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English for Sales & Purchasing

Lothar Gutjahr
Sean Mahoney

EXPRESS SERIES



NHÀ XUẤT BẢN ĐỒNG NAI



TIẾNG ANH CHUYÊN NGÀNH KINH DOANH

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English for Sales & Purchasing

EXPRESS SERIES ■ ■ ■

Lothar Gutjahr & Sean Mahoney

TRUNG TÂM THÔNG TIN - THƯ VIỆN
TRƯỜNG ĐẠI HỌC VĂN HÓA,
THỂ THAO VÀ DU LỊCH THANH HÓA
PHÒNG MƯỢN

NHÀ XUẤT BẢN ĐỒNG NAI

TIẾNG ANH CHUYÊN NGÀNH KINH DOANH
ENGLISH FOR SALES & PURCHASING

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Contents

PAGE	UNIT	TOPICS	USEFUL LANGUAGE AND INFORMATION
5	1	Jobs and responsibilities Job titles and tasks A sales meeting A requisition	Talking about your job Talking about goals, objectives, and targets Telephoning language
13	2	New contacts At a trade fair Relationship building Follow-up emails	Being polite Establishing contact at a trade fair Small-talk strategies Email conventions and phrases
22	3	Offers A sales pitch The AIDA approach to sales A request for proposal An offer letter	Offers, tenders, and bids Talking about a product The tendering (or bidding) process Active listening
32	4	Negotiations Tips for successful negotiations A company visit Negotiating styles Win-win negotiations	Discussing terms and conditions (conditional sentences) Agreeing and disagreeing Starting and ending a negotiation
42	5	Orders Telephone orders An online order A change to an order Numbers and figures Contract terms and phrases	Exchanging information Handling orders Referring to numbers in an order
50	6	Customer care Dealing with problems over the telephone and in writing An online complaint form	Complaining effectively Complaint management with CASH Letters of complaint and apology

PAGE	APPENDIX
58	Test yourself!
60	Partner files
64	Answer key
69	Transcripts
76	A-Z word list
78	Useful phrases and vocabulary

About this book

English for Sales and Purchasing is for people who need to communicate effectively with international clients and colleagues. Although sales and purchasing pursue different objectives within a business, both roles require fluent business English to achieve their goals. Buyers and sales people manage international clients, deal with foreign suppliers, attend international exhibitions, draw up proposals, and deal with all manner of complaints and enquiries. **English for Sales and Purchasing** presents all the essential expressions and conversation techniques that will enable you to communicate successfully in all these situations.

The six units of **English for Sales and Purchasing** present realistic situations for sales and purchasing. The first unit provides an overview of the core activities within the purchasing and sales environment. The following units each focus on specific themes, including approaching a new client or selecting potential suppliers, the conception and development of proposals, the preparation and realization of negotiations, tying up orders and deliveries, and dealing with or making complaints.

Every unit begins with a **Starter** to introduce the topic. This is followed by dialogues, reading texts, and authentic documents as well as a variety of exercises designed to aid the learning of important vocabulary and phrases in contextual situations. In each unit you will be referred to the **Partner Files** in the back of the book. These are role-plays which enable learners to practise the vocabulary and language of the unit in realistic situations. The units end with **Output** activities, which consist of reading texts to extend the unit topic or offer further useful tips, and they also provide opportunities for discussion. When you have finished all the units, you can **Test yourself!** with a fun crossword at the back of the book.

At the back of **English for Sales and Purchasing** there is an **Answer key** so that you can check your answers independently. There is also an **A-Z word list** and a **Useful phrases list** that you can refer to when preparing to speak to customers and colleagues. You will also find phrases in this section that you can use to make small talk on a variety of topics.

The **MultiROM** contains all the **Listening** extracts from the book. These can be played through the audio player on your computer, or through a conventional CD-player. In order to give yourself extra listening practice, listen to it in your car or download it to your MP3-player and listen when you are out and about. The **Interactive exercises** let you review by doing exercises that cover the essential language from the book on your computer; this will be particularly valuable if you are using the book for self-study.

1

Jobs and responsibilities

STARTER

Look at the following tasks. Which do you do in your job? Which do you do in English? Compare your answers with a partner's.

	often	sometimes	never	English
make phone calls				
write emails				
fill in forms				
do Internet searches				
go on business trips				
take part in meetings				
take clients out for meals				
give presentations				
do market research				
go to trade fairs				
handle customer complaints				

Which of the tasks above are typical for people working in sales? Which are typical for people working in purchasing? Discuss with a partner.

AUDIO



1 Carol Sayers and Kim Dong-Sun both work for Interflights, an air carrier located near Seoul. Listen to them describe their jobs. Who works in sales and who works in purchasing?

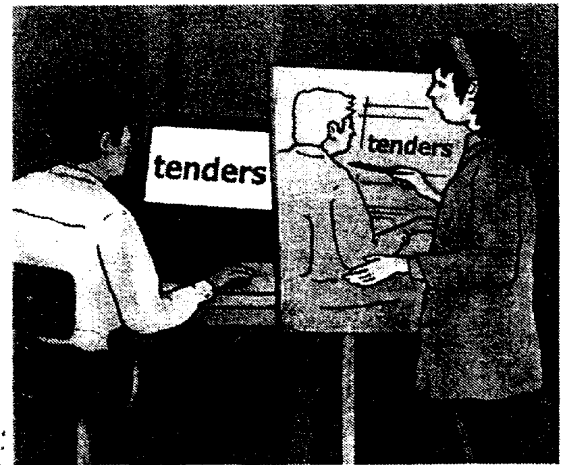


Listen again and decide who does the following as part of his/her job.

	Carol	Dong-Sun
1 calls and visits clients		
2 writes emails		
3 collects and compares offers		
4 presents products		
5 liaises with other departments		
6 does market research		
7 makes offers		
8 negotiates contracts		
9 goes to trade fairs		
10 deals with tenders		
11 handles complaints		
12 writes reports		

2 Match the two parts to make phrases used by Carol and Dong-Sun.

- | | |
|----------------|-------------|
| a to negotiate | date |
| b to handle | tenders |
| c market | order forms |
| d to fill in | contracts |
| e delivery | complaints |
| f to draw up | research |



Now match the phrases a-f to the definitions 1-6.

- | | |
|--|---|
| 1 To write down the information needed to purchase goods or services. | d |
| 2 Collecting information about what customers buy, and why. | |
| 3 To write a formal request to suppliers asking them to present their proposals or offers. | |
| 4 To try to reach an agreement about details like price, quantity, discounts, etc. | |
| 5 The goods have to be delivered by this time. | |
| 6 To take care of customers' problems. | |

Match the job ads from a British newspaper on the next page to the job titles below.

- | | |
|----------------------|----------------------|
| key account manager | senior purchaser |
| sales representative | supply chain manager |

1 The ideal candidate will be responsible for the ordering and sales of the products as well as the identification of new business opportunities. He/She will be required to be flexible and will be able to offer excellent customer service.

3 This is a senior sales role with a strong focus on improving key and strategic accounts. As a senior member of the team, you will be responsible for managing specific global, multinational and national retailers as well as identifying and exploiting new business opportunities.

2 This will be a key position within the production and commercial operations. Reporting to the Production Director, the main responsibility of this position is to manage, control and record the flow of products from our own and third party production sites.

4 ***The key skills requirements are as follows:***

- A proven record in negotiations and cost savings
- Knowledge of materials used in the manufacture of furniture
- Ability to create and develop supplier relationships
- Skills in sourcing products and services
- Ability to work within a project team environment

4 Match the following job titles with the descriptions below.

- 1 key account manager
- 2 senior purchaser (or buyer)
- 3 sales representative
- 4 supply chain manager
- 5 strategic buyer
- 6 regional sales manager
- 7 sourcing (or procurement) officer
- 8 customer service manager

- a makes sure that clients' needs are met and helps customers when things go wrong
- b is responsible for specific sales accounts and direct client contact
- c is responsible for strategic planning (i.e. making sure a company has everything necessary for production, including machines and new production sites)
- d negotiates with suppliers about long-term or frame contracts
- e is in charge of making and maintaining contact with clients within a specific geographical area
- f is responsible for large clients, especially for clients of strategic interest to the company
- g is in charge of a team of purchasers
- h is in charge of logistics and of making sure suppliers meet demands

What is your job title? How would you describe what you do in English?

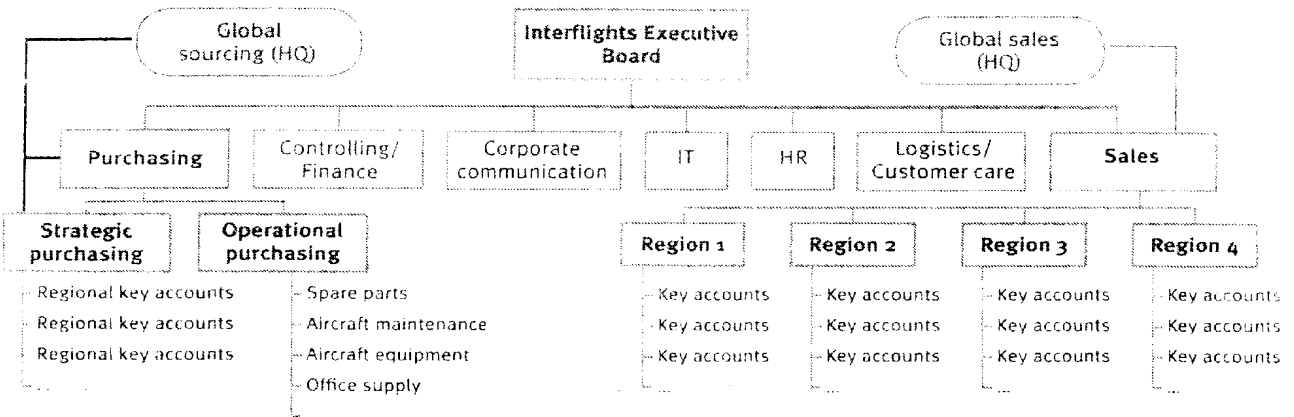
JOB TITLES

Job titles in most countries are usually determined by the person's position in the hierarchy, their payment, and whether they are legally allowed to represent their company and sign contracts, for example. This is not always the case in the U.S., the U.K. and other English-speaking countries. The job titles there often give you no clear indication of the person's responsibilities because each company has a different structure and operates under different rules. Thus a vice president (V.P.) in one organization may have a very different job description from a V.P. in another company.

5 You are taking part in a seminar with people from other companies. Use language from the box to prepare a short presentation on your company, the department you work in and, especially, your job and responsibilities. Then give the presentation to a partner or the group.

TALKING ABOUT YOUR JOB

Describing the company/department	Describing responsibilities
I work in the sales/purchasing department of a small/medium-sized/large company called ...	My team is responsible for ...
We develop/make/produce/sell/...	I am in charge of ...
Our department is divided into ...	My main responsibility is ...
We need to liaise/work closely with ...	A lot of our/my work involves ...
We also are more actively involved in ...	We have to/need to ...
My team/group makes sure that ...	I spend a lot of time ...
	My job also includes ...



6 A fellow member of the sales department at Interflights is filling Carol Sayers in on a meeting she missed. Listen and decide which topics from the agenda they discuss.

Agenda	
Sales Meeting 5 June, 9.00 – 5.00	1
Room 2 343	2
Participants: Park Chin-Sun, Daniel Berndt, James Fatter, Bob Jameson	
1.1 Introduction to 'Sales!' client management program – timeline and organization	
1.2 Training requirements	
2.1 New sales targets (update from Chin-Sun)	
2.2 New Asian facilities	
2.3 European figures for the last year	
2.4 New offers in South America	
3.1 Next year's holiday planning	



Listen again to the dialogue. Complete these sentences.

- 1 ... first of all, Chin-Sun has revised our _____.
- 2 She wants to _____ by ten per cent overall.
- 3 There are also some _____ for the various regions.
- 4 It certainly means we will be _____ our new targets, if it all works out.
- 5 Did Chin-Sun present my ideas for _____ there?
- 6 We will also need a _____ specifically for the region.
- 7 I'll _____ that, although I'm afraid it might _____.
- 8 I could also contact the _____ in my area.

TALKING ABOUT GOALS, OBJECTIVES AND TARGETS

The words *goal*, *objective*, and *target* have similar meanings. *Goals* tend to be long-term and are often used to refer to company plans, for example. The word *objectives* is often used in more formal situations to refer to specific things people want to achieve (objectives of a meeting, for example). In both sales and purchasing, however, or whenever money or figures are involved, the most frequently used word is *target*. Here are some expressions with *target*:

to set a target

to be on target

to reach a target

to be above/below target

to exceed a target

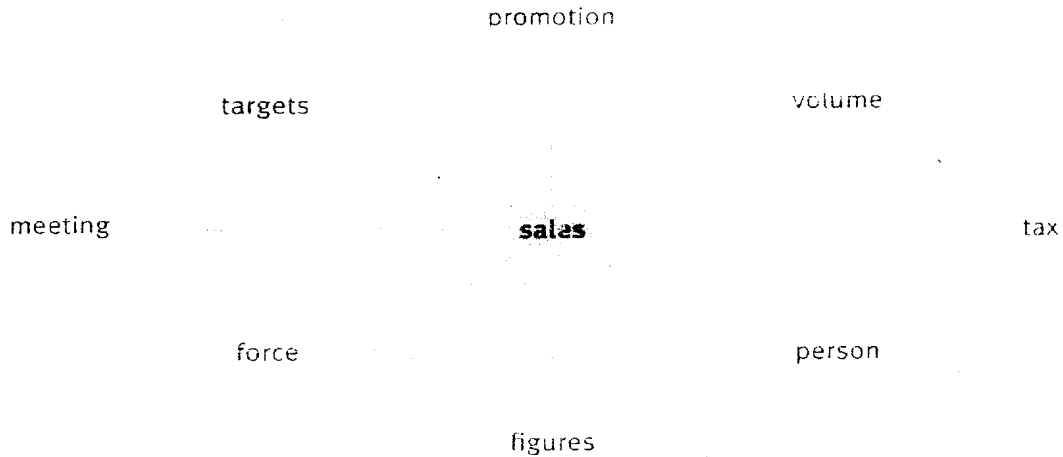
to revise a target

7

Complete the sentences with the correct form of the expressions from the box.

- 1 Management should be satisfied. We _____ right _____ target this year.
- 2 Unfortunately, last year we _____ well _____ target, so we had to cut the number of our sales team.
- 3 The board of directors _____ already _____ our new sales targets for next year.
- 4 After the stock market crash last year, we had to _____ our targets.
- 5 This year has gone very well for us and the way it looks now, we should _____ our targets by at least fifteen per cent.
- 6 We had a couple of big orders, which enabled us to _____ the target by the end of the third quarter. Hopefully, it will continue like this.
- 7 We _____ easily _____ our profitability targets. HQ will be happy to hear that, I'm sure.

8 Look at these expressions with the word **sales**.



Match the expressions above with the definitions below.

- 1 The amount of goods sold by a company.
- 2 The complete team of people working in sales.
- 3 An amount which must be paid to the government for every item sold.
- 4 The level of sales that a sales team wants to reach.
- 5 An occasion where the members of a sales team get together to discuss results and make plans.
- 6 The amount which has been sold of a product.
- 7 A set of activities designed to increase the sales of a product.
- 8 A man or woman working in the sales department.

AUDIO



9 Kim Dong-Sun from Interflights is making a telephone call to his colleague John, one of the flight crew coordinators. Listen and complete the two gaps in the requisition form.

REQUISITION FORM		Req no. TR129835-0701
Description of goods/services:	_____ 1	
Click here to enter details		
Date goods/services required:	1 July	
Person making the request:	_____ 2	
Date:	20 March	
Click here to enter quotes		

Listen again and tick the correct statements. Are the kinds of suggestions Dong-Sun makes typical of purchasers at your company? Why, or why not?

- 1 John is interested in getting company credit cards for the flight crew.
- 2 The flight crew often need to get cash when away on business.
- 3 There are no suppliers on the market for the credit cards Dong-Sun has requested.
- 4 Dong-Sun suggests some solutions that John had not thought of.
- 5 John will make an assessment of the various offers and compare them.
- 6 John is unhappy because Dong-Sun is taking too much time to find a solution.

10 Complete the table with verbs and nouns from the unit so far.

VERB	NOUN
to agree	1
to assess	2
3	comparison
to compete	4
to complain	5
to purchase	6
to request	7
8	solution
to specify	9
to supply	10



11 John is informing his department about the credit card issue discussed in exercise 9. Complete this excerpt with the correct form of words from the table above. Then listen to check your answers.

So I wanted to update you all on the situation with the various offers purchasing has received for credit cards for the international flight crew. Dong-Sun's team is currently _____¹ these offers. The _____² is very tough at the moment, which is of course good for us. Not all _____³ were able to meet our _____⁴, so they were able to exclude some offers straight away. They will have to _____⁵ the rest very carefully and perhaps put in some _____⁶ for more information. But the people in our purchasing department are very thorough, and I'm sure that they will find the best _____⁷ for us.

TELEPHONE LANGUAGE

Saying who you are

This is Adam Bedser from XYZ Ltd.
It's David Jones from purchasing.
Hi Sarah. It's Frank here.

Getting through to the right person

Could/Can I speak to John Murphy, please?
I'd like to speak to somebody in your sales/
purchasing department, please.
Is Michelle there at the moment?

12 Work with a partner. Use the information in the Partner Files to practise a telephone dialogue between someone in purchasing (Partner A) and someone in sales (Partner B). Look at the phrases above before starting.



Partner A File 1, p. 60
Partner B File 1, p. 62

OUTPUT Read these comments that people in sales and purchasing departments have given about working together. Which do you agree with?

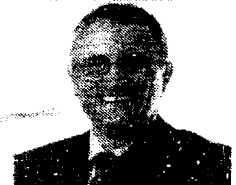


Veronica Lu, Head of Sales

When we had to streamline our processes last year, we salespeople had a terrible time with our purchasers. It always takes them too long to do their 'shopping', and therefore it takes our company too long to produce our goods. It really is a disaster!

Marcel Le Maigre, Account Manager

Cooperation between buyers and salespeople within one company? Never heard of it. Whatever would they need to talk to each other about?



Emma Wild, Sales Representative

Buyers buy. And sales reps sell. So buyers and sellers are 'natural enemies'; they are on opposite sides, have opposing interests and quite a different mentality. Of course they deal with each other in separate companies, but in the same company? No. How could they possibly cooperate?

Maria Santos, Senior Purchaser

Sales and purchasing are all part of producing and delivering goods or services to a customer. If the two departments don't cooperate well in the process, the company will lose money. It's as simple as that.



Edward McCoy, Managing Director

In our company, the people in the sales and purchasing departments are experts in various markets and they all try to stay on top of developments. They negotiate about quality, delivery time and, most importantly, about prices. In our company, we learn from each other through regular meetings. It works.

OVER TO YOU

- Describe the cooperation between the sales and purchasing departments in your company.
- How often do you liaise with people in other departments? Which departments do you deal with?
- What could be the benefits of close cooperation between purchasing, sales, production, and other departments in a company?

2

New contacts

STARTER

The sentences below were overheard at a trade fair. Work with a partner to decide whether the speakers work in purchasing or sales. Write P or S (or both) in the box.

a	Could you tell us about the payment options?	<input type="checkbox"/>
b	Would you please give me some background about your company?	<input type="checkbox"/>
c	You'll find all our brochures on the table over there.	<input type="checkbox"/>
d	How much does this cost if we order 500?	<input type="checkbox"/>
e	Are there any other questions we need to talk about?	<input type="checkbox"/>
f	Would you need any additional features?	<input type="checkbox"/>
g	Does your sub-contractor also have a stand here?	<input type="checkbox"/>
h	When could we arrange a presentation of our products for you?	<input type="checkbox"/>
i	What guarantees do you provide?	<input type="checkbox"/>
j	Let me give you my card.	<input type="checkbox"/>

Now discuss these questions with your partner.

- 1 What is your experience of trade fairs?
- 2 Do you think trade fairs are good for business? Why, or why not?
- 3 What other possibilities are there for establishing new contacts or finding new products?

1 Donald Adams, a sales rep at Aircraft Maintenance Inc. in Liverpool, has just finished a presentation of his company's products at *The Maintenance, Repair and Overhaul (MRO) Services and Products* trade fair in Brussels. Listen to this conversation with a potential customer, Brigitte Dupont of Air South, Brussels, and say whether the following sentences are true or false .

- 1 Donald has met Brigitte before.
- 2 Brigitte thinks that Donald's company has some interesting products.
- 3 Donald will call Brigitte after the fair is over.

AUDIO

2 Listen again to the conversation. Complete the sentences for how:

- 1 Brigitte introduces herself.
_____ . *Brigitte Dupont.* _____
- 2 Brigitte says that the presentation was important for her.
Well, I found it very _____ *... yours was definitely* _____
- 3 Donald asks about Brigitte's job.
Can I ask _____ ?
- 4 Brigitte says what her job is.
I'm _____
- 5 Donald asks Brigitte about her interest in his company.
Do you think that our MRO services _____ ?
- 6 Donald asks about setting up a meeting.
Well, if you have time next week, _____
- 7 Donald asks for Brigitte's business card.
_____ *your card?*
- 8 Donald offers Brigitte a catalogue.
In the meantime, _____ ?

BEING POLITE

Generally, the less direct you say something in English, the more polite it sounds. Using the structures and language below will make you appear friendlier, especially to native speakers of English.

Asking indirect questions

What company are you with? → **Can I ask** which company you are with?

Give me your card. → **Could you** give me your card?

You have an office here, right? → **Doesn't your company** have an office here?

Using would/could

Look at our new catalogue. → **Would you like to** look at our new catalogue?

I will come to your office next week. → **I could** come to your office next week.

Are you interested in meeting after the fair?

→ **Would you be** interested in meeting after the fair?

3 Make the following sentences more polite.

- 1 What's your name?
- 2 What business are you in?
- 3 I want to meet you next week.
- 4 Wait until I get my diary.
- 5 Give me your contact information.
- 6 You work at HT Electronics, right?
- 7 Do you want to meet later to discuss the details?
- 8 Put your name on our mailing list.



4 Match the sentences on the left with the responses on the right.

- | | |
|---|--|
| 1 Could we meet next week? Say, Wednesday? | a No, not at all. Here it is. |
| 2 I'll send you those details. When do you need them exactly? | b Yes, good idea. When could you come to my office? |
| 3 Would you mind giving me your business card? | c Yes, of course. That's fine. How about 11.00? |
| 4 Could we meet after the fair to discuss this in more detail? | d OK, but I'm only in the office in the morning. Can you call before noon? |
| 5 I'll prepare our offer and email it to you by next Friday. | e I really need them by Tuesday if possible. |
| 6 I'll talk to the head of my department and ring you tomorrow. | f That's great. I look forward to getting it. |

ESTABLISHING CONTACT AT A TRADE FAIR

Greetings and introductions

Good morning/afternoon.
 Hello. My name is ...
 Please call me ...
 May/Can I introduce myself?
 Nice/Pleased to meet you (too).

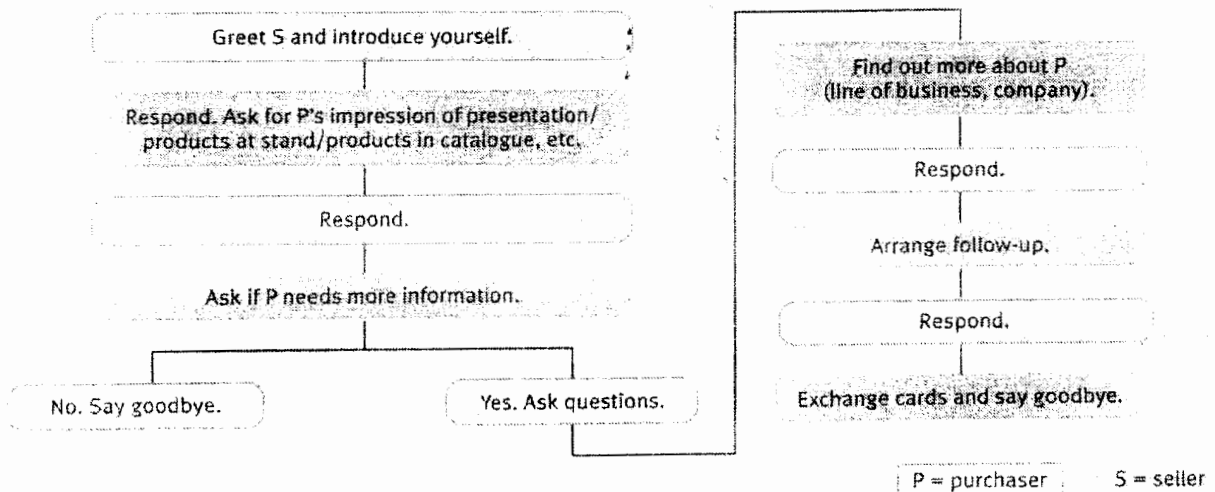
Moving on to business

How did you like the presentation?
 What do you think of ...?
 Have you found anything of interest?
 What line of business are you in?
 Let me give you/Here's my (business) card.

Arranging to follow-up

Would it be possible to set up/arrange/fix a meeting?
 Could I call you in the next few days/come to see you?
 Perhaps I could send you some information.
 Would you be interested in meeting after the fair is over?
 Could you send me your price lists?
 I'll send you an email/give you a call next week.

5 Work with a partner to practise meeting someone at a trade fair for the first time. First look at the phrases above, then follow the flow chart or make a dialogue to fit your own situation.





Two businessmen are having lunch in a pub at the annual trade fair *MRO Services and Products* in Brussels. Listen to this excerpt from their conversation and tick the topics they talk about.

- | | | | | | |
|----------|--------------------------|--------|--------------------------|---------------------------|--------------------------|
| Brussels | <input type="checkbox"/> | beer | <input type="checkbox"/> | the weather | <input type="checkbox"/> |
| politics | <input type="checkbox"/> | sports | <input type="checkbox"/> | intercultural differences | <input type="checkbox"/> |
| work | <input type="checkbox"/> | music | <input type="checkbox"/> | their accommodation | <input type="checkbox"/> |

Listen again and tick the sentences you hear.

- 1 a It reminds me very much of England.
b It makes me think of England.
- 2 a It's certainly an interesting place to have a fair.
b I think it's a nice place to have a fair, don't you?
- 3 a Do you like football?
b Are you interested in football?
- 4 a I see trade fairs as a place to get to know people ...
b For me, trade fairs are more about getting to know people ...
- 5 a May I ask if you already have some information about my company?
b Let me tell you a bit about my company.
- 6 a Now, let me buy you another beer.
b Now, tell me, what's your favourite Belgian beer?



SMALL TALK

In many parts of the world, small talk is an essential part of business. It is seen as an important 'tool' to get to know your business partner and to establish rapport, which can be the key to a good business relationship. Here are some ways to start a conversation:

*Is this your first time here/in Belgium?
What do you think of Brussels/the fair?
Are you interested in football/films/winter sports?
The weather here has just been fantastic/horrible.*

You can keep the conversation going by asking a follow-up question of your own. Also, instead of just answering questions with *yes* or *no*, giving detailed answers can often lead to other questions and comments.

*Are you interested in any particular sport?
– Yes, I'm really into snowboarding. How about you?
Have you been to Liverpool?
– Yes, I've been there many times. I really like the atmosphere, and the people are friendly.*

When you are ready to move on to business, you can use a sentence starting with *so* or *right* to signal the change of subject.

*So, you are looking for suppliers?
Right, shall we get down to business?*

7 Put the words in the right order to make small-talk questions, and then match them to the responses (a-f).

- 1 What think fair trade so you far the do. of?
- 2 you Have to been Wimbledon ever?
- 3 stay Are to whole you the planning week?
- 4 Chicago the at weather in the is moment How?
- 5 Do in countries fairs are different you think other?
- 6 Brussels you look to a chance Have had around?

- a Unfortunately not. I have to leave on Wednesday.
- b Yes, I've been twice now. I love the atmosphere there, and I'm a big tennis fan.
- c Not much better than here actually. Maybe a little colder, so I'm happy to be away.
- d I'm really enjoying it. But I'm afraid I'll only be able to see half the stands before I leave tomorrow!
- e Not yet, unfortunately. I'm hoping to have some time after the fair is over.
- f Well, I think maybe the stands in England are a little more entertaining.

How can the speakers keep the conversation going? Match these follow up questions with the exchanges above.

- A And what's the weather like in Madrid now?
- B What about you? How long are you staying?
- C Have you ever been to a trade fair in England?
- D Oh, you're leaving so soon. Where are you off to?
- E What about you? Are you interested in any particular sport?
- F You know Brussels well. Can you recommend some things for me to see?

8 Look at these small-talk questions and think of responses to keep the conversation going.

1

Isn't London great for going to the theatre?

2

Do you like this style of architecture?

3

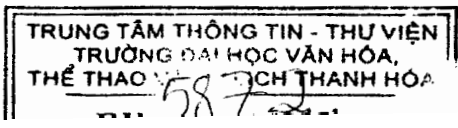
Do you visit trade fairs all over Europe?

4

Have you ever been skiing in America?

9 Discuss these questions about small talk with a partner.

- 1 Do you know any other small-talk phrases? Which ones do you find most useful to get conversations going in a business context?
- 2 What small-talk questions do you usually ask on the telephone? How are they different from the ones you ask face-to-face?
- 3 Have you been in a situation where you had to make small talk with a native speaker of English? What was easy or difficult? Share your experiences with the group.



10 Look at the checklist below to help you prepare for a conversation at the *www.business.org* trade fair. Work with a partner. Use the information in your Partner File to do the role-play.

- 1 Remember to greet your partner, including exchanging names.
- 2 Use small talk to warm up a little.
- 3 Move on to business. You could ask for information on what your partner does.
- 4 What else do you need to know about your potential partner?
- 5 Be prepared at some stage to answer questions about yourself and about your company.
- 6 Arrange the next contact/meeting.
- 7 Say goodbye.



Partner A File 2, p. 60
Partner B File 2, p. 62

11 After meeting again at the trade fair, Brendan from Aircraft Maintenance Inc. and Rainer from Low Cost Flights International are now back at their offices and need to exchange some information. Complete the email with words from the box.

additional · appreciated · arrange · attached · kind · like · pleasure · suggest

From: Brendan Johnson (brendan.johnson@aircraftmaintenance.co.uk) To: Rainer Noack (rnoack@lcfi.de)

Subject: Additional information about our products and services Attachment: products.pdf

Dear Rainer,

It was a _____¹ meeting you last week at the pub in Brussels and I very much _____² our conversation at your stand.

You will find the _____³ information about our products and services that you requested _____⁴ to this email, as promised.

I would very much _____⁵ to visit you soon and present our special package offer for VIP aircrafts. Could I _____⁶ a meeting at your premises in Bremen?

Please let me know if we could _____⁷ a meeting and if you need any additional information.

_____⁸ regards,

Brendan

EMAILS

There are fewer conventions with emails than with letters, but here are a few points to remember.

Opening sentence

This should always start with a capital letter. The first sentence is usually a bit of small talk, refers to a previous message or meeting, or explains why you are writing.

Hope you had a nice weekend./How are things going?

It was nice to meet you at the conference last week.

I'm writing to tell/ask you about .../I just wanted to get in touch to ...

Salutations and closes

Although there are no rules about which salutation or close to use, here are some guidelines:

more formal	<i>Dear Mr, Mrs, Ms</i>	<i>Regards/Sincerely</i>
	<i>Dear Bob</i>	<i>Best wishes/Kind regards</i>
	<i>Hello/Hi Bob</i>	<i>All the best/Best</i>
least formal	(no salutation*)	(just first name or initials*)

(*usually just with colleagues and especially during long email exchanges)

12 Brendan and Rainer have exchanged emails to arrange to meet, but the paragraphs have been mixed up. Sort the paragraphs a–g into the correct emails below.

- a Thank you very much for the invitation and the opportunity to meet. I would like to confirm the meeting for 3 April at 11 a.m. Let me suggest that I bring our specialist who could add more details both to the presentation and the discussion afterwards.
- b Would 3 April at 11 a.m. at our offices be convenient for you?
- c We would be very happy to invite you to our office in Bremen, and would be interested in a presentation for four of us (my boss, two colleagues of mine, and myself). I suggest about an hour and a half, with lunch to follow.
- d I look forward to seeing you in Bremen.
- e Thank you for your help. Looking forward to seeing you on 3 April.
- f I would also like to take the opportunity to find out more about your specific needs and wishes. Would you mind answering the following questions to help us with our preparation?
- What number of aircraft are you interested in?
 - At which locations will you require these services?
 - Will you also be interested in regular overhauls?
- g It was good to meet you and I also enjoyed your visit to our stand. Thank you also for the file you sent with your recent email; it was exactly the information I needed. We would like to hear more about your MRO services for VIP aircrafts specifically.

From: Rainer Noack
To: Brendan Johnson
Subject: Re: Additional information about our products and services

Dear Brendan,

1

2

3

4

Best wishes,
Rainer

From: Brendan Johnson
To: Rainer Noack
Subject: Our presentation

Dear Rainer,

5

6

7

Kind regards,
Brendan

13 Now find phrases in the two emails on page 19 to complete the gaps below.

Introduction/Referring to previous meeting or message

Regarding our conversation of 3 January, ...

_____ 1
_____ 2

Requesting information

Could you send me some details about ...

_____ 3
_____ 4

Making or confirming an appointment

How about Thursday at 4 p.m.?

_____ 5
_____ 6

Concluding

Please feel free to contact me again.

_____ 7
_____ 8

14 Use Rainer's and Brendan's notes to write emails to other people they met at the trade fair. Try to use phrases from this unit.

Brendan

1 Email to Maria Santos from Euroflights. Good to meet her at the trade fair. Catalogue is on its way. Is weather better now?

2 Email to Kerstin Mueller. What did she think of the trade fair? I'll be in the Graz area soon. Can we arrange a meeting? Say 2 hours on 5. or 6 September?

Rainer

1 Email to Youla Kostalas at Island Jets. Will she be in northern Germany next week, like she said? Can she come to present her products, maybe Thursday afternoon?

2 Email to Michael O'Brian. Very good stand. Please send brochure and price lists. Will he ever be in Bremen? We could visit the Irish pub.

INPUT

Marijke Veenstra is Head of Sales at IT International, a company based in the Netherlands. She has given an interview for the company's in-house magazine. Do you agree with the tips she gives?

INTERVIEW

9



Q: Marijke, you have been in sales for a long time, if I may say so. What are your tips for people just starting out?

A: I have four tips. First of all, the focus for any successful salesperson is building relationships with clients. If I can relate to them as people – and not just as clients – I have a better understanding of how they think, what is important for them and how they like to make their decisions. Small talk is an important tool for doing this. I ask my clients what they do on vacation, what kind of hobbies they have and I try to remember their birthdays or other details that are important to them.

This is directly linked to my second point: I have to be seen to be at my clients' side, to be able to solve their problems with my products and

services. I need to think from their perspective, their market. In that way I can offer them not only a product, but a benefit – hopefully the exact benefit they are looking for. The main task of a salesperson is to 'buy' time from your client in order to find out about the benefit or benefits they expect. Often that requires asking the right questions.

The third strategic question is: how can I recognize that I have 'made an impact'? Here I need to watch my counterpart's reactions – what they say, what their body language says and sometimes even what they do not say. There is always a moment when the buyers make the mental decision to buy. Of course they don't say this out loud. But there are lots of subtle hints, like when a client says 'we' for the first time or when he talks about the future. Once I know that the client has said 'yes', I need to make fewer concessions. Again, it is the same principle really: understand your clients' needs, interests and the benefit they are seeking.

Finally, I would expect any successful salesperson to look for a 'point of contact' or an internal ally in the client organization. That should be a person who will think of 'me' when the company needs a solution, a person who prefers to work with me, rather than my competitors. The basis for that kind of contact is trust. Trust in the quality of services and goods, trust in our offers and promises. Clients compare what they expect with what they get. Trust increases when that comparison is positive. And that is positive for us! ■

IT INTERNATIONAL

OVER TO YOU

- How many 'personal things' do you know about your clients or the suppliers you work with? What 'small-talk' questions do you normally ask/do they normally ask you? Which questions are most effective for establishing a good working relationship?
- How do you think you can find a firm 'point of contact' in your clients' organization?
- What are your tips for being successful in your line of work?

3

Offers

STARTER

Look at these comments made by people in sales and purchasing about dealing with offers. Which sentences can you most identify with? Discuss with a partner.

Sales

I have learned not to offer a price tag too early because when the other side then offers their price, I would have to meet in the middle – their 'middle'.

In Before sending an offer, make sure that I have talked to the person in charge of approving it.

Some tenders are so vague, we don't know what product we should offer.

The most important thing is to make it clear when writing up the offer that the customer can't do without our product.

Purchasing

I wish salespeople would listen to my needs before trying to convince me of their products.

It seems from some of the offers we get that they haven't even read our specifications.

Sometimes I receive offers although I don't even need the product.

We often have to postpone sending out invitations to tender because of last-minute changes requested by other departments in the company.

Now discuss these questions with your partner.

- 1 What are the procedures for dealing with offers in your company? How much of your sales or purchasing is done through open or invited tenders?
- 2 What sort of problems have you had when dealing with offers?
- 3 How often do you make or receive offers in English? Are there any differences in terms of content or format from those in your language?

OFFERS, TENDERS, AND BIDS

Offer is the general term used to describe what the salesperson is willing to give, and at what price.

Salesperson *We have sent our offer in the post.*

Purchaser *We have received four offers from different suppliers.*

The terms *tender* and *bid* can often be used interchangeably. Purchasers send out an *invitation to tender* (often shortened to a *tender*) when they want to receive offers from different suppliers. This can also be called a *request for proposal*. Salespeople file or submit a tender, often in competition with other suppliers, when they make their formal written offer to supply goods or services at a specific price and under specific conditions.

Salesperson *We have **sent in** our tender/bid.*

Salesperson *We have been **invited to** tender/bid.*

Purchaser *We should **make a call for** tenders/bids for this product.*

Purchaser *We have already **put out** a tender/bid for this product.*

Purchaser *We would like to **invite you to make** a tender/bid.*

1 Match the two parts to make sentences about offers, tenders, and bids.

- | | |
|---|--|
| 1 Have we received | a our bid has been accepted? |
| 2 We have already put out a | b for tender a week ago. |
| 3 Before we draw up the invitation to bid, | c ABC Supply's offer yet? |
| 4 the deadline for filing | d tenders is 30 March. |
| 5 One of our clients is interested in the new | e we need to talk to the project manager |
| product range and | again. |
| 6 We put the job out | f has asked us to make an offer. |
| 7 When will they let us know if | g tender for this project. |

- 2 **Marco Falcone is a sales rep for Vino Rubinetto, a wine distributor located in Milan. He is calling one of his regular customers, Ines Stoll, a purchaser at Clever Catering in Copenhagen, to tell her about a new product. Listen and answer these questions.**

- What new product is Marco trying to sell?
- How does Ines indicate that she may be interested in a possible offer from Marco?
- What will happen after the phone call?



Listen again to the dialogue and complete these sentences.

- 1 Well, this month we _____ some of our new products in Europe, and we thought Clever Catering _____.
- 2 We're always interested _____ what's new.
- 3 ... we _____ of the quality of our products, of course, but it's quite nice to receive _____.
- 4 Yes, I saw it mentioned _____ and I read something _____.
- 5 Do you think this wine _____ to you and your clients?
- 6 ... I can tell you now that we are _____ you special rates for your first order ...
- 7 And I'm sure _____ with this wine, Ines.



3 Match the two parts to make phrases.

- | | |
|--------------|-------------------|
| 1 to put out | a quality |
| 2 to promote | b of interest |
| 3 special | c a tender |
| 4 to be | d our new product |
| 5 to place | e an order |
| 6 high | f rates |

Now use the phrases to complete the sentences below!

- 1 As you have been a client of ours for a long time, we are able to offer you _____ for the first twelve months.
- 2 We will be looking _____, as we need to increase sales.
- 3 It is our policy to accept only _____ products.
- 4 We are hoping this new product of ours will _____ to you.
- 5 Our production department has installed the necessary equipment, and we will therefore be ready _____ next week.
- 6 This will be our largest purchase of the year, and we need to compare as many offers as possible, so we think we should _____.



4 Read this excerpt from an article in the *Successful Selling* magazine. How effective do you think this approach to selling is (from both the seller's and the buyer's point of view)?

A I D A

- When salespeople think about a client's reaction to their offers, they often think of these four steps:
- A** for Attention They first try to attract their client's **attention** to their products or services. Here first impressions count so it's important to be natural, honest, and professional.
 - I** for Interest They then try to spark the client's **interest** so that he/she wants to find out more about the product or service. The seller needs to convince the client of the advantages of the product or service and its relevance to him/her.
 - D** for Desire If the client has understood the benefits, and also trusts the seller, he/she will start to develop **desire** for the product or service.
 - A** for Action Desire results in **action**, meaning the client makes the decision to find out more or buy.

AUDIO

Now listen again to the dialogue in exercise 2 (or look at the transcript on page 71). Do you think Marco followed this approach? Why, or why not?

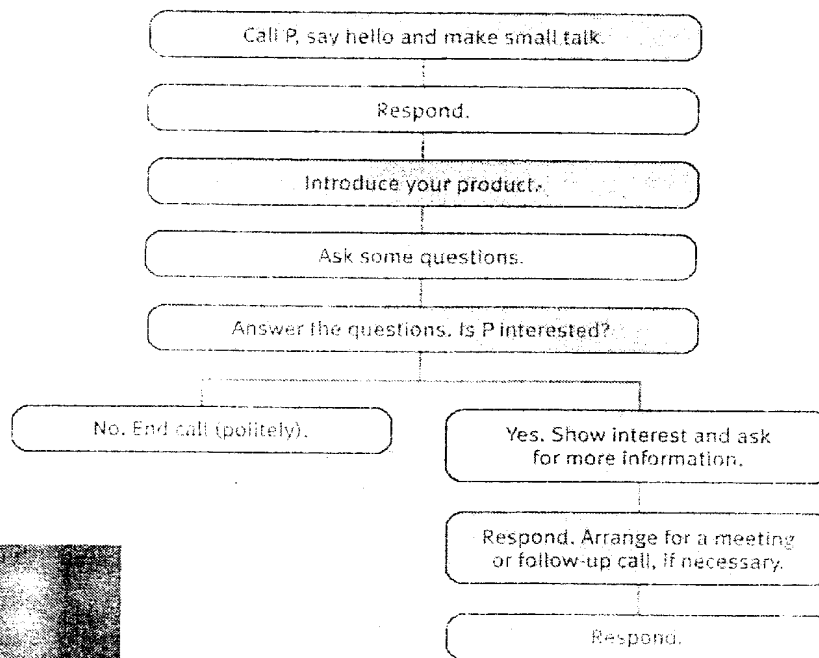
5 Here are some typical sentences from conversations about offers. First, decide who says each of the phrases and write **S** for seller or **P** for purchaser in the box.

- | | |
|--|-------------------------------------|
| 1 I think you'll find that our product meets your specifications precisely. | <input checked="" type="checkbox"/> |
| 2 Interesting. Could you give me some background information? | <input type="checkbox"/> |
| 3 This month we are promoting some of our new products and we thought you might be interested. | <input type="checkbox"/> |
| 4 You'll be pleased to hear that our after-sales package is the best in the industry. | <input type="checkbox"/> |
| 5 Perhaps you would be interested in looking at our new product. | <input type="checkbox"/> |
| 6 So, I've got the go-ahead from my boss and we'd like to place the order ... | <input type="checkbox"/> |
| 7 Great, sounds interesting. Can you send us an estimate for the project? | <input type="checkbox"/> |
| 8 Once you've examined the sample, I'm sure you'll be impressed with the quality and design. | <input type="checkbox"/> |
| 9 That might be exactly what we are looking for. | <input type="checkbox"/> |
| 10 OK, I'll send you an offer and we can take it from there. | <input type="checkbox"/> |

Now decide which of the sentences above can be used to:

- | | |
|---|--|
| a get somebody's ATTENTION? _____ | c express INTEREST in or DESIRE |
| b spark INTEREST in or DESIRE for the product? 1, _____ | for a product? _____ |
| | d show ACTION, i.e. show that the sale could take place? _____ |

6 Work with a partner to practise a phone call. First agree on a product and write some notes (seller) or questions to ask (purchaser). Then follow the flow chart below.



Would you be interested in trying our ...?



S = seller P = purchaser

TALKING ABOUT A PRODUCT

Asking if your partner is interested

- Would you be interested in trying our ...?
- Perhaps I can tempt you to sample our ...?
- Do you think your company might be interested in ...?
- Do you think this may be of interest to you and your clients?

Showing interest

- That sounds interesting.
- That would certainly be of interest to us.
- That might be exactly what we are looking for.
- Could you send me a sample/give me some more information?

Being cautious

- Well, maybe. But I would need to know more about ...
- I'm not so sure.
- I don't think that's really what we're looking for. That (really) depends on your conditions/price.

Saying you are not interested

- I'm sorry but ...
- Unfortunately we're not looking for that at the moment.
- Thanks, but we already have a supplier for that product.
- No, thanks. We're not interested in that at this stage.

- 7 Ines Stoll from Clever Catering has drawn up a Request for Proposal (RFP) for Vino Rubinetto. Use the words below to complete the gaps in the form.

Bidding • Budget • Delivery • Service • Shipping • Specification • Warranty

Request for Proposal (No. 1238 HG)

Description of Product or ¹ (mandatory information)	
Purchaser:	<i>Ines Stoll, Copenhagen</i>
² period (until ...):	<i>15 October</i>
³ number: <small>(consecutive numbering for each client designated by the purchaser, including the year of placing the tender)</small>	<i>SEC-D 90451/010</i>
Category of product or service:	<i>Sparkling red wine, Prosecco</i>
Client/User:	<i>Sales (Clever Catering, Denmark, Germany, Britain, Belgium, Netherlands)</i>
Bidder/Contractor (incl. contact):	<i>Vino Rubinetto, Milan, Italy</i>
Specification of Product or Service (mandatory information)	
Kind of product or service:	<i>Sparkling red wine, dry, low alcohol, produced in 2006 Prosecco, medium dry produced in 2009</i>
Specification of performance level:	<i>EU Quality Standards level 1</i>
⁴ specifications:	<i>Sparkling red wine: €25.50 per bottle Prosecco (medium dry): €24.00 per bottle</i>
⁵ and other performances (time, conditions, terms of payment, etc.):	<i>Each category in 3 - 5 batches to warehouses in Germany, Britain, Belgium, Netherlands between March and May</i>
General Conditions (please fill in if relevant)	
Necessary information in advance:	
Provision of materials by the client:	<i>Standard bottle, 750 ml, glass, clear</i>
Required qualifications of the contractor:	<i>Own production, experience in EU markets</i>
Technical provisions (software/hardware/materials):	
⁶ :	<i>Replacement of all damaged goods</i>
After-sales services:	<i>Product available for minimum of 10 years</i>
Other information (please fill in if relevant)	

⁷ costs are to be included in the offer and need to be on a fixed-price basis.

THE TENDERING (OR BIDDING) PROCESS

The standard tendering processes are quite similar in most countries. They can consist of *invited tenders*, where only a few vendors are asked to submit bids, or *open tenders*, where a large number of companies may participate without pre-screening. Sometimes the contents of a tender can even be partly negotiated. Whether a company calls for tenders or not depends largely on the industry, the company policy, and the kind of goods or services purchasers are looking for.

8 Match these words and phrases found in the RFP with their definitions.

- | | | |
|---|-------------------------|--------------------------|
| 1 | required qualifications | <input type="checkbox"/> |
| 2 | performance level | <input type="checkbox"/> |
| 3 | batch | <input type="checkbox"/> |
| 4 | provision | <input type="checkbox"/> |
| 5 | specifications | <input type="checkbox"/> |
| 6 | fixed-price basis | <input type="checkbox"/> |
| 7 | warranty | <input type="checkbox"/> |
-
- | | |
|---|--|
| a | supply |
| b | when a particular price is agreed and cannot be changed |
| c | a written agreement to repair or replace something if there is a problem |
| d | the exact details of a product |
| e | a description of how high the quality must be |
| f | a number of things (e.g. goods) that are dealt with as a single group |
| g | description of the necessary expertise or skill |



9 Match the verbs 1–7 with verbs a–g that have a similar meaning.

- | | | | |
|---|-------------|---|---------------------|
| 1 | assure | a | need |
| 2 | fulfil | b | hope |
| 3 | participate | c | stop |
| 4 | prevent | d | promise |
| 5 | recommend | e | suggest |
| 6 | require | f | take part |
| 7 | trust | g | meet (requirements) |

Now use the verbs 1–7 to complete the tender offer, which Marco (Vino Rubinetto) has written to Ines in response to the RFP on page 37.



Vino Rubinetto
Via Galileo Galilei 6
20161 Milano
Italia
Tel: +39 2 72524301
Fax +39 2 72524302
Mail: Falcone@vino-rubinetto.it
www.vino-rubinetto.it

Dear Ms Stoll

Your tender (no. 1238 HG) – Offer for sparkling red wine and prosecco

Thank you for inviting us to _____ 1 in the above bidding process.

I confirm that we can _____ 2 your requirements in regard to the requested low alcohol level of the sparkling red wine. The sparkling red wine will be produced in 2006 and the prosecco in 2009 and the EU quality level is 1. Both wines will be available for the next five years.

We strongly _____ 3 our dry prosecco, which I can _____ 4 you is not excessively dry. We are confident that your connoisseurs will agree.

We are currently able to deliver both products in our standard 750 ml green bottles. We will be able to meet your specifications of clear bottles by the summer of next year. We _____ 5 that this minor difference from your tender will not _____ 6 us from doing business together.

Our prices are:

Sparkling red wine:

€26.00 per bottle for a minimum purchase of 10,000 bottles

€27.00 per bottle for a minimum purchase of 5,000 bottles

€29.00 per bottle for a minimum purchase of 3,000 bottles

Prosecco (dry):

€24.00 per bottle for a minimum purchase of 10,000 bottles

€26.00 per bottle for a minimum purchase of 5,000 bottles

€27.50 per bottle for a minimum purchase of 3,000 bottles

Please feel free to contact me if you _____ 7 any further information.

We look forward to working with you.

Yours sincerely

Marco Falcone

Offer from

Marco, Vino Rubinetto Differences from specifications in our tender:

1) The prices are above our budget

2)

3)

4)

- 10 Ines has received Marco's offer and finds some differences with the requirements set out in the tender. Read through both documents again, then complete Ines's notes.**



11 Now listen to this extract from the conversation between Ines and Marco. Which points do they discuss?

Listen again and complete the sentences.

Marco _____¹ clear bottles versus green?

Marco _____² Well, I have some good news on that.

Ines So, _____³, you will be able to supply both wines in clear bottles as we requested.

Marco _____⁴, yes.

Ines Well, that's good. OK. The next thing is the price.

Marco The price? _____⁵?

Marco Well, I did give you a range of prices depending on the quantity purchased ...

Ines _____⁶

Marco ... and 26 euros really is a good price.

Marco But I'll see what I can do.

Ines _____⁷ on that?

Ines We need wines that are available for at least ten years.

Marco _____⁸ And in our offer we said five years, _____⁹?

ACTIVE LISTENING

You can communicate better by using active listening strategies. It is very important to continually check the information you receive to make sure you have understood correctly. You can do this using the following techniques:

Back-channeling – showing that you are really listening

Mmmh, good.
Yeah, OK.
Ah ah, I see.
Right.

Prompting – asking for more information

Interesting. Could you tell me more about that?
Yes, could you give me some more details?
Would you be able to provide more specific information?

Paraphrasing – making sure you have understood correctly

So you'd like ..., but only if ... Is that right?
So, if I understand you correctly, you need ...
Sorry, did you say ... ?

Confirming – saying that you have understood

That's correct, yes.
That's right.
Yes, I see your point.
So, you'll get back to me on that.

12 Work with a partner. Use the information in the Partner files to have a telephone conversation. Look at your notes, and try to use active listening strategies when making your telephone call.

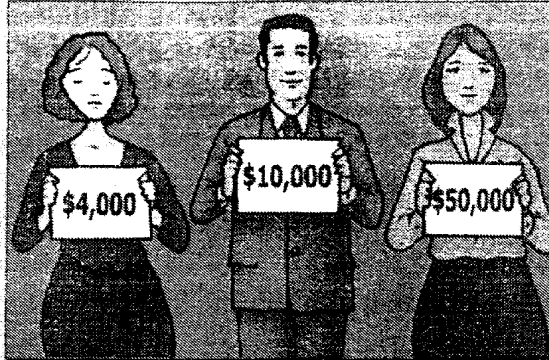


Partner A File 3, p. 60
Partner B File 3, p. 62

OUTPUT

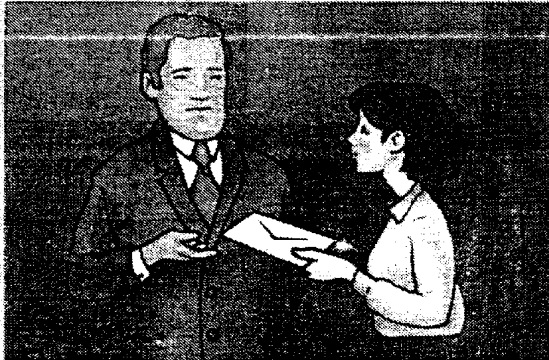
Look at the following opinions about open vs closed biddings and Internet auctions.

Open biddings are always the best because not only do we get the full range of what the market has to offer, but also the sales people compete with each other so we get the best price!



Open biddings are fun – they challenge my skills as a sales rep. I get to talk to the client's reps in order to find out exactly what they are looking for and what they are prepared to pay for it. Anything else is number crunching.

At my company we prefer closed biddings because we do not need a large number of offers. We have clear specifications and we are looking for partners that can match our standards.



Closed biddings are really hard. You need to build trust and you need to show consistent quality to be invited into a circle of potential suppliers.

Auctions via the Internet are my daily business – and it's great: no long talks and negotiations. Just a simple check of whether a supplier matches our specifications and the rest is an electronic ranking according to the price they offer.



Auctions on the Internet are a real pain when you compare them to other forms of bidding. There is hardly a chance for building trust because it is all so remote. And most client specifications are not as clear as the clients believe them to be.

OVER TO YOU

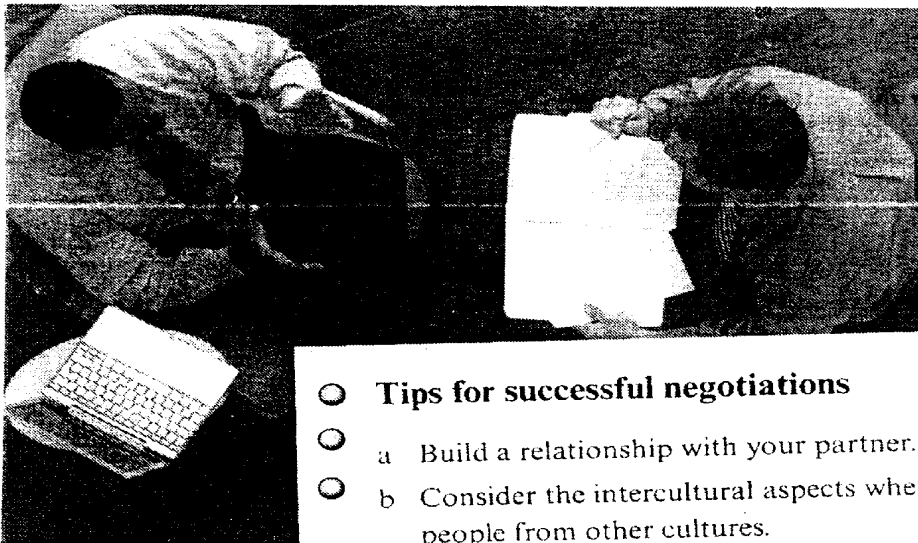
- Which statement can you most relate to? Which procedure do you prefer to work with?
- What types of offers are you usually involved in at your company? Would you prefer to change the way your company handles offers?
- How do you think your counterpart likes the way your company deals with offers?

4

Negotiations

STARTER

Look at the tips below. First, work with a partner to add two tips of your own, then rank the tips from most important (1) to least important (10).



Tips for successful negotiations

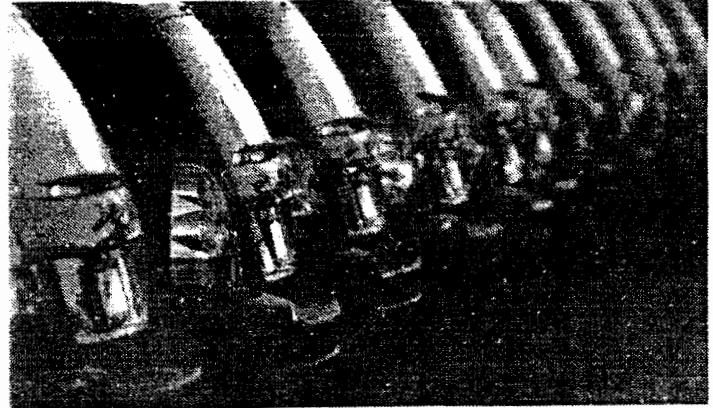
- a Build a relationship with your partner.
- b Consider the intercultural aspects when dealing with people from other cultures.
- c Be flexible: look for alternative solutions.
- d Be prepared to compromise (within company guidelines).
- e Look for a win-win solution.
- f Use active listening strategies.
- g Speak clearly and simply.
- h Ask questions to find out what your partner is looking for.
- i _____
- j _____

Now discuss these questions with your partner.

- 1 How often do you negotiate in English? What kind of things do you negotiate (price, delivery dates, etc.)? Where are the people you negotiate with from (Europe, Asia, etc.)?
- 2 Do you usually agree terms and conditions over the phone, in person, or in writing? Which do you find easiest/most difficult? Why?
- 3 How do you follow up an agreement you make on the phone? Do you write confirmation emails or formal letters?

1 Gavin Brock, senior sales manager at Car Rental International in Paris, has sent an offer to Gabi Bernstein, senior purchaser at Euro Insurances Ltd in Frankfurt, and is now visiting her office to discuss the details. Listen to their conversation and decide which statement best describes the stage of their negotiation.

- They are establishing their objectives.
- They are negotiating specific parts of the offer.
- They have reached agreement and are summarizing the next steps.



Listen again to the dialogue and complete Gavin's notes from the meeting with Gabi.

What does Gavin need to do after the meeting?

Notes – Meeting with Gabi Bernstein of Euro Insurances Ltd

- Our offer is fairly competitive ¹, but overall _____ ² is too high.
- Alternative offer, basically same conditions, but lower price.

Main points from Gabi:

- No _____ ³ fees for cars with right-hand drive for Britain and Ireland.
- Suggestion, they take _____ ⁴ more cars for that region, we lower the offer by _____ ⁵ % (tax advantages).
- Reduction in the overhead _____ ⁶ for repairs and maintenance. Special repair insurance, monthly fee?
- Extend duration of contract by four years, another 5% price discount? 4% is probably our _____ ⁷.
- New calculation, can we offer 5%? _____ ⁸.

2 Find words from the dialogue and Gavin's notes which mean the following.

- the length of time something will last: _____
- the amount of money you have to pay for a particular service: _____
- something that is only temporary, not yet final: _____
- the amount of money that is taken off the price: _____
- the specific parts of a contract that both parties must agree to: _____
- the process of using numbers to work out an amount: _____

Now use the correct form of the words from page 33 to complete these sentences.

- a The board of directors has given us strict guidelines as to the _____ of contracts we make with our partners. We cannot agree to a contract which runs for more than three years.
- b We often give _____ to new customers and hope that we can then establish a long-term relationship with them which will also benefit us in the long term.
- c They've offered to lower their price if we buy the first 100 models within a month. Now we have to do the _____ to see whether our storage costs would increase as a result.
- d We have agreed to all the _____ of the contract, except the delivery dates. They will make us a new offer next week.
- e They want to charge us additional _____ for the maintenance of the units, but we believe this should be included in the overall price.
- f I've sent the _____ report to our client so that they can give it their approval.

DISCUSSING TERMS AND CONDITIONS

Conditional sentences are often used in sales negotiations to discuss terms and conditions. The type of conditional sentence you use depends largely on the message you want to give.

To discuss facts and things which are always true, such as your standard terms and conditions:

*When you **order** more than 100 articles, you **get** a five per cent discount.*

To discuss terms and conditions which you consider very possible:

*If you **buy** more than 200 articles, we'll **give** you a seven per cent discount.*

*If we **buy** five more cars, we **will** also **need** a reduction in the overhead costs.*

A salesperson might use this form to make the offer more attractive for the buyer, or the buyer might use it to stress a condition they feel strongly about.

To discuss terms and conditions which are less likely, or to show that you are just looking into possibilities:

*If you **took** just five more cars, we **could** lower our offer by five per cent.*

*If we **extended** the contract, **would** you **provide** us with a five per cent discount?*

This form is often used to see how far the other party is willing to go in a negotiation, without making any promises yourself. It is less direct and thus comes across as more polite.

AUDIO



Listen to the following sentences and decide which speakers are talking about:

- a conditions which are facts or always true.

- b terms and conditions that are very possible
for both partners. _____
- c possibilities which both partners are
considering. _____



4 Complete the following conditional sentences with the correct form of the verbs in brackets. Use the hints in the bubbles to help you choose the correct form.

1 If we _____ (lease) our entire fleet from them,
we _____ (receive) a big reduction in the overall costs.

looking at possibilities

2 If you _____ (increase) the order by just 50,
we _____ (can lower) our offer by five per cent.

*making an offer
more attractive*

3 If we _____ (agree) to your payment schedule,
we _____ (need) a reduction in the overall costs.

*stressing an
important condition*

4 If you _____ (agree) to all the other conditions, then I'm sure
we _____ (be able to) meet your demands for the delivery times.

*looking at
possibilities*

5 When you _____ (buy) our inspection services for a monthly fee,
you _____ (receive) a discount for the maintenance fees.

fact, always true

6 If we _____ (extend) the duration of the contract by another four
years, _____ you _____ (reduce) the overall price by five per cent?

*looking at
possibilities*

7 If it _____ (be) all right with you, I _____ (send)
you the draft version of the contract by Wednesday.

very possible

5 Work with a partner. Choose some of the situations below - or think of your own from your job - and write conditional sentences to fit the situation.

- 1 A You are meeting with long-term clients who have not bought anything from you for the last year. You want to offer them a discount on their next order.
B You have found a new supplier who is less expensive than A's company. They can also guarantee shorter delivery times.
- 2 A You know that this supplier has difficulties in delivering on time. But for a guaranteed delivery time, you will pay more.
B You have storage problems, and sometimes have to wait for your own suppliers. Therefore you do not want to guarantee delivery times to your customers. Can you get them to order more in order to reduce the price?
- 3 A You are talking to an important client of yours. Offer him or her a special price or discount on condition that they sign a five-year leasing contract.
B Your company is in a restructuring process, and therefore you cannot agree to a long-term contract. You do, however, want to get a reduction because you have found another potential supplier.



6

Rachel Cohen, assistant key account manager at the Building Rental Society, is meeting Laura Vialli, a buyer at Café Europa, a franchising company for cafés. They are negotiating the conditions for renting property in London.

Listen to the extract and say whether the following sentences are true or false .

- a Laura feels that the price for leasing the property is too high.
- b Rachel refuses to consider a shorter leasing period because there is a lot of interest in the property from other buyers.
- c Rachel is willing to offer a lower leasing rate in exchange for a percentage of the café's turnover.



Listen again to the dialogue and complete the extracts with the missing words or phrases.

- 1 Well, compared to the other offers we've received so far, it's certainly _____.
- 2 Yes, I agree. That _____ to offer you a better price, which I'm sure is in your _____, isn't it?
- 3 Ah, I _____ your difficulty.
- 4 Normally we _____ that, but I think we also need to consider ...
- 5 You _____ there, but the leasing period is an extremely important factor in setting our price.
- 6 I'm sorry. I'm _____. What exactly are you proposing?
- 7 If the café is the success we are all hoping for, it will be _____ to both you and us. Would that be _____?
- 8 That _____, but I would have to talk to my boss about it and get back to you.

NEGOTIATING STYLES

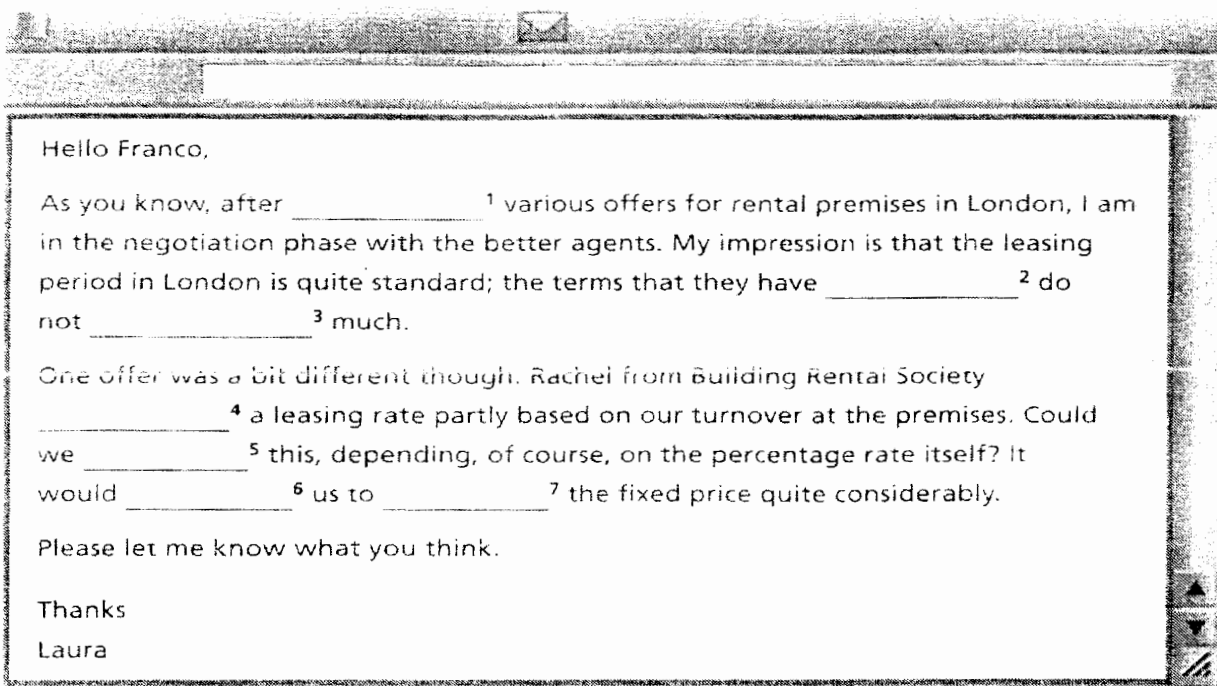
Remember that negotiating styles differ not only from person to person, but also across cultures. There are many factors which may influence how your partner behaves, so be prepared for situations which might not be typical in your country. For example, when meeting business partners from Britain or the U.S.A., negotiations normally allow time for small talk at the beginning. Even in formal meetings or negotiations, it is felt that relationship-building can ensure a successful outcome.

Differences may also occur from industry to industry. IT people are usually much more relaxed in their clothing and behaviour than, for example, bankers, and this will probably be reflected in their negotiating style.

When negotiating with partners from other cultures, do your homework. Get acquainted with the customs, manners and conventions as well as some of the dos and don'ts.

7 After the meeting, Laura writes the following email to the head of her department. Complete the gaps with the correct form of the verbs below.

accept • differ • enable • offer • receive • reduce • suggest



8 Look at these ways to agree or disagree with someone. Put a tick next to the ones which mean agreement and a cross next to those which mean disagreement.

- a I see it a little differently.
- b I share your views completely.
- c That may well be right, but ...
- d We could go along with that.
- e Up to a point we could accept that, but ...
- f I really can't agree with that.
- g Yes, I'm absolutely in favour of that option.
- h I agree.
- i Normally we could accept that, but in this case ...
- j Unfortunately, I can't agree with you there.



Now use the expressions a–j from page 37 to respond to the following statements. Note that sometimes more than one answer is possible.

- 1 A This is going to be a very big order so it's important we get everything right.
B h. We'll do the calculations and get back to you.
- 2 A I think it's important we look at the big picture. Hopefully we can create a win-win situation.
B _____. It really is best for both of us if we can establish a successful long-term relationship.
- 3 A I'm sure you'll see that the increased price is not such a big issue.
B _____. The overall price is the most important point for us.
- 4 A Let me see if I've understood. You would actually prefer to pay higher prices if we can guarantee the delivery times?
B _____. If we can be sure that deliveries are always on time, then we can pass on some extra costs to our clients.
- 5 A You know, this is the standard practice here in Japan.
B _____, but in this case we think that the size of our order should convince you to change your standard practice.

AUDIO



9 Gavin Brock from Car Rental International is having a second meeting with his client, Gabi Bernstein, from Euro Insurances Ltd. Listen to the conversation and tick the sentences you hear.

- 1 a We would like to create a long-term partnership.
- b A long-term partnership is best for both of us.
- 2 a That is certainly interesting for us.
- b That is certainly in our best interests.
- 3 a But it is necessary that both parties benefit for that to work.
- b However, both parties have to benefit for that to work.
- 4 a I'm happy we've found a solution.
- b I'm glad we've been able to find a solution.



**Do they manage to reach agreement on their contract for leasing company cars?
What are the conditions?
Would this conversation count as a legally binding agreement in your country?
Why, or why not?**

WIN-WIN NEGOTIATIONS

In a negotiation, both parties are looking to get the best result for their company. You can use the phrases below to show your partner that what you are offering will be good for them.

*We're sure it would also be **in your best interest(s)**.*

*It would be **to your advantage** to ...*

*You will be able to reduce overall costs **in the long term**.*

Many negotiation experts have suggested that parties should look for solutions where both will benefit – this is called the 'win-win' situation. Here are some phrases which may help you achieve this.

***Both parties must benefit** for that to work.*

*That is **best for both of us**.*

*We would like to create **a long-term partnership**.*

10 Complete Gavin's email to Gabi with words from the box. Does the email mention everything that was agreed?

approved • confirm • contribute • down payment • fee • opportunity • reduce

Dear Gabi

Thank you for our constructive meeting yesterday. I _____ 1 the opportunity to meet with you again, and I am glad we were able to _____ 2 agreement. As promised, I'm writing to _____ 3 the points we have discussed so far.

1. We will not include additional fees for the cars with right-hand drive for Britain and Ireland if you take five more cars in that region.
2. You will take our special insurance offer for a monthly _____ 4. It includes the annual overhaul and the mounting of winter tyres.
3. You agreed to extend the duration of the contract by four years.
4. You agreed to make a _____ 5 of a third of the annual turnover within seven days of signing the contract.
5. We will take advantage of the one-day registration laws in Germany, and offer the cars to you as used cars.
6. If all of the above points are agreed, then we will reduce our overall offer by six per cent.

Please contact me to _____ 6 that you agree with these points. I will then get our lawyers to draft a contract for your consideration.

Once again, thank you for the _____ 7 to work with you on this. I look forward to _____ 8 our cooperation over the next few years.

Yours sincerely

Gavin Brock

- 11 Review the phrases used in the unit as well as the ones in the box below. Then work with a partner. Use the role cards in the Partner files or think up your own situation to negotiate and try to reach an agreement with your partner.



Partner A File 4, p. 60
Partner B File 4, p. 62

NEGOTIATION LANGUAGE

Starting the conversation

We're very happy to be meeting you today.
We hope to come to an acceptable solution for both of us.
I'd like to discuss some of the details in the offer.
We'd like to hear your proposals before we tell you what we can offer.

Concluding your arguments

So that wraps it up.
That sums up our side then.
We are sure that you will see the benefits for your company if you take up our offer.
There you have our proposal. I'm afraid that's as far as we can go.

Finishing the conversation

That may be a possibility, but I have to discuss it with my boss.
Let me get back to you.
I'm happy we've found a solution. I'll send you an email tomorrow summarizing our agreement.

- 12 One word in each of the lines below does not go with the item in bold. Cross out the word that does not fit, as in the example.

- 1 offer **order** negotiate get a discount
- 2 agree to **guarantee** reduce move up a delivery date
- 3 lower extend reduce agree to **the duration of a contract**
- 4 accept reconsider receive calculate **an offer**
- 5 reduce increase extend lower **the price**
- 6 **guarantee** quality delivery times a contract cheaper prices
- 7 negotiate the price the conditions an offer a relationship

- 13 Complete the table with nouns from the unit.

VERB	NOUN	VERB	NOUN
to increase		1 to propose	6
to discuss		2 to calculate	7
to benefit		3 to sign	8
to differ		4 to reduce	9
to summarize		5 to extend	10

TER

Do you have any experience with auctions? Do you think they can replace direct negotiations? Read the following article and discuss the questions which follow.

The Auction
Search
Notes
Forum
Links
Shop

➔ Topic of the week: **The Auction**

Going, going, gone!

We asked two of our regular contributors to tell us what they think the role of auctions is in today's marketplace.

William van Hoort, Sales Director at Siemens Electric

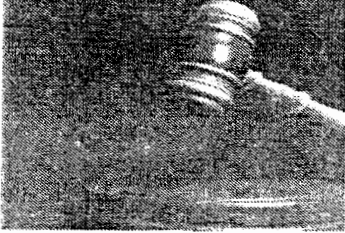
Auctions have been part of sales for as long as there has been anything to sell. Think of a market in Tunisia, for example, where they sell freshly-caught fish to the highest bidder every day, or high-profile auction houses like Sotheby's, where paintings are sold for outrageous sums.

But for most of us, auctions are just not part of our daily business, and never will be. The products or services we sell are not in such high demand that buyers are willing to fight each other for them. Most sellers need to do it the hard way: knocking on doors, making a sales pitch to potential customers and negotiating the terms and conditions. Auctions may be a part of life in some industries, but they will never replace personal negotiations. Selling happens between people, in face-to-face communication!

Jennifer Ramirez, Head of European Purchasing at Northern Oil

It is true that sales auctions are nothing new, but it is unusual for purchasers to hold auctions. In the oil industry where I work, there are usually quite a large number of potential suppliers and we decided we could get better conditions if we started to auction our contracts. At the beginning we did have some problems. For example, it was sometimes difficult to compare offers because the suppliers offered different packages in terms of quality, quantity, delivery time, etc. We have had to work with both our internal departments and our suppliers to make sure the offers have the same parameters.

And the future of auctions? I think they will be used more frequently – sometimes as an alternative to negotiations, mostly as an additional tool. Although it takes a little more time to prepare for an auction, the process is cheaper and provides better results – for purchasers! Sales reps hate it. Their whole planning is about building relationships that can make up for any price disadvantages and hopefully bind a client to them as firmly as possible.



DID YOU KNOW?

We all know auctions as a structured sales process in which potential buyers bid for a product or service, whether in person, over the telephone, via letters or by email. In recent years, e-auctions – where bidders participate online via an Internet platform – have become more widespread.

The term 'English auction' refers to the style of an auction, whether traditional or online. The bidding starts with the lowest offer from a potential buyer and ends with the highest offer. A 'Dutch auction' is the opposite. Here the seller quotes a high price, then the asking price is gradually lowered until one of the buyers is willing to pay. Finally, a 'reverse auction' is a bidding process conducted by purchasers, where the suppliers bid for a contract.

OVER TO YOU

- What are the advantages and disadvantages of both auctions and direct negotiations?
- Do you (or would you) prefer auctions or more direct negotiations with your business partners? Why?
- Which are more common in your line of business and why?

5

Orders

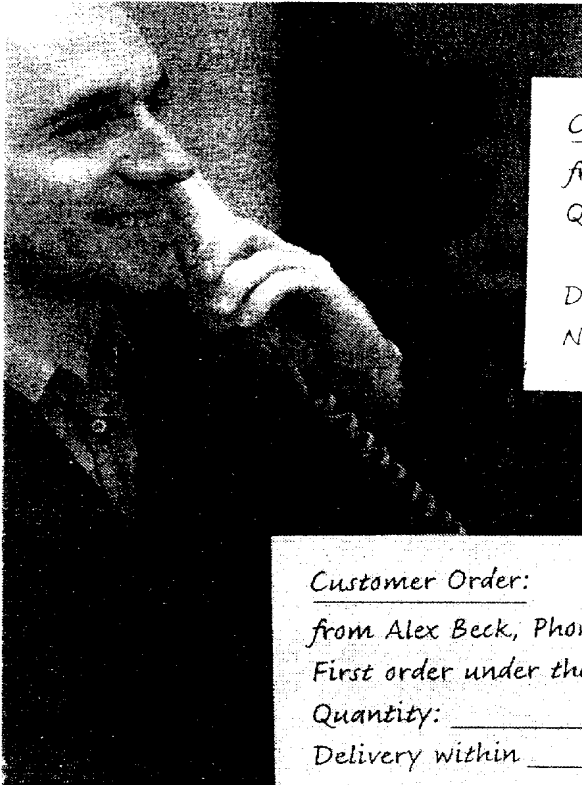
STARTER Discuss these questions with a partner.

- 1 How often do you place/take an order? Do you mostly deal with companies in your country or abroad?
- 2 What are the steps involved in placing/taking an order for your company? What forms do you have to complete?
- 3 Do you need approval from your superiors to place/take all orders, or just for ones involving large quantities or significant amounts of money?
- 4 When working with foreign companies, what are the most difficult aspects in placing/taking orders?

AUDIO



- 1** Jean Duban works as a salesperson for the international telecommunications supplier TEGID (SA) in Lyon, and spends a lot of time on the phone. Listen to two of his phone conversations and complete the notes.



Customer Order:

from Junko Hanamura, JapanCom in _____ 1

Quantity: model # XPR14: _____ 2

model # _____ 3: 250

Delivery by Friday morning to _____ 4

Need to fax _____ 5 contract

Customer Order:

from Alex Beck, Phone Europe, Sheffield

First order under the _____ contract

Quantity: _____ extension leads

Delivery within _____ months



2 Listen to the calls again and complete the sentences below.

Call 1

- 1 We _____ some USB adapters for our network.
- 2 Can you _____ to our office in Osaka by Friday morning?
- 3 So, let me _____ I've got everything down right.
- 4 Fine. _____ a model contract immediately.

Call 2

- 5 ... we're _____ our first order under the frame contract.
- 6 Let me just find a pen so I can _____.
- 7 Of course. I'll email it to you _____.
- 8 I _____ to let you know how things are going.

EXCHANGING INFORMATION

When handling orders, it is important for the salesperson and the purchaser to exchange all relevant information such as:

- Specifications (for material, quality, etc.)
- Quantity
- Contact person
- Place of delivery
- Delivery date
- Method of payment (e.g. cash on delivery (COD), invoice, direct debit)
- Other terms and conditions
- Paperwork needed (signed order, confirmation by fax, etc.)

Much of the information above is included in a *frame contract*. Also called a *call-off purchase agreement*, this type of contract is often drawn up when a client or company needs a just-in-time delivery of standard products that they do not want to store themselves. An order placed under a frame contract is called a *call-off order*.

3 Complete the sentences with words and phrases from the box.

delivery • frame contract • invoice • method of payment • place of delivery • shipment
signed order • specifications

- 1 We'd like to place our first order in accordance with the terms and conditions of our _____. The _____ will be our warehouse near Coventry.
- 2 We've sent the _____ to your factory. The _____ is enclosed and should be paid within 30 days of _____.
- 3 We've spoken to our production unit, and I can assure you that we will be able to meet all the _____ of your order.

- 4 Our charges depend on your chosen _____. You'll find details of how you can pay for the goods on our website.
- 5 As soon as we have received your _____ (or returned email confirmation), we will pass your order on to the production unit.

4 **Work with a partner. Use the information in the Partner Files to practise handling orders. Try to use some of the phrases from the box below.**



Partner A File 5, p. 61
Partner B File 5, p. 62

HANDLING ORDERS

Placing orders

We would like to order/have ...
We're ready to make our first order under the frame contract.
We'd like to place a call-off order for 3,000 units.
We would appreciate delivery by Friday. Can you manage it/that?

Taking orders

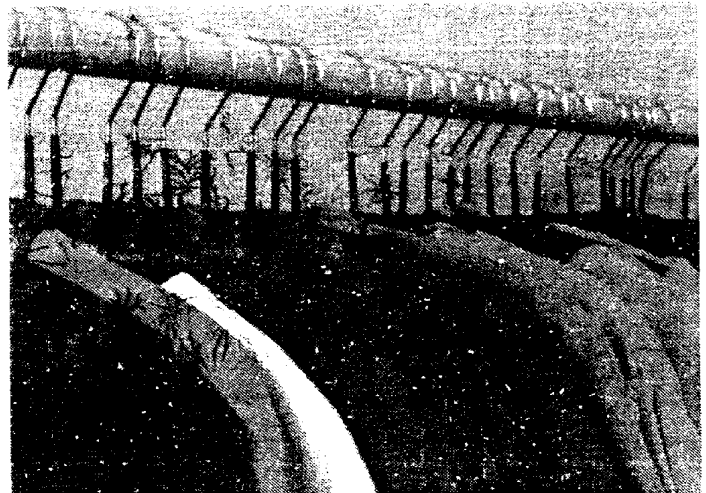
I'll just take/write down the details.
Let me just write this down/type in your order.
So, how many do you need exactly?
Was there anything else you'd like to order today?

Checking and confirming information

Let me just check/repeat that.
Let me make sure I've got everything down right.
Yes, that's right/correct.
Sorry. Did you say ...?
Could you say that again/repeat that, please?

5 **Anna Long works as a purchaser at Stores International in Leeds. She has just placed an order under a new frame contract with their wholesaler Fashion Modes Plc in Milan. Look at the web order on the next page, and use the words below to complete the gaps.**

- a VAT
- b Contact
- c Total value of goods
- d Delivery addresses
- e Gross
- f Invoice
- g Place of delivery



You have just completed this order. Please check all items before confirming.

Client	Stores International, Leeds, England
Frame contract	128qjg978
Order number	WC0001-128jh
Authorization (PIN)
	T: +44 (211) 5560-900 E: A.Long@stores-international.com
Payment terms	² payable within 30 days upon delivery
Billing address	Stores International c/o Anna Long 40 North Street Leeds, England
	³ Central warehouses, addresses known

No.	Item	Part number	Size	Quantity	Description	Price per item	Total price	Date of delivery	
001	Shirt (men)	SM-12B	M	2000	white, button down	3.00	6,000.00	9 Nov	Leeds
002	T-shirt (men)	TM-34J	L	5000	white	1.00	5,000.00	9 Nov	Manchester
003	Sweat shirt	SW-87H	L	1500	grey, black, blue	3.50	5,250.00	9 Nov	London
004	Jeans (men)	JM-15T	52	2000	stone washed blue	5.00	10,000.00	9 Nov	London
005	Blouse	BL-84G	M	3000	pink	3.00	9,000.00	9 Nov	Manchester
006	T-shirt (women)	TW-34Z	S	2500	light blue	1.00	2,500.00	9 Nov	Leeds
007	Skirt	SK-43H	36	1000	red & blue	5.00	5,000.00	9 Nov	Birmingham

⁵ (net)	42,750.00
Currency	euro
⁶ (19%)	8,122.50
⁷ (total price)	50,872.50



Comments: Please make sure that all items are accompanied by detailed delivery notes.

After completion of the order you will receive an automatic confirmation via email. Should you not receive this email within one hour, please contact our international hotline 1-800-09111959.

REFERRING TO NUMBERS ON AN ORDER

In sales and purchasing, the terms *part number*, *item number*, and *article number* are often used interchangeably. A more technical term is *SKU*, *stock-keeping unit*. Like the other terms above, this sequence of numbers and/or letters is used to refer to and identify a specific product for both sales and inventory purposes.

Note that the abbreviation for *number* is *no.* (or sometimes #)

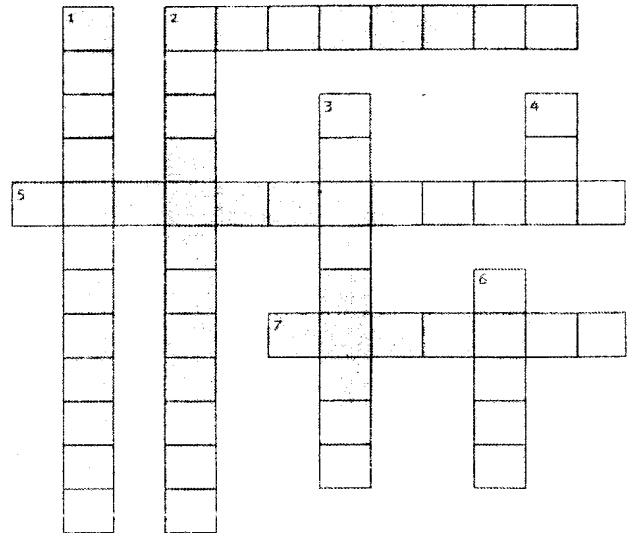
6 Use the clues to complete the crossword puzzle.
 You can find all the answers on the form on page 45.

Across

- 2 USD, EUR, and GBP are examples of this.
- 5 The form that the supplier fills in and sends with the goods.
- 7 The person at the other company who you should talk to.

Down

- 1 How the money for the goods should be paid.
- 2 FCMIONNATRIO: *I'll send written ...*
- 3 The building where goods are stored.
- 4 17.5% in the U.K.
- 6 How much the goods are worth.



7 Anna now has to change her order. She calls her contact at Fashion Modes, the sales rep Roberto Branca. Listen to their conversation and decide whether the following are true or false .

- 1 The online tool for changing orders doesn't work yet.
- 2 Anna will automatically receive an email confirming the changes.
- 3 Anna wants to make two changes to the order.

8 Listen again to the conversation, and tick the sentences and phrases you hear.

- 1 I need to change the order ...
- 2 I'll make a note of the changes.
- 3 I'll need written confirmation as well.
- 4 I'll enter the changes into the system ...
- 5 ... could you please tell me the order number?
- 6 Could you tell me which items are incorrect?
- 7 It ought to be Brighton, not Birmingham.
- 8 ... could I also ask you to add another item to the order?



Now decide which of these sentences you can use to:

- a change an order. 1, _____
- b accept a change to an order. 2, _____

9 Use sentences from exercise 8 to complete the following mini-dialogues.

- A What will happen now? I mean, I need some sort of confirmation.
- B Yes, of course. _____¹, and you'll automatically receive a confirmation email.
- A Unfortunately one of the items is incorrect, and I need to change it. Can you do that for me?
- B Of course. It's no problem. But first, _____²
- A _____³
- B Of course, I can take care of that for you. What would you like to change?
- A _____⁴
- B Yes, of course. I'll send you an email straight away so you can see what we've changed.
- A I'm sorry, but I need to talk to you about some mistakes in our order number 07/345.
- B Yes, certainly. _____⁵
- A _____⁶
- B Yes, of course. We're always happy to increase the order.

10 Sometimes it can be difficult to understand numbers and figures given over the phone. Listen to the recordings and complete the missing information.

- 1 The order number is _____. Have you got that?
- 2 Sales have been great. So far this year we've sold a total of _____ units. That's an increase of _____ over last year.
- 3 Good news. We can save up to _____ each quarter if we switch suppliers.
- 4 I'm pleased to report that this facility was able to increase output from _____ to _____ last quarter.
- 5 I have a question about one of the items you ordered. It's item number _____ the _____ cable.
- 6 The net total for your latest order is _____. With the Dutch VAT of _____ this gives you a gross total of _____.

11 Review the phrases on page 44 for checking and confirming information. Now work with a partner. Use the information in the Partner Files to practise passing on figures over the phone.

PARTNER FILES 

Partner A File 6, p. 61
Partner B File 6, p. 63

12 Here are some extracts from a standard contract between Phone Europe in Sheffield and their French supplier, TEGID (SA). Match the two parts to make contract terms.

- | | |
|--------------------------------|-------------------|
| 1 binding | a and regulations |
| 2 liable | b of the contract |
| 3 due | c on arrears |
| 4 interest | d all rights |
| 5 invalidate any other clauses | e agreement |
| 6 reserves | f date |
| 7 revoke | g this contract |
| 8 subject matter | h for any damages |

Now complete these extracts from the contract with the contract terms above.

The _____ ¹ is the delivery of electronic equipment by TEGID (SA) to Phone Europe. (For specifications of conditions, delivery terms and dates, see Appendix A. Unless otherwise provided these specifications are binding to both contracting parties.)

The signature of both contracting parties constitutes a _____ ² for the delivery of the chosen articles; call-off orders will be handled through the online portal of TEGID (SA). Both sides accept the general standard terms and conditions of TEGID (SA).

TEGID (SA) _____ ³ to select suitable logistical partners to meet scheduled delivery dates. TEGID (SA) is not _____ ⁴ or losses incurred by the logistical partners.

Phone Europe agrees to fulfil its payment obligation within 14 calendar days after receipt of the articles. If the contracting party exceeds the _____ ⁵ by more than ten calendar days, TEGID (SA) will charge an _____ ⁶ of four per cent above the base interest rate of the European Central Bank. €10 will be charged for each reminder.

An agreement clause being or becoming void does not _____ ⁷.

TEGID (SA) reserves all rights to _____ ⁸ in parts or in full if Phone Europe infringes any of the agreed provisions. A penalty depends on the extent of the damage incurred by TEGID (SA) (for details see Appendix B).

13 A colleague at TEGID (SA) asks questions about the contract. Can you give an answer?

- 1 'When does Phone Europe need to pay by? And what happens if they pay late? Will they have to pay interest?'
- 2 'We can't accept this clause. If we strike it out, will they have to draw up a new contract, or is it still valid?'
- 3 'Who will actually deliver the goods? And what happens if a third party causes damage to the goods?'
- 4 'Under what circumstances can we get out of the contract?'

INPUT

Look at the following comments about using integrated business software for processing and tracking orders. Which opinion(s) do you agree with?



Judy Welsh, Head of Sales

Using electronic ordering systems is really great. Everything is so much quicker and easier. I remember when we used to send orders by fax. First you had to type up the order, then print it out, and pray the fax machine was working. Now everything is done by computer. It's wonderful.

Ken Fellows, Key Account Manager

Working with online ordering systems is a pain. They are so complicated and much too detailed. Plus, I prefer to deal with real people rather than websites, emails, and paper, anyway. It makes business more fun and it is also faster.



Lee Park, Buyer

What really gets on my nerves are websites where I place an order and then I don't get any response, nothing – no message, no email – telling me that the order is actually being processed. That's when I reach for the phone or write an email of my own so I can make sure that my order has really been received.

Anna Jones, Sales Rep

Electronic tools should be just that: tools. They are just there to make life easier and shouldn't be used to do the things people can do better. If you blame the tool when things go wrong, then you just aren't doing your job right.



OVER TO YOU

- Have you ever used an integrated business system to handle orders? What do you think the advantages and disadvantages are?
- Have you ever encountered any problems with an automated system for placing or taking an order? Describe what happened. How do you think this type of problem can be avoided?

6

Customer care

STARTER

Look at the following list of problems which have been mentioned by people working in sales and purchasing. Tick the ones which you have personally had to deal with. Can you add any other problems to the lists?

What salespeople complain about:

- Orders are often cancelled at the last moment.
- Customers sometimes pay late (or not at all).
- Customers often send incomplete order forms.
- _____

What purchasers complain about:

- There are often delays in delivery.
- The wrong goods are sometimes sent.
- The quality of the product is often not as we expect.
- _____

Work with a partner. Choose a problem from the lists above. Imagine somebody is complaining to you about it. How might you respond?

AUDIO



- 1** Two customers are making complaints. Listen to these extracts from the phone calls and complete the table.

	Problem	Solution
Call 1		
Call 2		

Match the two parts to make sentences from the dialogues. Then listen again to check your answers.

- | | |
|-------------------------------|--|
| 1 There seems to be a | a more specific so I can tell our customers. |
| 2 Sorry, but I need something | b it's still not working correctly. |
| 3 Can you manage delivery | c mistake with the shipment. |
| 4 I can confirm that | d someone will be here by noon? |
| 5 I'm afraid that | e fixed the problem yesterday. |
| 6 Somebody should have | f by Friday? |
| 7 I'll personally get | g on to the service unit immediately ... |
| 8 Can you confirm that | h you'll receive the sensors first thing Friday morning. |

COMPLAINING EFFECTIVELY

When making a complaint, it is helpful to use the following three-step approach:

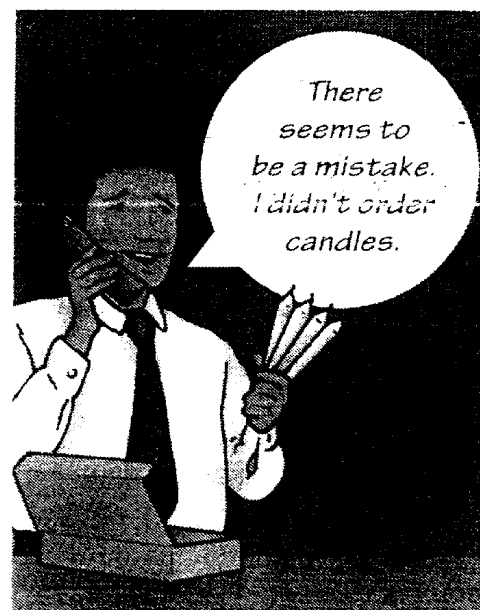
- 1 Describe the problem.
- 2 State your request clearly (what, when, how, who).
- 3 Confirm agreements.

We use certain words and phrases in English to make a complaint less aggressive and personal:

- I'm afraid (that) there is a problem with ...*
- There appears/seems to be a mistake/mix-up ...*
- Unfortunately, we have a slight problem with ...*

We can also use sentences with *should have* to explain exactly what went wrong:

- Somebody should have fixed the problem yesterday.*
- The shipment should have been sent to Shanghai, not Seoul.*
- We should have received the delivery last week.*



2 Listen to the phone calls in exercise 1 again (or look at the transcripts on pages 74–75.)

Do the speakers follow the three-step approach above when making their complaints? Find examples.

3 Put the words in the right order to make sentences used to make complaints. Note that in each case there is one word you do not need.

- 1 the invoice with there's I'm afraid a problem that seems
- 2 appears I'm this delay will afraid cause problems us
- 3 haven't received already shipment We the yet
- 4 to shipment should The been sent Moscow received have
- 5 should Unfortunately is still the program not working
- 6 for can understand this I is frustrating slight you that
- 7 you confirm that here unfortunately someone will be tomorrow? Can
- 8 technicians could yesterday Your should have fixed it
- 9 mistake to be Unfortunately manage seems a the order with there

AUDIO



- 4 Linda Matthews, a purchaser at Logistics International, is ringing Alena Novák, a sales rep at Paper 4 U in Prague. Listen to their conversation and take notes. What is the problem and what action will Alena take to fix the problem?

- 5 Listen again to the dialogue between Linda and Alena and complete the sentences.

- 1 Right, I _____.
- 2 I realize this is _____ so I'll see to it immediately.
- 3 _____ you a few questions first?
- 4 What _____ by 'the wrong paper'?
- 5 I _____ with Production and arrange a special delivery ...
- 6 I _____ the shipment is at your location no later than 10 a.m. tomorrow.
- 7 I'll _____ make sure you get the right paper tomorrow.

Which of the above sentences can be used to:

- a confirm that you have understood the client's situation? _____
- b ask for details of the problem? _____
- c suggest solutions to the problem? _____
- d help the client by confirming what has been agreed? _____

COMPLAINT MANAGEMENT WITH CASH

When dealing with complaints, it is helpful to follow a four-step approach:

Confirm that you have understood the client's situation and can see why he or she is angry or frustrated.

(Note that we sometimes say sorry even though something is not our fault.)

I'm sorry to hear that. / I understand your situation.

I realize this must be frustrating for you.

Ask for the details of the problem and find out what the customer has already tried to do to solve the problem.

Could you tell me exactly which item was damaged?

May I ask if you've tried to use the tracking facility on our website?

Serve your client by suggesting solutions that are as quick and easy as possible.

You will get the missing shipment within 24 hours.

I'll get back to you first thing tomorrow morning about compensation.

Help your client by confirming your commitments and repeating what you agreed to do.

I'll see to it immediately and personally make sure you get compensation.

Are we agreed that you'll fax me a copy of the invoice and I'll send you the missing items today?

6 Change these sentences so that they fit the CASH approach to customer care. Use the prompts in brackets.

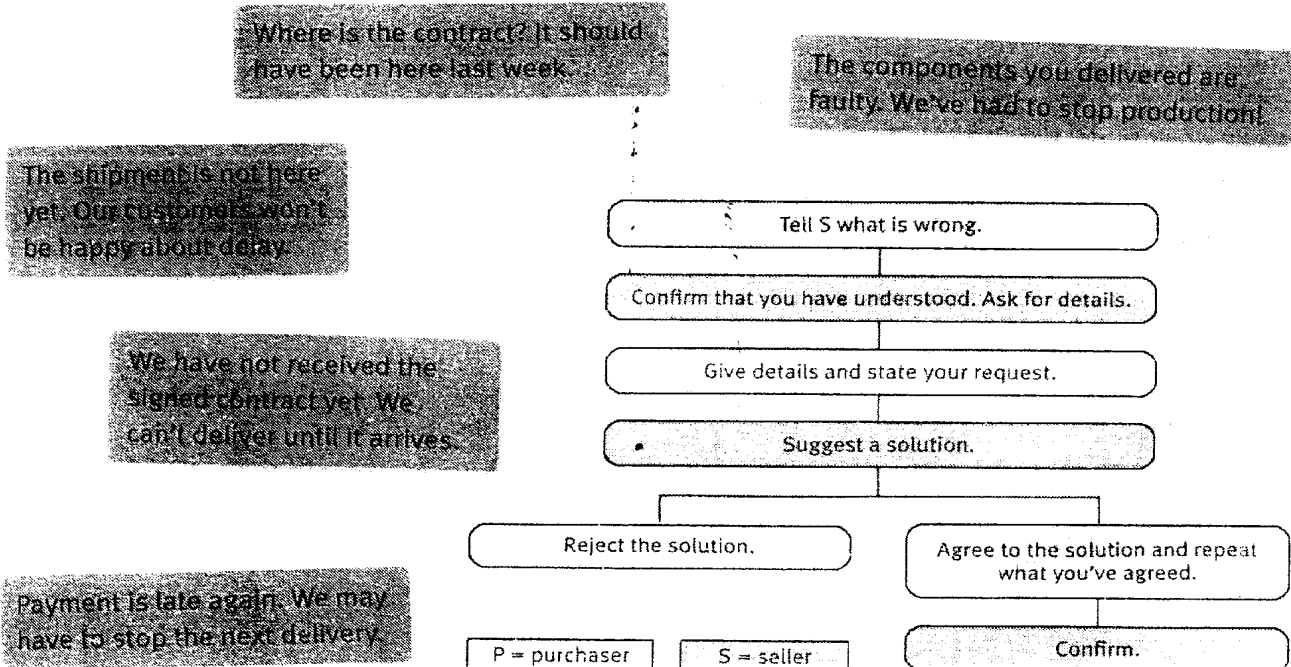
- 1 Is that really such a problem for you? (understand) *I understand that is a problem for you.*
- 2 I guess that must be difficult. (realize)
- 3 What's the problem? (exactly)
- 4 Is that all right with you? (convenient)
- 5 So I think you'll get it next week. (make sure)
- 6 Someone will sort it out immediately. (I personally)
- 7 You'll hear from us soon about the discount. (I/on Friday)

7 Complete the sentences with *will* ('I) and verbs from the box.

- 1 I will see to it immediately.
- 2 I _____ you get the shipment on time.
- 3 We _____ the order to your offices by Friday.
- 4 I _____ you the order form straight away.
- 5 I _____ the details and our agreement in writing.
- 6 You _____ the right goods tomorrow at the latest.

confirm • deliver • fax •
make sure • receive • see to

8 Work with a partner. Use a situation below or think of your own situation. Then use the flowchart to make dialogues. Use the phrases in the unit so far to make and respond to the complaints.



9 Linda Matthews has a problem with a Dutch IT firm called Instant Solutions, and has filled out the complaint form on their website. Look at the form and say whether the following statements are true or false .

- 1 There is no frame contract related to this order.
- 2 Ineke de Bruin took the order.
- 3 After placing the order, Linda received an email confirming the shipment and delivery date.
- 4 Five items were missing from the order.
- 5 Ineke de Bruin has agreed to pay compensation.

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Complaint Form

Client data:		Shipment data:	
Client <small>(company, department):</small>	Logistics International, Central Purchasing Dept.,	Type of article:	Notebook NB 1005511
Representative <small>(surname, first name):</small>	Matthews, Linda	Number of items:	thirty
Address:	64 Clyde Road, Glasgow, Scotland	Order number:	NB1005511
Email address:	linda.matthews@logint.com	Frame contract:	LIGFC 25230 of 10 February 2009
Telephone number:	+ 44 (0) 34204 5768	Shipment tracking number:	LI 342-4IFG
Fax number:	+ 44 (0) 34204 5769		

Type of request:

<input checked="" type="checkbox"/> Information about scheduled shipment	Shipment behind schedule
<input checked="" type="checkbox"/> Delivery of wrong article	Article missing
<input type="checkbox"/> Delivered article not fully functioning	
<input type="checkbox"/> Defective article	
<input type="checkbox"/> Documents incomplete	
<input type="checkbox"/> Other requests:	...

Description:

I placed the order two weeks ago with Ms Ineke de Bruin. She sent an email a day later confirming the shipment 'as agreed', but there was no written confirmation of the delivery date. We should have received 30 of your notebooks as specified in the order mentioned above. We only received 25 notebooks, and they were two days late. To date we have received no information about the missing notebooks. This is the second time this has happened! We expect the missing items in the next few days plus compensation for the inconvenience caused.

10 Complete the table with words from the online form above.

VERB	NOUN	VERB	NOUN
describe		inform	
compensate		deliver	
confirm		ship	

Now use the correct form of words from the table to complete the sentences.

- 1 Their website is full of useful _____. Everything I wanted to know was available and easy to find.
- 2 We have _____ the order by special air courier. You will receive it in the morning.
- 3 Can you please _____ that in writing?
- 4 Could you _____ exactly what you have received?
- 5 I'm afraid we are unable to _____ that model until next week.
- 6 The frame contract provides _____ if the goods are not here on time.

11 Ineke de Bruin of Instant Solutions has written the following email to Linda Matthews. What phrases does Ineke de Bruin use to:

- 1 apologize?
- 2 show that she understands her customer's situation?
- 3 explain what caused the problem?
- 4 state what will be done to fix the problem?
- 5 offer another benefit to her customer?
- 6 apologize again?



Dear Linda,

Please accept my apologies for the late delivery of your notebooks. I very much regret the frustration and problems this has caused you.

Please be assured that we are doing everything to make sure that the missing notebooks arrive as soon as possible. The delay was caused by unexpected computer problems in our production department, which have since been resolved. The missing items will be delivered by special courier to your offices in Glasgow by Thursday at the latest.

Since this has happened for the second time and also as a sign of goodwill, I would like to offer you a free maintenance check of the PCs you have leased from us for your offices in Warsaw.

Again I regret the inconvenience and hope that we will be able to continue to do business together.

Should there be any further difficulties, please contact me directly so that I can personally take care of any problems.

Best regards,

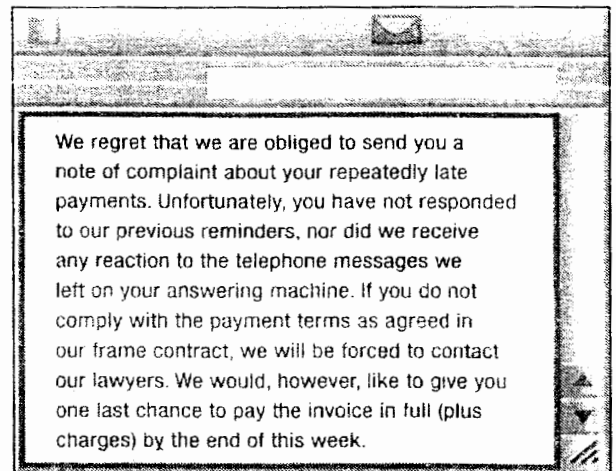
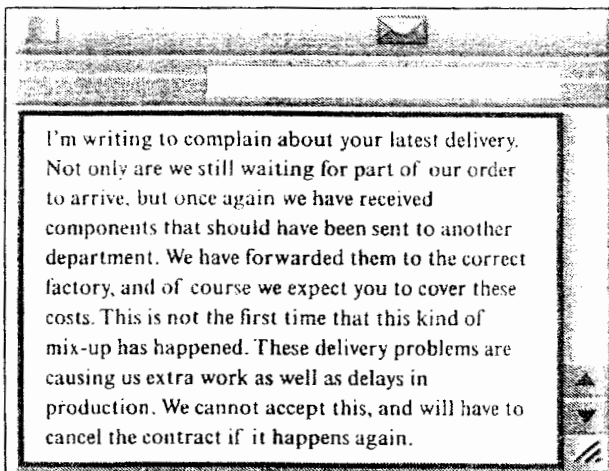
Ineke de Bruin

PS: I'll call you on Friday to make sure everything is as it should be.

12 Choose the most suitable word to complete these sentences.

- 1 I apologize/regret/explain the inconvenience and hope that we will be able to do business together.
- 2 If you do not comply/obey/follow with the delivery terms as agreed, we will be sorry/forced/happy to find another supplier.
- 3 Please be assured/happy/satisfied that we are doing everything we can to fix the problem.
- 4 We will be made/forced/required to ask for compensation in this case.
- 5 We are writing to definitely/completely/formally complain about the situation.
- 6 Should there be any further difficulties, please inform me directly/first/quickly .

13 Work with a partner. Read the following complaints, and discuss how you would deal with them. Then choose one and write a response. Try to use the phrases you have learned in this unit.



14 Work with a partner. Use the information in the Partner Files and language from the unit to make and respond to complaints.



Partner A File 7, p. 61
Partner B File 7, p. 62

LETTERS OF COMPLAINT AND APOLOGY

Making complaints

I'm writing to you to complain about ...
I am writing in reference to the above order.
Unfortunately, ...

Talking about consequences

We expect you to cover these costs.
We expect compensation for the inconvenience caused.
We cannot accept this and will have to cancel our contract if it happens again.
If you do not comply with the delivery terms as agreed in our frame contract, we will be forced to contact our lawyers.

Offering apologies

Please accept my apologies for ...
Please be assured that we are doing everything ...
I (very much) regret the inconvenience we have caused.

Referring to future action

We will, of course, cover the extra costs/reimburse you/arrange for a new shipment ...
As a sign of goodwill, I would like to offer ...

OUTPUT

Read the following transcript from a speech which Cristina Pimenta, a senior sales rep at an international coffee-producing company, gave at her company's annual sales conference. Do you agree with the points she makes? Why, or why not?

+++ News and views from the annual sales conference +++



Cristina Pimenta

Our figures show that we are excellent at convincing new clients of the quality of our products. Yet figures for retaining clients – especially those very critical clients in Southern Europe – are ... well ... poor. We lose too many customers, and we all know what that means: winning a new client is much harder and a lot more expensive than keeping an existing one.

So our goal for the coming year is to improve the quality of our after-sales services. For that purpose we have developed three guiding principles.

1 We solve our clients' problems!

That means we try to understand their business needs. We find out what their problems are. We actively search for solutions. We surprise them. We think from the point of view of their clients – what they expect or will expect, what they want and how our partners can meet those expectations. If we can do that, our clients will love us and our products.

2 We search for the 'WE'!

This is what we should always look for. Whenever our clients think 'we', they are satisfied with our products and services. It means they are not looking for alternative suppliers. 'We' is the key signal for the quality of our relationship.

3 We turn our clients into winners.

When they win, we win. It's as simple as that. Our clients want to be winners and they want to be seen as winners. So we need to help all our partners look good – in the eyes of their customers, their partners, their bosses, their colleagues as well as in the public eye. We need to help them to publicize their success.

● 'After the game is before the game', a soccer expert once said. So, after the sale is before the sale. Let's put that into practice.



OVER TO YOU

- Give one good example and one bad example of complaint management which you have experienced.
- When you make a complaint, what kind of response do you expect? How is it different from the response you actually get? Give some examples.
- Discuss several ways in which companies can improve their after-sales service.

Test yourself!

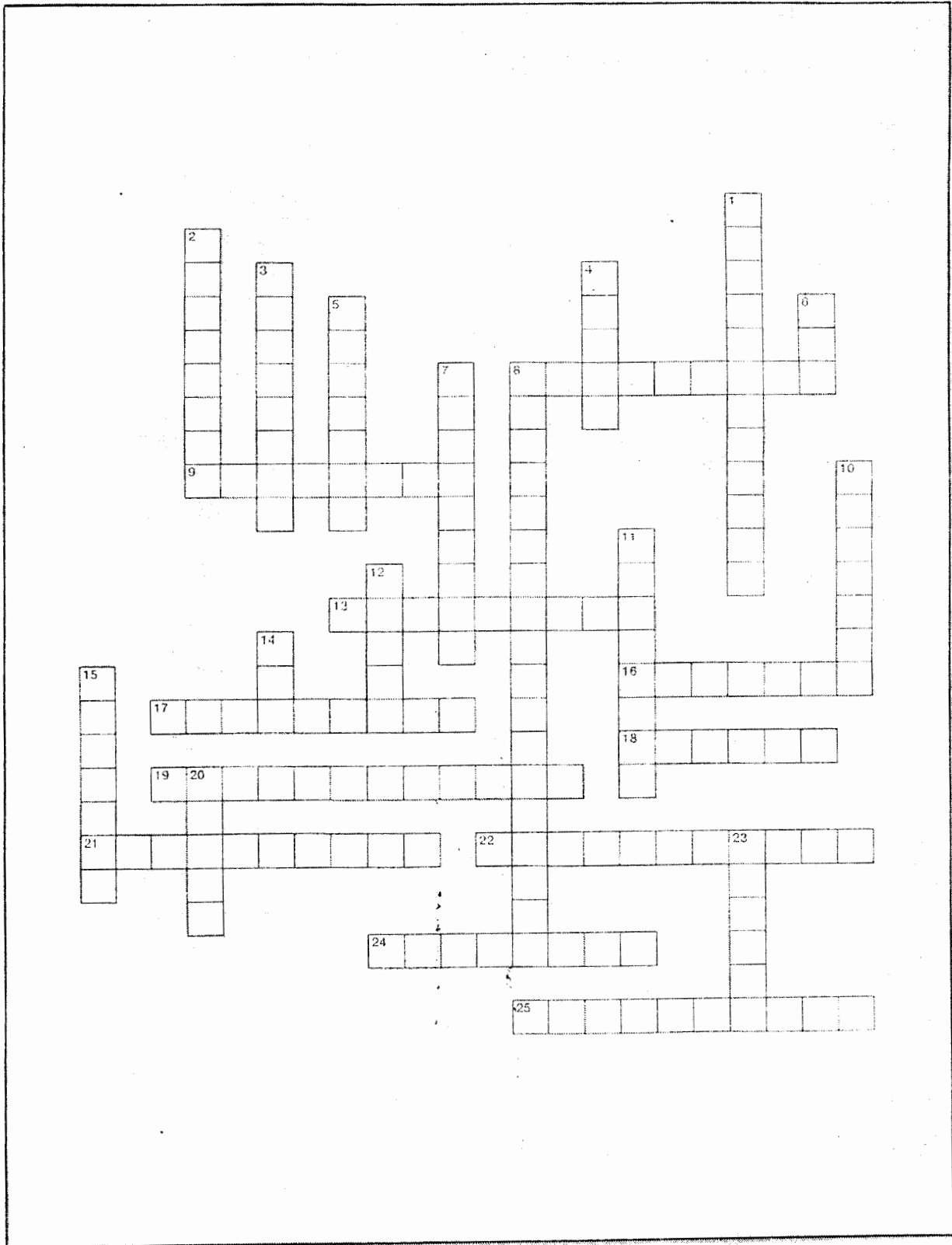
See how much sales and purchasing vocabulary you have learned. Use the clues to complete the crossword puzzle.

Across

- 8 To suggest an option which you believe to be good.
- 9 The amount of money that a company receives in a year from the sales of its goods.
- 13 An event where people who work in the same industry can meet. (2 words – 5, 4)
- 16 When you say you are sorry, you make an
- 17 When two parties say yes: *to reach an ...* .
- 18 A formal offer to supply goods at a particular price.
- 19 When an arrangement is definite, you often get written
- 21 General terms and
- 22 The other companies in your industry which perform the same functions.
- 24 The company which provides you with the goods you need to do your business.
- 25 Asking suppliers to make bids: ... *to bid*.

Down

- 1 A small bit of thick paper with your name, the name of your company, and your contact details. (2 words – 8, 4)
- 2 A reduction in the price of something.
- 3 To describe when the goods will arrive: ... *date*.
- 4 This is how much you have to pay.
- 5 An event where goods are sold to the highest bidder.
- 6 To make an offer, normally in a tender scenario.
- 7 Those costs which are fixed, regardless of how much you sell.
- 8 RFP is the short form of this phrase. (3 words – 7, 3, 8)
- 10 What you have to pay if you do something wrong.
- 11 Similar to a guarantee, where the seller promises to repair or replace the product if there is a problem.
- 12 The basic contract under which all future dealings take place: ... *contract*.
- 14 The amount of money you have to pay for a particular service.
- 15 A list of the goods you have bought which says how much you have to pay.
- 20 To request goods from a supplier.
- 23 A sales team often has to sell a certain amount of goods, that is their *sales ...* .



Partner A

Partner files

UNIT 1, EXERCISE 12

FILE 01

Your name is Kate/Kyle Gorresdal and you work at the Norwegian subsidiary of International Garments Inc. You need to talk to somebody in the purchasing department at HQ in Florence who can help you order some give-aways for a trade fair. First read your notes. Then make the call.

We need:

- 500 pens
- 300 pencils
- all with our company logo
- delivery in 4 months
- must fit the modern design of the stand
- the colouring should be the same as the company logo
- We need good quality pens – the ones we gave away last year were horrible!

No decision yet on budget!

UNIT 2, EXERCISE 10

FILE 02

You are Leslie Sorenson and you work for Deyhle Travel GmbH in Austria. You offer travel management solutions for small and medium-sized companies. You are at your stand at the international fair *business.org*. Talk to a potential new client and ask questions about their business and background. Inquire about their needs and specifications.

We offer travel management solutions for your company!

- scheduling flights
- handling visas
- booking accommodation
- arranging international conferences
- organizing client entertainment abroad

DEYHLE TRAVEL
 Leslie Sorenson
 Regional Sales Director Europe
 Deyhle Travel GmbH | Hofgasse | 21077 Graz
 Telephone: (+3) 031668 67 39 | Fax: (+3) 031668 67 24
 www.deyhle.com | lsorenson@deyhle.com

UNIT 3, EXERCISE 12

FILE 03

You are Petra/Peter Nolte of Bread Basket, a large-scale bakery located in your country. You are going to phone Marie/Mario Stoll, a purchaser at Clever Catering, to make an offer. You know they offer catering and event management, and you would like to create a contact and hopefully sell them your new products. Here are some notes you have written:

What we sell: bread, rolls and biscuits

Our strengths

- We have a range of production facilities worldwide.
- We also have our own delivery services.
- Our products are always of high quality.
- We produce locally, thus the products are much fresher.

Our objectives

- Sell new products, e.g. bread and biscuits.
- Provide other specific products, e.g. for people with diabetes.
- Possible trial period either in the US or in the Middle East.

UNIT 4, EXERCISE 12

FILE 04

Your name is Paula/Paul and you are a purchaser in Hanse Business Bank. You have requested an offer for New Year's cards from Print Unlimited. A branch manager had recommended this supplier, but you think the offer is very expensive. Also, you have dealt with this company before (they printed business cards for you) and you are not sure how reliable their deliveries are. Look at the terms of the offer and your notes, and ring the supplier.

New Year's cards – offer from Print Unlimited

- 10,000 cards per annum – need 6,000 cards only
- five-year contract – only prepared to sign two-year contract, then perhaps extend
- a selection of three designs to choose from each year – can we have 4 or 5 designs?
- delivery to central headquarters by 1 December – OK, but would prefer delivery to six regional branches, not just HQ
- 2,500 high-quality cards – need 1,000 only, with envelopes
- initial price offer: €1.50 per standard card and €3.00 per premium card. – price too high: max price is €1.00 standard, €2.00 premium (€2.50 with envelopes)

Important: Require penalty for late delivery (2% reduction in price?)

UNIT 5, EXERCISE 4 FILE 05

You are Joseph/Josephine Peters, a buyer at the Fifth Season Hotel in Manchester. Yours is a first class hotel and you are looking for furniture for the six suites that are reserved for VIPs. You need top-quality furniture that reflects your hotel's minimalist and functional design.

You want to place the following order under a frame contract with Martha/Martin Beston at Executive Furniture Inc. in Brussels.

Use the notes below to make a phone call.

Furniture needed (for each of six suites)

sofa/armchair	Tuscan yellow	1/4
coffee table		1
desk/chair		1/1
dining table/chairs		1/6
sideboard		1
double bed		1
bedside tables		2
wardrobes		2

Wood – Ahorn maple? (MA250R)

Note: goods receiving is closed 12–2 p.m. Gerald Smith will sign for goods. Mobile 0176-245 0733
Delivery date: middle of next month, not later!!

UNIT 5, EXERCISE 11 FILE 06

First look at the information below and add two of your own figures to lines 4 and 5. Then call your partner and take turns passing on the information you have.

Note: Try to talk about the figures in full sentences (i.e. don't just dictate the numbers) and use language for checking and confirming information.

Tell your partner:	
1	rise in transport costs of about \$350,000 (US)
2	increase in prices for raw materials 9.6% (during the last quarter of the year)
3	delivery problems with article no. HJP50-TT15
4	
5	
Take notes:	
6	
7	
8	
9	
10	

UNIT 6, EXERCISE 14 FILE 07

You work in the purchasing department of Illuminate Inc., a British company which produces lamps. You have received an email from your boss informing you about problems with one of your suppliers, a company in Madrid that supplies all types of promotional material. Read the email below from your boss, then ring the supplier to discuss the problems.

I saw the email from Cards 'n More where they just confirmed the shipment 'as agreed'. We don't have written confirmation of the date! Please note this for next time.

Now the pens have arrived – in the wrong colour. They also have our old company logo, not the new one. This is the second time that we've had problems with this supplier. Last time the product (name tags) was right, but we got the shipment a week late, almost too late for the conference where we needed them! And they sent a bill for additional charges.

Call them and get them to fix the problem. Also, insist on a ten per cent reduction on the total price – for both shipments!

After the conversation, you should receive an email confirming what was agreed. Make sure that everything is correct, and respond by email.


Partner B

Partner files

UNIT 1. EXERCISE 12

FILE 01

Your name is Maria/Marco Arcoletti, senior purchaser in the central purchasing department of International Garments Inc., located at the company headquarters in Florence. You are about to receive a call from Kate/Kyle Gorresdal (one of the Norwegian sales representatives). Take the call and find out what she/he wants.

 International Garments Inc.	
To: (Branch Name or Department) Global Purchasing Department Area 4.5 Marketing Articles Headquarters, Group No. P 4.5	From: _____ Team: _____ Branch No.: NOR 25/01
Internal Telephone no.: _____ Date: _____	
Requisition 1. Description and business case	

UNIT 2. EXERCISE 10

FILE 02

Your name is Pat Thacker and you work in the Purchasing Department of Aircraft Maintenance Inc., Liverpool. Your company's sales representatives travel internationally and you are opening a new production site in Shanghai later this year. You want to outsource travel management, and are visiting the stand of Deyhle (an Austrian-based company) at the international fair *business.org*. Do they have the experience in the regions you are looking at? Are they able to handle your worldwide business from Austria?

Aircraft Maintenance Inc.	
Pat Thacker PURCHASING DIRECTOR	
12 Manor Square Liverpool L14 6GT Telephone: +44 (0) 53 90 98 10 Fax: +44 (0) 53 90 98 11 www.am-liverpool.com p.thacker@am-liverpool.com	

UNIT 3. EXERCISE 12

FILE 03

You are Marie/Mario Stoll, chief purchaser for Clever Catering in Denmark, a company which offers catering and event management in Europe. You are now branching out into the Middle East and are looking for new suppliers to satisfy the demands of your customers. You are going to receive a phone call from one of your suppliers, Petra/Peter Nolte at Bread Basket, a large-scale bakery which supplies high-quality products. Look at the notes you have written and take the call.

Objectives

- We are looking for a supplier of bread and cookies for our canteens. We need a broad range of dietary specifications: diabetes patients in some of the hospitals we deliver to.
- Requirements: consistent quality level; 17,000 rolls in the first year and about 15,000 biscuits in the first year. Guaranteed right of return for unused bread, rolls or cookies.
- Possibility: test products first on the European market?

UNIT 4. EXERCISE 11

FILE 04

You are a sales rep at Print Unlimited. You have already done business with Hanse Business Bank (they ordered business cards from a colleague of yours) but that was a few months ago. As you are also their client (you have all your accounts with them), your branch advisor has passed your name on to the purchasing department. They are looking for a new supplier of New Year's cards. Look at these points from your offer and the comments you've added, and take the phone call.

Offer for Hanse Business Bank

- 10,000 cards per annum
- five-year contract — standard
- a selection of three designs to choose from each year — standard
- delivery to central headquarters by 1 December
- 2,500 high-quality cards
- (initial price offer) €1.50 per standard card and €3.00 per premium card. — can go down a bit: 1.30 standard, 2.50 premium (without envelopes), 2.70 (with envelopes)

Need to mention that we use recycled paper only (due to contracts with own suppliers)

UNIT 5, EXERCISE 4 FILE 05

You are Martha/Martin Beston and work in the sales department at Executive Furniture Inc. in Brussels. A client is going to call you, and place an order for hotel furniture. Take down the information. Look at your notes below before taking the call.

*Specifications (colour and quality of upholstery, type of wood, style?)
Contact person? Will he or she be there to sign for the goods?
Important: need signed order before order goes to factory!!*

UNIT 5, EXERCISE 11 FILE 06

First look at the information below and add two of your own figures to lines 9 and 10. Then call your partner and take turns passing on the information you have.
Note: Try to talk about the figures in full sentences (i.e. do not just dictate the numbers) and use language for checking and confirming information.

Take notes:	
1	
2	
3	
4	
5	

Tell your partner:

6	decrease in production: 12.6% (over last year)
7	question about order no. ATE669/13YG
8	Total price for order: €3,562.52 (including VAT)
9	
10	

UNIT 6, EXERCISE 14 FILE 07

You work in the sales department of Cards 'n More, a large supplier of promotional material located in Madrid. This is only your fourth week on the job and your company seems to be going through a crisis. You have received a number of emails and phone messages – both from production and from one of your customers, a British company called Illuminate Inc. Read through the messages below. Then get ready to answer the phone when somebody from Illuminate Inc. calls to complain about a problem.

From: Melina Meriopolos (Production)
To: All sales reps
Re: Recent mix-ups

Dear colleagues in sales

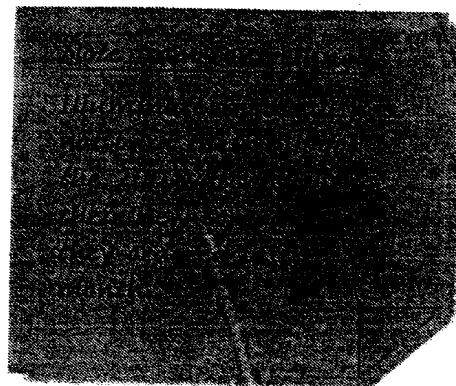
I am sorry to inform you that we have recently had quite a few problems fulfilling orders correctly. This was due to our new online ordering system, which was installed last week. It took a while to get it running correctly, but I am happy to say that everything is now working fine so we should have no more problems in this area.

Please note that we are currently in a rather difficult situation with regard to the seasonal rush of orders. As you know, this is the time of the year when we have to process the most orders, and we are having trouble meeting the demand.

Please make sure that:

- a) clients understand this situation and
- b) you do not agree to any delivery time under four weeks.

Yours
Melina



After the call, write an email confirming the solutions you have agreed.

Answer key

UNIT 1

PAGE 2

- 1 Carol works in sales, Dong-Sun in purchasing.

PAGE 6

Carol: 1, 2, 4-11
Dong-Sun: 2, 3, 5, 6, 8-10, 12

- 2 1 d to fill in order forms
2 c market research
3 f to draw up tenders
4 a to negotiate contracts
5 e delivery date
6 b to handle complaints

PAGE 7

- 3 key account manager 3
sales representative 1
senior purchaser 4
supply chain manager 2

- 4 1 f 5 c
2 g 6 e
3 b 7 d
4 h 8 a

PAGE 8

- 6 They discuss: 2.1, 2.2 and 2.4.

PAGE 9

- 1 sales targets
2 increase the sales volume
3 specific goals
4 ahead of
5 improving sales
6 sales promotion
7 look into; exceed our budget
8 corporate clients
- 7 1 are ... on 5 exceed/be above
2 were ... below 6 reach
3 have ... set 7 are ... above
4 revise

PAGE 10

- 8 1 sales volume 5 sales meeting
2 sales force 6 sales figures
3 sales tax 7 sales promotion
4 sales targets 8 salesperson
- 9 (suggested answers)
1 Company credit cards for all flight personnel
2 John Murphy

PAGE 11

- 1 Correct.
2 Correct.
3 Incorrect. There are suppliers but Dong-Sun wants to offer a better service than just fulfilling John's specific order.
4 Correct.
5 Incorrect. Dong-Sun will assess and compare the offers.
6 Incorrect. John does not complain.
- 10 1 agreement 6 purchase
2 assessment 7 request
3 to compare 8 to solve
4 competition 9 specification
5 complaint 10 supplier
- 11 1 comparing 5 assess
2 competition 6 requests
3 suppliers 7 solution
4 specifications

UNIT 2

PAGE 12

Starter (suggested answers)

P: a, d, i
S: f, g, h
P+S: b, c, e, j

- 1 1 False 2 True 3 True

PAGE 13

- 2 1 And I'm Brigitte. *Brigitte Dupont*. Pleased to meet you.
2 *Well, I found it very interesting. ... yours was definitely one of the more relevant for me.*
3 *Can I ask which company you are with?*
4 *I'm a senior purchaser at Air South, responsible for engine parts.*
5 *Do you think that our MRO services may be of interest to you?*
6 *Well, if you have time next week, perhaps you'd be interested in meeting after the trade fair is over.*
7 *Could you give me your card?*
8 *In the meantime, would you like to look at our new catalogue?*
- 3 (suggested answers)
1 Could you tell me your name, please?
2 Can I ask what business you are in?
3 Would you be interested in meeting next week?
4 Could you just wait a minute while I get my diary?
5 Could you give me your business card/contact information?
6 Don't you work at HT Electronics?
7 Would you like to meet later to discuss the details?
8 Would you like to put your name on our mailing list?