

**EASY E**

CEF level A2

**MEDIUM M**

CEF levels B1-B2

**ADVANCED A**

CEF levels C1-C2

CEF: European Framework of Reference for Languages

**INTRODUCTION****[1] Let's get started! E**

**Sion Dayson:** Welcome to Business Spotlight Audio! This time around, we've got loads of exciting topics in store for you. We consider whether exit interviews are really necessary. Then we hear from Saru Jayaraman, a top American attorney and activist who spoke to *Business Spotlight* about the phenomenon of tipping in the US and the unfair consequences for restaurant workers. You'll also have a chance to practise vocabulary related to commuting. There's lots more, too, so we'd better get started. Let's start with some trending news topics.

**topic** ► Thema**in store: have sth.** ~

► etw. vorrätig haben

**exit interview** ► Kündigungsgespräch, Austrittsgespräch**attorney**

► Rechtsanwalt/-anwältin

**tip** ► Trinkgeld geben**commuting**

► (das zur Arbeit) Pendeln

**TRENDS****NAMES AND NEWS****[2] Artificial stars making real millions M**

Eternity, a girl band from South Korea, does all the things that other performers do. They sing,

and interact with their fans. Their 2021 debut single, called "I'm Real", has had millions of views online. But Eternity is not like other bands. None of the 11 members actually exists — they are all hyperreal avatars made with artificial intelligence (AI).

Korean pop (or "K-pop" for short) has gone mainstream in the past two decades, becoming one of South Korea's most valuable export industries. But it's a high-stakes business that can be brutal. Park Jieun is the CEO of Pulse9 — the company that created Eternity. She told the BBC: "The advantage of having virtual artists is that, while K-pop stars often struggle with physical limitations, or even mental distress because they are human beings, virtual artists can be free from these."

The avatars are created with deepfake imagery, and Korean entertainment companies plan to use the technology to augment their human stars. Park is aware of concerns that it could be used to manipulate people's images and spread misinformation. She says Pulse9 follows the EU's ethical AI guidelines. "I'm always trying to make it clear that these are fictional characters," she says.

Business Spotlight 3/2023, p. 8

**eternity** ► Ewigkeit**go mainstream**

► hier: bei einem breiten Publikum Anklang finden

**high stakes**

► mit hohen Risiken behaftet

**CEO (chief executive officer)**

► Geschäftsführer(in)

**mental distress**

► psychische(s) Leiden

**deepfake imagery**

► mit künstlicher Intelligenz erzeugte Bilder

**augment sth.**

► etw. verbessern

**[3] Money talks US M**

It's hard to change something when no one likes to talk about it. Hannah Williams recognized this problem, so she started the TikTok account Salary Transparent Street, for which she walks around various U.S. cities asking strangers what's traditionally been considered an inappropriate question: How much money do you make?

Gen Z is known for sharing a lot of their lives on social media, and Williams, a 26-year-old from Virginia, wanted to start a discussion about pay — successfully, it seems, as her account has more than 950,000 followers and almost 22 million likes. Williams herself was surprised how quickly people opened up. She met an IT worker who earns \$70,000 a year; a lifeguard who said she makes \$15 an hour; and a research scientist who said passion mattered more than money.

Williams isn't the only young person who wants more pay transparency. "Talking about pay really helps people who are more likely to be discriminated against and taken advantage of in the workplace, such as women and people of color," Williams told *Insider*. "When we don't

talk about pay, we make it difficult for others to grow professionally."

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**Money talks** ► hier: Geld stinkt nicht (Filmtitel); Geld ist Macht (wörtlich: Geldgespräche)

**inappropriate**

► unangemessen, unangebracht

**gen** ifml. ► Generation

**lifeguard**

► Strandwächter(in), Rettungsschwimmer(in)

**research scientist**

► Forscher(in)

**grow** ► hier: sich weiterentwickeln

**[4] Up, up and out M**

Paris is the City of Light, but many people think it shouldn't be the city of electric light while Europe struggles with an energy crunch. As in many cities after dark, Paris businesses often have illuminated advertising signs and shopfront windows that are bathed in warm, electric light. Now, a growing movement of young parkour athletes is going to great heights to switch the lights off.

Parkour, a sport that involves running, jumping and climbing over obstacles in urban environments, originated in France but has spread around the world. Parkour athletes are using Spider-Man-like agility to turn off the small emergency switches found on shopfronts, often three or four metres up. Kevin Ha, the leader of the Paris-based On The Spot Parkour collective, told *The New York Times*: "We put our physical abilities to good use."

Shop owners may not be happy, but the Lights Off movement has struck a chord with most people. Even French President Emmanuel Macron has said that Europe is in a new era of “energy sobriety”.

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**crunch** ▶ Krise, Knappheit

**parkour athlete**

▶ Parkour-Athlet(in)

**obstacle** ▶ Hindernis

**environment**

▶ hier: Umgebung

**agility** ▶ Beweglichkeit,

Flinkheit

**emergency switch**

▶ Notschalter

**based: ...-** ▶ mit Sitz in ...

**strike a chord with sb.**

▶ bei jmdm. auf Anklang stoßen

**sobriety** ▶ Nüchternheit, Abstinenz

## PROFILE

### Tim Cadogan

#### [5] Introducing Tim Cadogan... ̄

**Sion:** Tim Cadogan is the CEO of GoFundMe, a crowdfunding platform that helps people to raise funds to solve real-life issues. Alongside his full-time job, Cadogan is an associate member of the Sierra Madre Search and Rescue Team in California. Let’s find out a little more about him by listening to this article by *Business Spotlight* correspondent Talitha Linehan.

**CEO (chief executive officer)**

▶ Geschäftsführer(in)

**fund sth.**

▶ etw. finanzieren

**raise funds**

▶ Mittel beschaffen

**issue** ▶ Problem

**search and rescue team**

▶ Such- und Rettungsteam

#### [6] Tim Cadogan: Money when it matters ̄

When there’s a crisis, like a war, a natural disaster or a personal tragedy of some kind, one thing that’s needed to fix it is money. That’s why, in times of crisis, many people start a GoFundMe campaign, to collect donations that will help them deal with the problem. GoFundMe is the world’s largest online crowdfunding platform — since it started in San Diego in 2010, it has enabled users to collect more than \$15 billion in donations worldwide. In 2021, a donation was made via the platform every second. Its CEO, Tim Cadogan, is a tech industry veteran who believes the company fulfils an important role in society.

Cadogan grew up in a rural village in south-western England during a time when, as he told *The New York Times*, “the world that we live in today truly did not exist. I mean, the job that I do, the industry that I work in — none of it existed.” Early on, he seemed destined for a very different career. “I had a lot of crap jobs, tough jobs. I worked building sites. I worked as a cleaner. I worked moving. Those jobs definitely taught me that I wanted to do something with my mind.”

Leaving that world behind him, Cadogan relocated to the US, where he did an MBA at Stanford University and started working at the consulting company Boston Consulting Group. Later, he had a few key management positions

in the tech industry — at the web-services provider Yahoo!, for example. And he was CEO of the programmatic-advertising company OpenX for 12 years.

### Community volunteer

Cadogan considers his education and work experience to have been vital in preparing him for his role at GoFundMe. No less important, however, was his work as a volunteer in the community. Joining a search-and-rescue team, he helped save many lost hikers in California's Sierra Madre Mountains. Comparing his volunteer work with his job at GoFundMe, he told *Fortune* magazine: “The motto of our search-and-rescue team is, ‘Anywhere that someone needs help’ — and we're trying to do the same.”

A fundamental part of human nature may be coming together in difficult times. This, Cadogan says, is at the heart of GoFundMe. “It's the fact that your family, your friends, some people in your community that you don't know, some strangers who aren't even in your community, would rally around and say: ‘I'm really sorry this happened. We just want to help you,’” he told *The New York Times*. “We provide a place to convey that.”

### A new job in a changing world

At the time Cadogan took on the role of GoFundMe CEO, the world was in crisis. It was March 2020, the same month the World Health Organization declared the Covid-19 outbreak a

pandemic. Within days, the company switched fully to remote working. Soon after that, the platform was hosting tens of thousands of pandemic-related campaigns, to buy protective equipment for medical workers, for example, and to support small businesses. “Learning the business in the middle of this crisis was pretty intense,” he says.

Cadogan, however, was well prepared for the task — like his previous employers, GoFundMe is a private, for-profit tech company. It is free to start a campaign, but the platform charges a small fee per donation. Since starting, he has learned to embrace the new normal, combining his passion for volunteering with his business experience in his role as GoFundMe CEO.

*Business Spotlight 3/2023, pp. 14–15*

**fix sth.** ► etw. in Ordnung bringen

**fund sth.** ► etw. finanzieren

**donation** ► Spende

**billion** ► Milliarde(n)

**CEO (chief executive officer)**

► Geschäftsführer(in)

**industry** ► hier: Branche

**fulfil sth.** ► etw. erfüllen

**rural** ► ländlich

**destined** ► bestimmt

**crap** ifml. ► Scheiß-

**building sites**

► hier: auf Baustellen

**moving**

► hier: für Umzugsfirmen

**relocate** ► umziehen

**MBA (Master of Business Administration)**

► höherer Abschluss in Betriebswirtschaftslehre

**consulting company**

► Beratungsunternehmen

**vital** ► wichtig, unabdingbar

**volunteer**

► Freiwillige(r), ehrenamtliche(r) Mitarbeiter(in)

**search-and-rescue team**

► Such- und Rettungsteam

**hiker** ► Wanderer/Wanderin

**rally around**

- sich zusammenscharen

**convey sth.**

- etw. über-, vermitteln

**remote working**

- hier: Arbeit im Homeoffice

**host sth.** ▶ etw. veranstalten**previous** ▶ frühere(r,s)**fee** ▶ Gebühr**embrace sth.** ▶ etw. annehmen, akzeptieren**HEAD-TO-HEAD****Exit interviews****[7] Dialogue: Saying goodbye** 

**Sion:** Now, it's time to move on to the Head-to-Head section, where we consider business-related topics that people often cannot agree on. Listen carefully to the following dialogue between two colleagues about exit interviews. Jennifer has found another job and has decided to leave the company. Everyone at the company knows that she will be leaving in one week's time, but the HR manager has scheduled an exit interview with her and her manager before she leaves the company. Jennifer speaks to her colleague Rachel about this.

**Jennifer:** I've got my exit interview later on today. I don't really see the point of it to be honest. If they'd scheduled a stay interview with me six months ago when I flagged up some of the issues I'd been having, then it would have been a different story, but now?

**Rachel:** They probably just want to pick your brains on what they could do to improve in the future and prevent people from leaving. There's

no need to hold back. This is your final week, so you've got nothing to lose.

**Jennifer:** I just wish they had taken the time to understand what keeps me motivated earlier on. Now, my decision is final, but for a long time, I was tempted to stay. It's a hassle changing jobs, after all.

**Rachel:** They don't want to burn their bridges. I think they want to show you that you are a valued employee. They're probably hoping you'll become a boomerang employee in the future.

**Jennifer:** I just think it's too little too late. At this stage, the outcome is clear. I just see this as a chance for me to vent my frustration before leaving. They'll probably wish they'd never scheduled this meeting!

**Rachel:** Oh, dear. Maybe try to see it in a more positive way. They know you made a real contribution to this company. It'd be rude of them not to acknowledge that. I think an exit interview is a respectful way of saying goodbye.

**Jennifer:** Well, we'll see about that. Wish me luck!

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**topic** ▶ Thema**exit interview**

- Kündigungs-, Austrittsgespräch

**HR (human resources) manager**

- etwa: Personalleiter(in)

**schedule sth.**

- etw. anberaumen

**stay interview**

- etwa: Bleibegespräch

**flag sth. up**

- auf etw. aufmerksam machen

**issue** ▶ Problem

**pick sb.'s brains on sth.**

➤ sich bei jmdm. für etw. Ideen holen

**hold back**

➤ sich zurückhalten

**tempt sb.** ➤ jmdn. verleiten

**hassle** ifml. ➤ Mühe

**burn one's bridges**

➤ seine Brücken abbrechen

**boomerang employee**

➤ Mitarbeiter(in), der/die nach dem Ausscheiden erneut im Unternehmen tätig ist

**outcome** ➤ Ergebnis

**vent sth.** ➤ etw. lüften;  
hier: Dampf bei etw. ablassen

**rude** ➤ unhöflich

**acknowledge sth.**

➤ etw. anerkennen, würdigen

**[8] Exercise: Exit interviews M**

**Sion:** Now, it's time to test your understanding of some of the words and phrases used in the dialogue that you've just heard. You will hear a series of incomplete sentences. Choose the correct ending for the sentence. Each time, you will have two options: **a)** or **b)**. Let's go!

1. If you "flag up" an issue,...

- a)** you make somebody else aware of it.  
**b)** you protest against an injustice.  
 ➤ The correct answer is **a)**. If you "flag up" an issue, you make somebody else aware of it.

2. If you "hold back" in a conversation,...

- a)** you do not say everything that you would like to say.  
**b)** you make the conversation last longer than necessary.  
 ➤ The correct answer is **a)**. If you "hold back" in a conversation, you do not say everything that you would like to say.

3. If someone considers something to be a "hassle",...

**a)** they see it as a welcome change.

**b)** they see it as annoying.

➤ The correct answer is **b)**. If someone considers something to be a "hassle", they see it as annoying.

4. A "boomerang employee" is...

**a)** an Australian national seeking employment in Australia again after working abroad.

**b)** an employee who returns to their previous employer after having left for some time.

➤ The correct answer is **b)**. A "boomerang employee" is an employee who returns to their previous employer after having left for some time.

5. The "outcome" of a situation is...

**a)** the end result.

**b)** the cause.

➤ The correct answer is **a)**. The "outcome" of a situation is the end result.

6. If someone "vents their frustration",...

**a)** they do not tell anyone about it.

**b)** they do or say something to express their negative feelings.

➤ The correct answer is **b)**. If someone "vents their frustration", they do or say something to express their negative feelings.

**Sion:** Well done. If you got any of those wrong, then go back and try the exercise again.

**issue** ➤ Problem

**annoying** ➤ ärgerlich, nervig

**previous** ➤ frühere(r,s)

## WORK LIFE

### Commuting

#### [9] Quiz: Commuting vocabulary

**Sion:** Now, it's time to test your knowledge of some vocabulary related to commuting. Listen to each word or phrase and two possible definitions. Then choose the correct option. Ready? Let's go!

#### 1. **commute**

- a) A commute is the time you spend muted on a video call.
- b) A commute is the journey between your home and your workplace.
- The correct answer is **b**). A commute is the journey between your home and your workplace.

#### 2. **inconvenient**

- a) Many workers consider their commute to be inconvenient, which means they find it annoying.
- b) Many workers consider their commute to be inconvenient, which means they find the seats uncomfortable.
- The correct answer is **a**). Many workers consider their commute to be inconvenient, which means they find it annoying.

#### 3. **remote work**

- a) Remote work is the practice of working from home or from a location other than your workplace.

- b) Remote work is the practice of working offline for a few hours a day to avoid disturbances.

- The correct answer is **a**). Remote work is the practice of working from home or from a location other than your workplace.

#### 4. **blurring of boundaries**

- a) Workers who don't commute to work may notice a blurring of boundaries, meaning that it is no longer clear where and when work ends, and leisure time begins.
- b) Workers who don't commute may notice a blurring of boundaries, meaning that they become more easily tired after work.
- The correct answer is **a**). Workers who don't commute to work may notice a blurring of boundaries, meaning that it is no longer clear where and when work ends, and leisure time begins.

#### 5. **decompress**

- a) Commuting gives people a chance to decompress or, in other words, be more productive.
- b) Commuting gives people a chance to decompress or, in other words, relax and reduce their stress levels.
- The correct answer is **b**). Commuting gives people a chance to decompress or, in other words, relax and reduce their stress levels.

**Sion:** Did you get all of those right? If not, go back and try the quiz again! Who knows, maybe you could do it on your next commute.

*Business Spotlight 3/2023, pp. 22-23*

**commuting** ▶ (das zur Arbeit) Pendeln  
**mute** ▶ lautlos, stumm (geschaltet)

**annoying** ▶ ärgerlich, nervig  
**disturbance** ▶ Störung  
**leisure (time)** ▶ Freizeit

## FINANCE

### Tipping

#### [10] Interview with Saru Jayaraman US 🇺🇸

**Sion:** In Europe, tips are an added bonus that is paid on top of the bill as a “thank you” for good service. In the U.S., however, tips are an essential part of many restaurant workers’ income, as their wages are so low that they are unable to make ends meet without tips. *Business Spotlight* correspondent Talitha Linehan spoke to Saru Jayaraman, an American attorney, author, activist and advocate for fair wages for restaurant workers in the U.S.

**Talitha:** People would say, “Well, people make a lot of money from tipping, especially in big cities like Los Angeles and New York.” How would you respond to that?

**Saru:** So, the vast majority of tipped workers are women, overwhelmingly women, who largely work in very casual restaurants: IHOP, Denny’s, Applebee’s, mom-and-pop diners. It’s

a minuscule percentage of folks that work in fine dining restaurants, making a lot of money in tips.

So, the vast majority of tipped workers actually are women, disproportionately women of color, disproportionately single moms, earning very little in tips. And you can see that from the government data. The government data shows actually tipped workers use food stamps and other forms of public assistance at double the rate of the rest of the U.S. workforce. They have a poverty rate that is three times the rate of the rest of the U.S. workforce. And so, they are mostly poor, and they suffer from the highest rates of sexual harassment, poverty and racial inequity of almost any industry in the United States. Because the other thing that’s been proven, pretty irrefutably at this point, is that, unfortunately, tipping in the U.S. is not correlated with the quality of service of the server, correlated with the race and gender of the server.

**Talitha:** And how likely do you think that it is for the system to change. What kind of resistance do you encounter to it?

**Saru:** So, we’ve had 160 years of resistance from the National Restaurant Association, which we call “the other NRA.” I’m sure you’re familiar with the [National] Rifle Association — ridiculously powerful in the United States. It’s why many Europeans scratch their heads as to why

we have such ridiculously high rates of gun violence. It is because of the power of this corporate lobby, the Rifle Association.

Well, the same is true. You're scratching your head — How could you possibly have a two-dollar wage in a developed country? Well, the same is true. We have another corporate lobby that's ridiculously powerful, has too much influence, called the National Restaurant Association, led by the chains — the IHOPs, the Denny's, the Applebee's. They've been around since 1919, and they were formed intentionally to keep wages from going up. That's been their sole purpose since 1919. And, it has been incredibly difficult to end the subminimum wage for tipped workers. Unfortunately, we've seen politicians from both major parties in the U.S. kind of kowtow to the restaurant association, just as they do to the Rifle Association. However, we're in a real moment of change right now. Millions of workers during the pandemic just realize this is not working. It's the first time in U.S. history since the emancipation, millions of workers have left or are leaving and refusing to work for these wages. And so, it has had a huge impact. You know, we're seeing thousands of restaurants raise wages now to a full wage with tips on top. We don't think workers will ever go back, you know, that refuse to work, will go back to two and three dollars. And so, now is the moment to really institutionalize through poli-

cy what we're seeing happen in the restaurant industry. And we just had our first big victory a few weeks ago. Michigan became the eighth state to end the subminimum wage for tipped workers this November. D.C. and Portland, Maine, are about to do so as well. So many more states that are about to come in the coming months and years. And so, I think we're finally on the cusp of change right now.

**Talitha:** Ok, wonderful, so basically, tipping would be what people think it is — just an incentive to provide better service and not something that's necessary for workers to make a living wage?

**Saru:** Yeah. So, I think what we're seeing through the pandemic is a real renaissance or rebirth and redemption of the restaurant industry. People are experimenting with all kinds of models. Some people are moving to what we call service charges, which is a set amount, like a 20 per cent service charge rather than having tips, which are inherently biased. Some people are moving to gratuity-free. I think what we're about to see happen is — yes, wages are going to go up, tips are certainly going to end up being on top of a wage, and we're going to see more and more experimentation with models like service charges, or potentially even gratuity-free models. But really, in general, what we're seeing happen is a move towards profes-

sionalization of this industry. We're, you know, a hundred years late, but that's where we're at right now — it's workers saying we're professionals and we deserve to be paid and treated and compensated like professionals. And that means paid a wage, that means tips are just an extra, but it also means things like career ladders and set schedules and benefits and all the things that come with having a skilled profession, which this is.

**Talitha:** Wonderful. Thank you so much, Saru. Have a lovely day.

**Saru:** Thank you, you too!

**Talitha:** Take care. Thanks. Bye-bye.

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**tip** ▶ Trinkgeld; Trinkgeld geben

**make ends meet**

▶ über die Runden kommen

**attorney** ▶ Rechtsanwalt/-anwältin

**advocate** ▶ Fürsprecher(in)

**vast** ▶ weit, groß

**overwhelmingly** ▶ überwältigend; hier: überwiegend

**casual** ▶ zwanglos

**minuscule** ▶ (winzig) klein

**folks** jfml. ▶ Leute

**fine dining**

▶ gehobene Gastronomie

**disproportionately**

▶ überproportional

**single mom** US

▶ Alleinerziehende

**food stamp**

▶ Lebensmittelmarke

**workforce**

▶ Erwerbsbevölkerung

**sexual harassment**

▶ sexuelle Belästigung

**inequity** ▶ Ungleichheit

**irrefutably** ▶ unbestreitbar

**correlate with sth.** ▶ mit etw. zusammenhängen

**industry** ▶ hier: Branche

**encounter sth.**

▶ etw. begegnen

**rifle** ▶ Gewehr

**scratch one's head**

▶ sich am Kopf kratzen

**corporate** ▶ Unternehmens-;

hier: Verbands-

**incredibly** ▶ unglaublich

**kowtow to sth.** ▶ vor etw. katzbuckeln; hier: einknicken

**impact** ▶ Wirkung

**cusp: be on the ~ of sth.**

▶ an der Schwelle zu etw. stehen

**incentive** ▶ Anreiz

**renaissance**

▶ hier: Wiederbelebung

**redemption** ▶ Wieder-

gutmachung; hier: Erlösung

**inherently** ▶ von Haus aus

**biased** ▶ unausgewogen

**move to gratuity-free**

▶ hier: sich vom Trinkgeld verabschieden

**(gratuity** ▶ Gratifikation)

**professional** ▶ Fachkraft

**compensate sb.**

▶ jmdn. entlohnen

**career ladder**

▶ Karriereleiter

**schedule** ▶ Zeitplan

**benefits** ▶ Zusatzleistungen (des Arbeitgebers)

**skilled** ▶ hier: qualifiziert

## AROUND THE WORLD

### China

#### [11] Introduction: China's low birth crisis

**Sion:** China is known for many things: the Great Wall of China, martial arts and a surprisingly low birth rate. China's leaders are worried about the lack of children being born in their country. Let's hear more about the measures that are being taken to improve the situation. The following article was written by Xifan Yang.

**martial art** ▶ Kampfsport

#### [12] China's missing children

At the beginning of 2022, a provincial authority in southern China proposed an unusual measure to combat the birth crisis: well-educated,

“older” single women should be given better treatment when looking for jobs and housing — as long as they marry one of the many unemployed bachelors in the region. Other provincial governments in China are trying their hand at matchmaking; officials in small towns and villages host dating events, and government agencies have created public singles databases.

The desperation of China’s rulers is real. The number of births is declining year by year, reaching new negative records. In 2021, fewer babies were born than in any year since 1949, the founding year of the People’s Republic and the beginning of Chinese birth records. In 2016, the decades-old one-child policy was changed to a two-child policy. Since 2021, Chinese couples have been allowed three children. Neither of these changes has been able to stop the downward trend in births. According to a recent survey of young Chinese between the ages of 18 and 26, almost half of the women said they didn’t want to marry or have children. The Chinese birth rate has plummeted to 1.3, one of the lowest in the world — even people in Japan and Italy are having more children. For China’s communist leadership, the rapid ageing of the population is an enormous problem. By 2050, the working-age portion of the population will shrink by one-fifth. The costs for pensions and care for the elderly will skyrocket.

### Cost considerations

Teng Ling, 36, is a Shanghai-based advertising manager and one of those urban, middle-class women who rule out having more than one child. “Far too expensive,” she says. Before her son was born, three years ago, she says that she and her husband were uncertain whether they wanted to start a family at all. “We travelled a lot and had a comfortable life. The two of us lived very well.” Spending on day care and early education already costs the couple more than a third of their household income.

On average, Chinese parents invest more money in their children’s education than parents in any other country. The social competitiveness is relentless. In 2022, over ten million university graduates streamed on to the job market. Economic growth is slowing, and finding a job is becoming more difficult even for young Chinese who have an elite education.

Whether state-run dating services will drive up the number of marriages and births in China is doubtful. After the suggestion that single women be given incentives to marry unemployed men, there was an uproar on Chinese internet forums. “Let the daughters of government officials lead the way,” read one widely shared comment on social media.

Business Spotlight 3/2023, pp. 28–31

**combat sth.**  
 ► etw. bekämpfen

**housing** ► Wohnung(en)  
**bachelor** ► Junggeselle

**try one's hand at sth.**

- es mit etw. versuchen

**matchmaking**

- Partnervermittlung

**host sth.** ▶ etw. veranstalten

- Datenbank ▶ Datenbank

**decline** ▶ zurückgehen**founding year**

- Gründungsjahr

**survey** ▶ Umfrage**plummet**

- stark zurückgehen

**shrink** ▶ schrumpfen**elderly: the -**

- ältere Menschen

**skyrocket**

- in die Höhe schießen

**rule sth. out**

- etw. ausschließen

**competitiveness**

- Wettbewerbsfähigkeit;  
auch: Konkurrenzdenken

**relentless**

- unerbittlich, erbarmungslos

**graduate**

- Absolvent(in)

**stream** ▶ strömen

- incentive ▶ Anreiz

**uproar**

- Aufruhr, Entrüstung

Let's look at how you build great customer relations by answering seven key questions:

**What are customer relations?**

This is about how you manage your interactions with your customers — customers you have at present, those you hope to have in the future as well as those you had in the past. It includes a wide variety of activities, such as ensuring a consistent customer experience, building and maintaining brand credibility, managing customer feedback and following marketing strategies.

**What are the benefits?**

You get increased customer loyalty. This is when customers feel they have a relationship with you and want to continue doing business with you. Excellent customer relations will also enhance your reputation and brand awareness, as more satisfied customers will refer others to you. You get increased sales because customer loyalty will lead them to try out more of the things you offer. You will record increased sales from your existing client base as well as sales to new customers.

**What's the difference between customer relations and customer service?**

The goal of customer relations is to build a positive long-term relationship with your customers. The focus of customer service is to deal with immediate customer enquiries.

## COMMUNICATION

### BUSINESS SKILLS

#### Great customer relations

**[13] Introduction** 

**Sion:** Generally, businesses do better when they have a good relationship with their customers, but what exactly does this involve? You can find out more by listening to the following article by Ken Taylor. Here we go!

**[14] Great customer relations** 

Every company has customers, so building great customer relations is something every company must do. Without your customers, you have no sales and no business.

This means customer relations is more proactive, improving your customers' experience from start to finish. Customer service is more reactive, helping customers who have already interacted with you.

### **Why is customer loyalty important?**

Loyal customers continue to buy from you. In the book *Marketing Metrics*, Paul Ferris wrote that the probability of selling to an existing customer is 60–70 per cent, while the probability of selling to a new prospect is between five and 20 per cent. Loyal customers are by far the best customers. There are some compelling statistics showing why:

- 80 per cent of your future profits will come from 20 per cent of your existing customers (survey by Customer Thermometer).
- It can cost seven times more to acquire a new customer than to keep an existing one, says Neil Patel co-founder of NP Digital.
- In general terms, retaining five per cent of existing customers increases profits between 25 per cent and 95 per cent (Bain & Company).

### **What is a brand advocate?**

A brand advocate is someone who loves and promotes your brand, through social media, for example. People are more inclined to trust individuals than a corporate promotion. This natural word-of-mouth marketing is powerful, and dedicated advocates can support traditional marketing. Advocates might be employees,

business partners or loyal customers, and they should be nurtured. Two simple ways to support advocates: make information easily available and create an online community space. The Reuters Events website has a series of articles on brand advocacy, which concludes with: “Listen to what they say, work with them; use their enthusiasm and ideas to build the market. Brand advocates are pure gold — and should be treasured as such.”

### **How can we best understand our customers' needs?**

Listen to them. Gather feedback and use the insights to improve your products and services and then explain clearly why you have done so. Watch your competitors to see what you can learn from their approaches. Create a customer needs analysis. If your people know your customers better, they can treat them better.

### **What should the focus of staff training be?**

Take a company-wide approach to customer relations. Any employee who interacts with customers should be trained. You need to instil a customer-centric attitude. Besides their professional competence, customer service staff need soft skills, like active listening and an empathetic communication style. They also need training in how to solve problems within the organization and in using CRM (customer relationship management) software tools.

Customer relations is vital. It begins by prioritizing customers' needs and exceeding their expectations.

Business Spotlight 3/2023, pp. 34–36

#### ensure sth.

• etw. sicherstellen

**consistent** ▶ beständig, gleichbleibend

#### maintain sth.

• etw. aufrechterhalten

**brand** ▶ Marke

#### credibility

• Glaubwürdigkeit

#### enhance sth.

• etw. verbessern

#### client base

• Kundenstamm

**prospect** ▶ potenzielle(r)  
Kunde/Kundin

**compelling** ▶ überzeugend, eindrucksvoll

**survey** ▶ Umfrage, Erhebung

#### co-founder

• Mitgründer(in)

#### in general terms

• hier: ganz allgemein

**retain sb.** ▶ jmdn. halten

**brand advocate** ▶ etwa: Markenförsprecher(in)

#### inclined: be ~ to do sth.

• dazu neigen, etw. zu tun

**corporate** ▶ Unternehmens-, hier: durch das Unternehmen

#### word of mouth

• Mund-zu-Mund

**dedicated** ▶ engagiert

**nurture sb.** ▶ jmdn. nähren; hier: an sich binden

#### conclude with sth.

• mit etw. schließen

#### treasure sb.

• jmdn. (hoch)schätzen

**insight** ▶ Erkenntnis

**competitor** ▶ Mitbewerber(in), Konkurrent(in)

**instil sth.** ▶ etw. einflößen; hier: etw. hervorrufen

#### soft skills

• Sozialkompetenz

**empathetic** ▶ einfühlsam

**CRM (customer relationship management)**

• Kundenbeziehungsmanagement

**vital** ▶ wichtig, unerlässlich

## [15] Essential phrases for great customer relations M

**Sion:** Now, let's practise some phrases that are useful for great customer relations. I'll tell you what to say and give you some of the words that you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

- You want to point out one important aspect of good customer relations.
  - Use "consistency", "customer experience" and "very important".
  - ▶ Consistency in the customer experience is very important.
- You refer to the benefits for your company.
  - Use "good", "corporate reputation" and "vital".
  - ▶ A good corporate reputation is vital.
- You mention the importance of customer loyalty.
  - Use "need", "build", "solid base" and "loyal customers".
  - ▶ We need to build a solid base of loyal customers.
- You want to show your appreciation of a brand advocate.
  - Use "read", "your blogs", "about us" and "great interest".
  - ▶ I read your blogs about us with great interest.

5. You want to find out details about your customers' needs.

- Use “this”, “survey”, “take only”, “few minutes” and “your time”.
- This survey will take only a few minutes of your time.

**Sion:** Excellent. Well done!

#### appreciation

➤ Wertschätzung

#### brand advocate

➤ etwa: Markenführsprecher(in)

### [16] Essential words for great customer relations

**Sion:** In this exercise, you'll hear a dialogue between Margie and Rodrigo. Then, we'll do an exercise in which we'll test you on some of the words used. OK, first listen very carefully.

**Rodrigo:** Did you know that research shows that when customers get good customer service, they're likely to tell two or three people? But when they're unhappy with customer service, they'll tell ten to twelve others!

**Margie:** Yes! It's so important to remember this because word-of-mouth recommendations and referrals are key drivers of new business. A good corporate reputation is vital.

**Rodrigo:** Absolutely! We need to take a company-wide approach to customer relations. Employees who interact with customers should get training. We have to instil a customer-centric attitude.

**Margie:** I agree with you. I also like the idea of finding an influential brand advocate to promote our brand through social media.

**Rodrigo:** That's a great idea. People are more inclined to trust individuals than a corporate promotion.

**Sion:** OK, now we'll give you two words, and then you'll hear one of the sentences from the dialogue again — this time, with a beep where one of the words belongs. In the pause, choose the right word to complete the sentence. Then, you'll hear the full sentence again. Repeat the sentence, trying to copy the speaker's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: “research” OR “researchers”

**Rodrigo:** Did you know that [beep] shows that when customers get good customer service, they're likely to tell two or three people?

➤ Did you know that research shows that when customers get good customer service, they're likely to tell two or three people?

2. And here's the next pair of words: “recognitions” or “recommendations”

**Margie:** It's so important to remember this because word-of-mouth [beep] and referrals are key drivers of new business.

➤ It's so important to remember this because word-of-mouth recommendations and referrals are key drivers of new business.

3. And here's another pair of words: "corporate" or "corporation"

**Margie:** A good [beep] reputation is vital.

► A good corporate reputation is vital.

4. And here's the next pair of words: "distill" or "instil"

**Rodrigo:** We have to [beep] a customer-centric attitude.

► We have to instil a customer-centric attitude.

5. And another pair of words to choose from: "advocacy" or "advocate"

**Margie:** I also like the idea of finding an influential brand [beep] to promote our brand through social media.

► I also like the idea of finding an influential brand advocate to promote our brand through social media.

6. Here's the last pair of words: "inclined" or "included"

**Rodrigo:** People are more [beep] to trust individuals than a corporate promotion.

► People are more inclined to trust individuals than a corporate promotion.

**Sion:** Well done. Did you get all the words right? If not, go back and listen to the dialogue again.

*Business Spotlight 3/2023, pp. 34-36*

**research** ► Forschung

**word of mouth**

► Mund-zu-Mund

**referral** ► Empfehlung

**driver** ► hier: Antriebsfaktor

**corporate** ► Unternehmens-

**vital** ► wichtig, unerlässlich

**instil sth.** ► etw. einflößen;

hier: hervorrufen

**brand advocate**

► etwa: Markenführsprecher(in)

**inclined: be ~ to do sth.**

► dazu neigen, etw. zu tun

## CAREERS

### CAREER COACH

#### Conflicts

#### [17] Introduction: Resolving conflicts

**Sion:** Disagreements are part of human nature. They cannot always be avoided, but people can always work on how they deal with them and try their best to resolve them in the best possible way. Career coach Frank Peters reflected on this topic in the following article.

**topic** ► Thema

#### [18] How to resolve conflicts well

Conflict. No one wants it. That's why it's often sidestepped rather than resolved — but it doesn't need to be. In and of itself, conflict is neither good nor bad. A conflict is simply a situation in which there are differing interests, perspectives or needs. And with eight billion of us on the planet, it's entirely natural that we don't always agree.

Unfortunately, conflict is often seen as something that must be avoided. Sometimes, however, conflict is necessary to help people reach better solutions. And sometimes, it helps people to understand each other better and discover mistakes.

## Words can hurt

In teams, conflicts can be damaging. No real weapons are involved, but language can often be a more harmful weapon than a tangible one. Words can kill relationships in seconds. One famous conflict is often cited in seminars and workshops: there's only one orange available. Albert wants the orange because he needs the peel to bake a cake. Brenda also wants the orange because she wants to make freshly squeezed orange juice. They both want the fruit, but there's just one orange.

Now that you know the orange story, you may be thinking that the answer is obvious: give Albert the peel and Brenda the juice. You don't need more than one orange. What's the big deal?

Of course, that's the ideal solution. Albert and Brenda would certainly agree. Nonetheless, chances are high that they wouldn't arrive at that solution without assistance.

This is a hypothetical example of how conflict can stem from nothing. It starts with one person seizing an object and declaring that their need for it is more important than anyone else's, while the other person does the same. Emotions are involved: anger, sadness, rage, satisfaction — as well as the feeling of being treated unfairly or the desire to be right.

When emotions are involved, we tend to be less reasonable. Emotions cloud our judgement,

making us more likely to focus on ourselves rather than consider other points of view. It would help a lot to listen to what others have to say, but in situations like these, we may hear their words without truly listening.

At times like this, it is helpful to structure your conversation. Controlled dialogue is a simple basis for conversation — simple but difficult at the same time. Potentially, everybody benefits, because following a clear structure:

- calms us down
- helps us to feel safe
- gives us the chance to pause and take a deep breath — always a good thing in a moment of conflict.

## What does this structure look like?

Imagine Albert and Brenda are in the middle of their argument. Albert says he needs the orange — he wants the peel for his cake. Brenda listens to Albert's first argument, which itself is quite an achievement, as many would have interrupted after the word "orange". Then, Brenda replies, saying: "OK, you need the orange to bake the cake." She paraphrases Albert's argument, repeating his statement in her own words. Afterwards, she would voice her own argument, saying that she thinks she should have the orange, because she needs it to make juice.

If Albert follows the same structure, he'll also paraphrase Brenda's statement: "OK, you're

saying you want the orange to make juice.” From there, the conversation deepens and develops as Albert adds his second argument.

As I said, this little technique isn’t easy when emotions are running high, but it gives us time to listen, consider and evaluate. And that improves the chances that the conflict will be resolved peacefully. It works with more complex issues, too.

### Learning to listen

If I’m honest, controlled dialogue doesn’t always solve the conflict, at least not directly. Sometimes, a solution can’t be reached at all. But in every single case, it does at least improve three important things.

1. People understand each other (and their individual motivations) much better.
2. Conflicts are more likely to remain matter-of-fact and not get personal.
3. People listen to one another and feel listened to. Even if they can’t agree, at least they don’t feel ignored or blindsided.

For leaders, the ability to listen to their teams is all the more important in an age of constant distractions. When I first ran this exercise in a team workshop, I was amazed at how difficult many people found it simply to repeat what the other person had just said. So, I joined in and had a similar experience: sometimes, it is hard to repeat what others have said. Why is that?

It’s because I was in a world of my own, busy preparing my next argument and not paying attention to what was being said.

### Practise positive habits

Try this exercise with your team. Let them choose a controversial topic. One group argues the pros; the other the cons. Exchange arguments, one at a time, using the controlled-dialogue technique.

Afterwards, ask people how they felt. They’ll probably tell you that it felt good to be heard, or that it reassured them that the others were really listening. Some might object to the structure or question it. They may ask whether it’s important to preface the sentence with “OK”. The answer is yes, for two reasons: “OK” doesn’t mean you agree, but expresses that you’ve heard and understood. Second, it’s a positive alternative to “no”, which we hear so often in conflicts.

There are also people who question the methodology, saying that no one really speaks like this and that it sounds artificial. In such situations, I typically apply the technique while answering their question to demonstrate the benefits of the structure.

“OK,” I say, “you think that it sounds artificial, but how did it help in discussing a controversial topic?” Most people can then understand what I’m doing.

I recommend that all leaders practise controlled dialogue with team members. Practice

will make it become a habit, second nature. This helps improve communication, relationships — and conflict situations.

Business Spotlight 3/2023, pp. 38–41

**sidestep sth.** ▶ etw. umgehen, aus dem Weg gehen

**resolve sth.** ▶ etw. lösen

**billion** ▶ Milliarde(n)

**tangible** ▶ greifbar

**cite sth.** ▶ etw. anführen

**peel** ▶ Schale

**squeezed** ▶ hier: gepresst

**What's the big deal?** *ifml.*

▶ Na, und?

**stem from sth.**

▶ von etw. herrühren

**seize sth.** ▶ etw. ergreifen;

hier: sich etw. schnappen

**anger** ▶ Verärgerung, Wut

**cloud sth.** ▶ etw. trüben

**argument**

▶ hier: Diskussion, Streit

**achievement** ▶ Leistung

**paraphrase sth.**

▶ etw. umformulieren

**evaluate (sth.)**

▶ (etw.) bewerten

**issue** ▶ Problem

**matter-of-fact** ▶ sachlich

**blindsided** ▶ überrumpelt

**distraction** ▶ Ablenkung

**amazed** ▶ erstaunt

**topic** ▶ Thema

**argue sth.** ▶ etw. debattieren

**pros: the -** ▶ die Vorteile, die

positiven Aspekte

**cons: the -** ▶ die Nachteile,

die negativen Aspekte

**one at a time**

▶ eins nach dem anderen

**reassure sb.**

▶ jmdn. rückversichern

**object to sth.**

▶ Einwände gegen etw.

vorbringen

**preface sth. with sth.**

▶ etw. mit etw. einleiten

him in his latest show. Listen carefully because we'll test your understanding of some of the words and phrases used afterwards.

**Rea:** Wow! I loved the show. It's so exciting to be able to come backstage, too.

**Josh:** I'm so glad you enjoyed it. What was your favourite bit?

**Rea:** I loved the part when the actress playing the witch was on the revolving stage and smoke started rising from the floor. It was a really memorable moment for me.

**Josh:** Yes, the stage designer created that revolving stage for this show, because there wasn't one beforehand. I love the scenery, too. I think the scenic artist did an amazing job. The forest backdrop is magical!

**Rea:** Yeah, I loved it. And the make-up artist was amazing. You were completely unrecognizable on stage with all the prosthetics they used on you!

**Josh:** I know, looking in the mirror was quite scary! The costume designer was great, too. She had some really creative ideas, and the final result was pretty cool.

**Rea:** Overall, I'm very impressed. It was so professional. Nobody forgot their lines, either! Well, I certainly didn't hear a prompter whispering anything in the wings.

**Josh:** Yeah, I'm really happy with how it went tonight. Let's hope tomorrow's show will be as good as today's one!

## LANGUAGE

### ENGLISH FOR...

#### Behind the scenes

#### [19] Dialogue and exercise: Backstage

**Sion:** Now, let's listen to a short dialogue between an actor and a friend who came to watch

**Sion:** Let's test your understanding of some of the words and phrases used in the dialogue you have just heard. You will hear a series of statements. After each statement, decide whether it is true or false. You will hear the answers after the ping sound. Ready? Let's go.

1. A "revolving stage" is a mechanically operated turning platform.
  - This statement is true. A "revolving stage" is a mechanically operated turning platform.
2. The "make-up artist" is responsible for the transformation of the actors into their characters through the application of cosmetics and prosthetics.
  - This statement is true. The "make-up artist" is responsible for the transformation of the actors into their characters through the application of cosmetics and prosthetics.
3. The "costume designer" is responsible for the creation of any suits required by the actors.
  - This statement is false. The "costume designer" is responsible for the creation of any outfits worn by the actors in the show, not just the suits.
4. A "prompter" helps the actors with the lines they have forgotten by reading them out.
  - This statement is true. A "prompter" helps the actors with the lines they have forgotten by reading them out.

**Sion:** Well done. Did you get all of those right? If not, go back and try the exercise again.

**witch** ▶ Hexe  
**revolving stage** ▶ Drehbühne  
**memorable** ▶ unvergesslich  
**stage designer**  
 ▶ Bühnenbildner(in)  
**scenery** ▶ Bühnenbild  
**scenic artist** ▶ Bühnen-,  
 Dekorationsmaler(in)  
**amazing** ▶ toll, fantastisch

**backdrop** ▶ Bühnenhinter-  
 grund, Hinterhängestück  
**make-up artist**  
 ▶ Maskenbildner(in)  
**scary** ifml. ▶ unheimlich,  
 beängstigend  
**prompter**  
 ▶ Souffleur/Souffleuse  
**wings: in the -**  
 ▶ hier: in den Kulissen

## [20] Exercise: Tricky translations 🗺

**Sion:** Now, let's continue by doing a vocabulary exercise on two English words that look similar but have different meanings. Mixing up these words could cause misunderstanding. In this exercise, we'd like you to translate a German sentence into English, using the right word.

The first of these two English words is "scenery". It refers to the general appearance of a landscape. Translate the following sentence.

**German:** Steile Klippen sind ein typisches Merkmal dieser Landschaft.

**English:** Steep cliffs are a typical feature of this scenery.

The word "scenery" is also used for onstage backdrops. Translate the following sentence.

**German:** Hat dir das Bühnenbild gefallen?

**English:** Did you like the scenery?

The second English word is “scenario”, which is used to describe a possible situation in the future. Translate the following sentence.

**German:** *Stell dir dieses Szenario vor ...*

**English:** Imagine this scenario...

You also use “scenario” to talk about the written plan of the action in a film or play. Translate the following sentence.

**German:** OK, *ich werde mir das Filmszenario kurz ansehen.*

**English:** OK, I'll have a quick look at the film scenario.

*Business Spotlight 3/2023, pp. 42–43*

## SKILL UP! Retail

**[21] Dialogue and exercise: In context** 🗣️

**Sion:** Listen carefully to the following dialogue because we'll test your understanding of it afterwards. Patrick is in a large department store in the city. The sales assistant Rita is helping him.

**Rita:** Hello. Can I help you at all?

**Patrick:** Hi. I'm interested in buying this wireless speaker. I can connect it to my phone and play music via Bluetooth, right?

**Rita:** Yes. I have one of these — the sound quality is excellent.

**Patrick:** Great. I'll take it. There doesn't seem to be one in a box, though — there's only the display model.

**Rita:** I'm sure we have one in stock. And if not, I can order one and have it delivered.

**Patrick:** Is it available in other colours?

**Rita:** We used to have it in silver, but that's been discontinued. Now, we've only got black, I'm afraid.

**Patrick:** That's OK. I just thought I'd ask.

[a little later]

**Rita:** Here we are. Let's go over to the cash register. Or was there anything else you were after today?

**Patrick:** Yes, I was looking for some LED light bulbs, but you don't seem to have any.

**Rita:** You'll find them in the home department on the ground floor. Would you like to pay for this here before you go downstairs?

**Patrick:** Yes, OK.

**Rita:** That'll be £169. Do you have your loyalty card? And are you paying by card or in cash?

**Patrick:** Card, please. Here's my loyalty card.

**Rita:** Great, I'll just scan that for you. [beep] Do you need a bag?

**Patrick:** Yes, please.

**Rita:** [ping] Perfect! Your receipt is in the bag. You can return or exchange items up to 35 days after purchase for a full refund, so hang on to that receipt.

**Patrick:** Thanks, I will!

**Sion:** Now, it's time to test your understanding of the dialogue that you have just heard. Listen

to the following statements and decide whether they are true or false. You will hear the answers after the beeps that follow each sentence. Here's the first one.

1. Rita doesn't think they have any more of the wireless speakers that Patrick is interested in buying.

► This statement is false. Rita says she is sure they have one in stock.

2. The shop now only has silver models of the wireless speaker.

► This statement is false. Rita tells Patrick that the silver model has been discontinued, which means that it is no longer produced by the manufacturer. The only model they now have is the black model.

3. Patrick decides to pay for the wireless speakers before going to the home department for his LED light bulbs.

► This statement is true. Patrick pays for the wireless speakers before going to the home department for his LED light bulbs.

4. Rita enters the number on the back of Patrick's loyalty card while completing the transaction.

► This statement is false. Rita scans Patrick's loyalty card.

5. Patrick will be able to bring the item back to the shop and get his money back without his receipt, as long as he brings the item back within 35 days of buying it.

► This statement is false. Rita tells Patrick to hang on to his receipt so that he will be able to return the item and get his money back if he brings it back within 35 days of buying it.

**Sion:** Well done. Did you get all of those right? If not, go back and listen to the dialogue again.

department store

► Kaufhaus

display model ► Ausstellungsstück, Ansichtsexemplar

in stock ► auf Lager, vorrätig

discontinue sth.

► etw. auslaufen lassen

cash register

► Registrier-, Ladenkasse

after: be ~ sth. if/ml. ► nach etw. suchen, hinter etw. her sein

light bulb ► Glühbirne

home ► hier: Haushaltswaren

loyalty card ► Kundenkarte

receipt ► (Kassen-)Beleg

item ► Artikel, Ware

purchase ► (Ein-)Kauf

hang on to sth.

► etw. aufbewahren

manufacturer ► Hersteller(in)

## [22] Essential words for retail

**Sion:** OK, let's "skill up" on our language now with some words that are essential when talking about retail. First, you'll hear a definition of a word. Then, you'll hear two suggestions for the word that is being defined: **a)** and **b)**. In the pause, choose the correct option. OK? Here's the first one.

1. A small shop that sells everyday items and is often open until late at night is a...

a) convenience store.

b) commodity store.

► a) is right. A "convenience store" sells a range of everyday goods. "Commodity" means "raw material".

2. The leading store of a brand or retailer, usually in a prime location, is a...
- master store.
  - flagship store.
    - b) is right. Just as a “flagship” is the leading ship in a fleet, a “flagship store” is usually the largest and most important outlet. It acts as a kind of showcase for a brand or retailer.
3. After a purchase, online retailers usually ask customers for their feedback or...
- an overview.
  - a review.
    - b) is right. In a “review”, customers share their opinion. An “overview” is a general outline of something.

**Sion:** Well done. Did you get all those words right? If not, go back and try the exercise again.

Business Spotlight 3/2023, pp. 44–47

item ▶ Artikel, Ware

retailer ▶ Einzelhändler(in)

brand ▶ Marke

purchase ▶ (Ein-)Kauf

## CONCLUSION

**[23] Until next time... E**

**Sion:** Thanks so much for joining us for another issue of Business Spotlight Audio. We'll be back again next month with more articles, exercises and interviews for you to enjoy. In the meantime, take care and have fun practising your business English!

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