual traders' risks—no merchandise, no storefronts—and with nothing to do but take a 4 _____ of each transaction that takes place on the site.

This may sound straightforward, but some high-profile online exchanges have 5 _____ out to be major embarrassments. One company, which tried to establish a central marketplace on the Internet for auto parts, has invested, in 6 _____ a massive \$250m and is 7 _____ to stay in business. Another businessman, who facilitated online trading in business equipment and supplies, 8 _____ after he had lost \$280m.

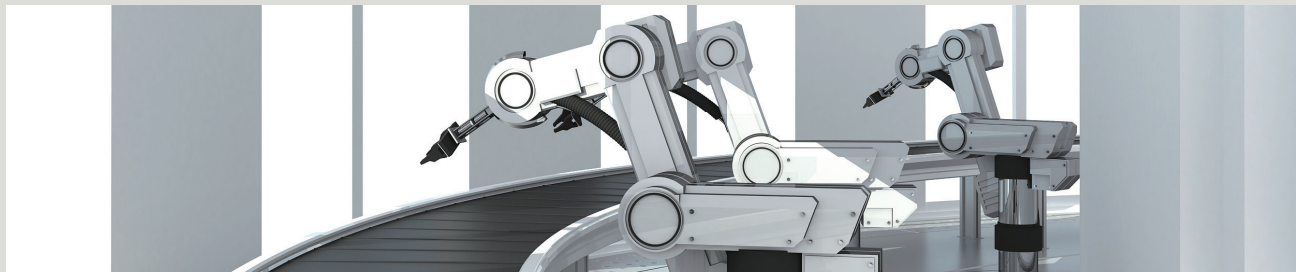
So what does a company need in order to be successful? You could call it good “market architecture”—a structure that 9 _____ the right business plan and top technology with good timing and the 10 _____ of both buyers and sellers.

- | | | |
|----|---------------|---------------|
| 1 | A. largely | B. deeply |
| | C. mainly | D. widely |
| 2 | A. existed | B. presented |
| | C. happened | D. developed |
| 3 | A. led | B. brought |
| | C. caused | D. resulted |
| 4 | A. number | B. percentage |
| | C. division | D. quantity |
| 5 | A. pulled | B. made |
| | C. turned | D. carried |
| 6 | A. sum | B. total |
| | C. amount | D. figure |
| 7 | A. applying | B. exerting |
| | C. struggling | D. forcing |
| 8 | A. left out | B. gave up |
| | C. drew back | D. ran down |
| 9 | A. adds | B. connects |
| | C. combines | D. links |
| 10 | A. confidence | B. security |
| | C. certainty | D. promise |





10 Read the following passage and choose the best answer to each question.



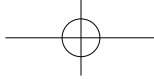
Market entry—the pioneer

The timing of market entry is critical to the success of a new product. A company has two alternatives: It can compete to enter a new product market first—otherwise known as “pioneering”—or it can wait for a competitor to take the lead, and then follow once the market has been established. Despite the limitations of existing research, nobody denies that there are advantages of being a pioneering company. Over the years, there has been a good deal of evidence to show a performance advantage for pioneers.

For many new products, customers are initially unsure about the contribution of product characteristics and features to the product’s value. Preferences for different characteristics and their desired levels are learned over time. This enables the pioneering company to shape customer preferences in its favor. It sets the standard to which customers refer in evaluating followers’ products. The pioneering product can become the classic or “original” product for the whole category, opening up a flood of similar products onto the market, as exemplified by Walkman and Polaroid.

Unlike other consumer sectors, the value to customers of many high technology products relies not only on their features but also on the total number of users. For example, the value of a videophone depends on the number of people using the same or a compatible system. A pioneer obviously has the opportunity to build a large user base before competitors enter the market. This reduces followers’ ability to introduce differentiated products. There are other advantages of a large user base, such as the ability to share computer files with other users. Thus, software companies are often willing to give away products to build the market quickly and set a standard.

- In the first paragraph, the writer points out that _____.
 - there is general agreement on the benefits of pioneering products
 - companies are still uncertain about how to market new products
 - most companies prefer to market new products independently
 - there are now guidelines to help those who wish to pioneer
- According to the information in the second paragraph, how do customers approach new products?
 - They take some time to develop a liking for them.
 - They make comparisons with other new products.
 - They need some persuasion to purchase them.
 - They consider cost an important feature.
- The writer refers to Walkman and Polaroid because they were _____.
 - better than any of their followers
 - copied many times by their followers
 - quickly accepted by consumers
 - designed for a particular market
- According to the final paragraph, the high technology market differs from other consumer markets in that _____.
 - it is still a relatively new area of consumerism
 - it is not dependent on product characteristics alone
 - there are so many different types of products on the market
 - there is such a great demand for high technology products



11 The following passage contains TEN errors, one in each numbered line. Underline the errors and put the corrections in the blanks.

Last week I had a disagreement in a matter of principle with a man at work. When I got home, I gave my daughter a blow-by-blow account of the bust-up, expected her loyal support. Instead she rolled her eyes. 1 _____

“Poor X,” she said, sided with my adversary. “You can be very difficult,” she explained, “I don’t think you realize it.” 2 _____

She is right about the second point. I do not see myself as difficult—I am perfectly reasonable. To check this was the consensus view, the following morning I conducted a survey. I bearded first colleague I saw and demanded: “Am I difficult?” He looked uncomfortable at be put on the spot when he had barely put his coat off. “Yes,” he said. I asked three more people. All gave the same answer. 3 _____

To be difficult at work is not generally thought to be a good thing. On Amazon there are 1,387 titles on how to deal with difficult people with titles such as *Since Strangling Isn’t an Option*. I failed finding a single volume called *What to Do When the Difficult Person Is Me* or *How to Be Difficult and Influence People*. 4 _____

As a columnist, being difficult is part of the job—if you do not enjoy sometimes get up the noses of readers, you are too bland to be any good. Indeed, as a journalist, be personally difficult can serve you rather well. 5 _____

6 _____

7 _____

8 _____

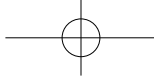
9 _____

10 _____

Grammar in use

1 Underline the correct form (gerund or infinitive) of the words in italics.

- 1 We need to be good at *innovating/to innovate* to retain customers.
- 2 They advised the company *setting/to set* up an online auction.
- 3 Can we meet in order *speaking/to speak* about distribution?
- 4 It’s essential *investing/to invest* in new operations.
- 5 We can’t risk *ignoring/to ignore* this share tip.
- 6 I suggest *evaluating/to evaluate* our website immediately.
- 7 *Building/To build* up long-term relationships isn’t easy.
- 8 Have you decided *taking/to take* over another business?
- 9 I’ve managed *negotiating/to negotiate* a better deal!
- 10 The product is so popular that it’s difficult *meeting/to meet* demand.



2 Complete the following profile of Pierre Omidyar, the founder of eBay, with the correct form of the words in the brackets.

The world's most successful auctioneer



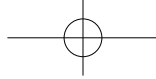
Pierre Omidyar is today at the head of one of the Internet's biggest success stories: eBay. Born in France, Pierre moved to the US at the age of six when his father was given the opportunity of (1 work) _____ at John Hopkins University. During his school years in the US, Pierre started (2 write) _____ computer programs for six dollars an hour. (3 know) _____ how important computers would become in the future, he decided (4 apply) _____ for a place at Tufts University. After (5 graduate) _____ in 1988, Pierre then worked as a software developer before (6 create) _____ his first start-up "Ink Development Corporation" in 1991. The company produced software that enabled computers (7 read) _____ instructions given by pen and not

through a keyboard. Five years later he succeeded in (8 sell) _____ the company to Microsoft. It was not until 1995 that he came up with the idea of (9 launch) _____ a website which would serve both as a market for (10 exchange) _____ collectors' items and as a forum where collectors could meet (11 discuss) _____ their passion. From a hobby it soon became a full-time occupation, and after (12 rename) _____ it eBay, Pierre created the world's most open marketplace. Now a billionaire, Omidyar has set himself a new goal: (13 get) _____ rid of 99 percent of his fortune during his lifetime by (14 finance) _____ non-profit-making operations around the world.

3 Complete the following sentences with the correct form of the words or phrases in the box and the gerund or infinitive of the words in the brackets.

consider	persuade	afford	demand	promise
recommend	expect	risk	there's no point	it's not worth

- _____ (bid) now. It has been sold.
- I _____ (drive) out to Atlantic City to meet her.
- I finally managed to _____ her _____ (go) out for a drink with me.
- The government had _____ (investigate) the cause of the accident.
- Companies cannot _____ (lose) customers through computer problems.
- The police officer made Neil get out of the car and _____ (see) his driver's license.
- By holding stock in a company, they _____ (win) the business of insuring its employees.
- Many smaller companies simply cannot _____ (buy) health insurance for employees and remain in business.
- If commission fees are cut any further, _____ (do) business anymore.
- We _____ (look) at the path of the economy over a period of time.



Listening

Words & phrases

discount *n.* 折扣
installment *n.* (分期付款中的) 每期付款额

Listening 1 Reaching a deal

1 Listen to a short discussion. Find out the topic and the results of their conversation.

2 Listen again and complete the conversation with the expressions the speakers use.

At the moment we're doing a special offer on our top-of-the-range laptops. Would you be interested?

Well, you know, they've only been on the market for a year and they're still retailing for £1,500.

2 _____ at 10 percent discount.

4 _____. How many would you need?

6 _____ do that. You know they're worth more than that!

Well, I don't know about that.
8 _____ 13 percent. I'll give you the warranty and you can pay half in advance and the rest in two months.

We'll see. 1 _____ discuss prices first.

There's no way we can afford that.
3 _____ a better offer than that!

We'll need at least 10. 5 _____ 20 percent off? We could work with that.

7 _____ 15 percent? And we'll pay you in three installments. We'll also need a two-year warranty.

9 _____. When can you deliver?

Listening 2 The selling process

Words & phrases

formula *n.* 准则, 方案
convert *v.* (使)转变

1 Listen to Marsha Terrell, an e-commerce consultant, talk about how to advertise items online. What does each letter of AIDA stand for? Complete the notes.

A	
I	
D	
A	

2 Look at the posting on an auction website. Check if the posting follows the advice Marsha gives.

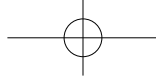
The screenshot shows an eBay auction page for an Aston Martin DB7 Lagonda Convertible. The browser window title is "eBay item" and the address bar shows "http://www.ebay.com/". The page includes navigation links like "home", "pay", "register", "sign out", "services", "site map", and "help". Below these are buttons for "Browse", "Search", "Sell", "My eBay", and "Community".

The main heading is "ASTON MARTIN DB7 LAGONDA CONVERTIBLE". To the left is a photograph of a dark green convertible sports car. To the right of the photo, the current highest bid is "\$55,000.00" with a "Place Bid >" button. Below that, it says "Time remaining: 0 days 7 hours" and "History: 5 bids". At the bottom of this section is a link for "Delivery and payment (click here)".

On the right side, there is a "Seller information" box for "wheelsndeals (54)". It shows a "Feedback Score" of 54, with 53 positive and 01 negative feedback. There is a link to "Email seller (click here)".

Below the car information, there is a bold heading: "Drive this James Bond dream machine. You only live once!". This is followed by a descriptive paragraph: "This is your chance to become the owner of a legendary luxury sports car and this one is a beauty. Only 15,000 miles and still in perfect condition. This limited series convertible combines luxurious leather interior with the supercharged performance of its 335 bhp engine. Fully equipped with dual air bags and surround sound entertainment system. Black paint exterior and tan leather interior. One year warranty. Comes with original MI5 plates!".

At the end of the description, it says: "BUY NOW FOR \$63,000 and we will deliver this beautiful car right to your door, free of charge! (offer restricted to the US only, excluding Alaska)".



Career skills

Making and responding to offers

From choosing restaurants to negotiating billion-dollar contracts, the same routine of suggestion and response happens in both business and everyday life. Here are some ways of making suggestions.

What/How about...?

Would you be interested in...?

I think/suggest you/we should...

Why don't I/you/we...?

Let's...

1 Once one person has made a suggestion, the other person can either accept, refuse, or ask for it to be modified. Figure out the function of each expression.

- | | |
|----------------------------------|------------------|
| 1 I'm afraid I/we can't... | <u>to refuse</u> |
| 2 Maybe it would be better to... | _____ |
| 3 OK. That's great. | _____ |
| 4 What/How about...? | _____ |
| 5 I don't know about that. | _____ |
| 6 We could always... | _____ |
| 7 Done./That's fine. | _____ |
| 8 There's no way I/we can... | _____ |

2 Listen to Jason, a sales manager, talking to his colleague Molly about an online sales promotion. Write down the expressions the speakers use to make and respond to suggestions.

Making suggestions	Responding to suggestions
I was thinking we should...	Good idea.

3 Write the email (60–80 words) from Molly to the sales team, giving the proposed date, time, and location of the meeting about the online promotion. Explain that the meeting will cover the following:

- how best to attract customers
- promotional offers
- encouraging repeat visits to the website

Culture at work

The importance of relationships

Some cultures prefer to build long-term business relationships and invest a lot of personal time socializing out of office hours to create trust and understanding. Other cultures prefer short-term relationships based on specific deals and contracts with little personal contact.

	Long-term relationships	Short-term relationships
Small talk	Small talk is important for getting to know people on a personal level before starting to discuss business.	Work is separated from private life. When people are discussing business, it is considered a waste of time to talk about personal matters.
Time	People are willing to invest a lot of personal time in relationships. Socializing outside office hours is essential.	Apart from lunch breaks, not much time is given to socializing.
The basis for reaching an agreement	You won't reach an agreement unless you like and trust your business partners.	People reach an agreement on the basis of strong arguments, e.g. "This is the best product/price."

What is common in your culture?





Dilemma & Decision



Dilemma: Closing the deal

Brief

Watermark is a specialist supplier of quality stationery and writing accessories, which distributes in European markets. At present the sales of the company's leading products are not growing.

Hal Garnett, the newly appointed CEO, is in a hurry to reorganize the company's sales strategy and to introduce a new online sales channel. Since Watermark does not have the in-house expertise to develop such a site itself, it has decided to outsource the work.

Several Web agencies have been contacted to obtain tenders to develop and maintain a new, eight-page site. One of the most interesting tenders that Watermark has received is from a new Web agency called N-Vision. A meeting has been arranged with N-Vision to agree on the final specifications and budget for the new site.

Task 1

Work in groups to study the situation of your own company.

Group A

You are the N-Vision representatives. N-Vision is a young company and it needs to obtain new contracts to finance its continued expansion. Experience has shown that new clients represent a long-term investment for the company as they very often request additional work to upgrade their sites once they are up and running. It is therefore very important for you to conclude a deal with Watermark. The suggestions that you have made in your estimate are based on N-Vision's experience of website design and that is why you have sometimes included top-of-the-range features. The arguments you will use for each of the components of the proposal are the following:

Graphics—high-quality graphics are essential to attracting customers;

Interactive modules—their usefulness depends on how interactive the customer wishes the site to be;

Customer payment—a fully automated system is complicated and will take longer to build;

Hosting—it is best for you to have a client-owned server which you arrange to purchase. A site hosted on a shared server is exposed to security and traffic problems that may originate from the other sites that share the same server;

Content modification—this is very important as it gives the customer greater freedom and also makes them dependent on N-Vision software;

Helpline—essential for all customers.

You are prepared to offer a maximum total discount of 10 percent on your proposal, on condition that the customer pays 50 percent of the total cost upfront with delivery in six to eight months. Any modification of delivery dates and payment will reduce the discount that you can give. Conduct the negotiation with the Watermark representatives.

Group B

You are the Watermark sales team. The total budget that you have been given for the website is €10,000 for

development and installation plus an annual maintenance budget of €1,000. You have also been told that it is essential that the site be up and running within five months—or earlier if possible. Your instructions concerning payment are to pay as little as possible upfront and the remainder on delivery. You are aware that the estimate submitted by N-Vision is negotiable, within reason. But will you be able to obtain a quality site for less money than they are asking for? Look at N-Vision’s estimate and decide where you can negotiate discounts and where you will have to reduce the specification to make your target budget.

Task 2

Study the tender and decide on your objectives for the meeting. Write your objectives in the table. Think about what you are willing to compromise on.

Estimate		N-VISION	
1. Price per page	<ul style="list-style-type: none"> Standard graphics €100 High-quality graphics €150 	Total 8 x 150 = €1,200	
2. Interactive features	Allowing interaction with customers and the creation of an online community.		
	<ul style="list-style-type: none"> Forum €300 News €300 Chat €300 	Total = €900	
3. Customer payment system	<ul style="list-style-type: none"> Manual (all transactions managed by Watermark after email order confirmation) €300 Fully automated (secured, automated online invoicing and payment system) €2,500 		
	Total = €2,500		
4. Hosting (hardware systems for the site located at N-Vision’s office)	<ul style="list-style-type: none"> Shared server (payable every month) €100* Client-owned server €3,500 		
	Total = €3,500		
5. Content modification (N-Vision “Content Master” software allows clients to easily update the content of their own site)	<ul style="list-style-type: none"> Content Master software €4,000 Training €1,000 		
	Total = €5,000		
Total investment for site design and hardware		€13,100	
6. Helpline (telephone and email) and maintenance charges per month	€100	Total maintenance costs €100 per month	

*This would mean Watermark would be renting server space on an N-Vision shared server for €100 a month rather than buying their own exclusive server, which N-Vision is offering at €3,500.

Objectives	Group A	Group B
Price per page		
Interactive features		
Customer payment system		
Hosting		
Content modification		
Helpline		

Useful expressions

Why don't we...?
 Would you be interested in...?
 I'm afraid we can't...
 I don't know about that.
 What/How about...?

Task 3

Prepare arguments to support your objectives. Make notes that you can refer to in the meeting.

Task 4

Each group selects one student as a representative to negotiate in class. The two students should work together to reach a satisfactory agreement on the specifications in the tender. Other students should take minutes of the meeting.

Write it up Turn to page 201 for writing guide.

Write a formal letter to the other company with minutes of the meeting and a summary of the agreement you reached.

Decision:

Listen to Andrew Harrison, an e-commerce consultant at Pryce & Hausman, explain what advice he would have given Watermark.