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: Welcometo Business Spotlight Audio! In this issue, we'll introduce you to Zahra Tabatabai, a female brewer with Iranian and Middle Eastern roots, who created a unique beer using her late grandfather's beer recipes. Then, we'll consider the pros and cons of menstrual leave before moving on to the Around the World section, where we'll take a look at Argentina's beef industry. You'll also hear about other business-related topics, like negotiating, working from home, product launches and networking. Then, we'll finish things off with a quiz about sleep, because after all, without sleep, little would function in the world of business or we're only just getting started. Let's begin with some trending news topics. Ready? Let's go!

issue 🗢 Ausgabe
brewer 🗢 Brauer(in)
unique ► einzigartig
late 🗢 hier: verstorben
recipe 🗢 Rezept
proc and consisted in

pros and cons: the ~

die Vor- und Nachteile

nenstrual leave
 Freistellung wegen Menstru-
tionsbeschwerden
oeef 🗢 Rindfleisch
opic 🗢 Thema

negotiating

 Verhandeln

launch - Einführung am Markt

Pflege von Kontakten

 etw. abschließen, beenden networking - Aufbau und trending - Trend-

finish sth. off

TRENDS NAMES AND NEWS [2] What happened to Jack? M

Until a few years ago, Jack Ma, a co-founder of the e-commerce giant Alibaba Group, was China's richest and best-known entrepreneur, and a frequent guest at international business conferences. Then, Ma suddenly disappeared. Shortly before, he had publicly criticized Chinese authorities. Fearing the growing influence of entrepreneurs, the government cracked down on its own tech industry. Now, the 58-year-old Ma rarely appears in public and has given up control of Alibaba and other companies.

Born in Hangzhou, in eastern China, Ma taught himself English as a child — practising by giving free tours to foreign visitors — and later became an English teacher. It was while working as an interpreter for Chinese executives on a trip to the US that Ma became interested in tech. His first company created websites for small businesses, but in 1999, he helped start Alibaba by borrowing \$60,000 from friends. Within three years, Alibaba had over a million users, and in 2014, it was listed on the New York Stock Exchange valued at \$25 billion.

Ma has been reportedly living in Tokyo. He made a surprise visit to Hangzhou in March, but it's not clear if he'll ever start a new business or appear at another conference. As China reopens after Covid, its treatment of Ma and other <u>fallen</u> entrepreneurs will be a sign of how open for business the country really is.

Business Spotlight 6/2023, p. 8

executive - Führungskraft,

listed: be ~ 🗢 hier: notiert sein

stock exchange - Börse

billion ► Milliarde(n) fallen ► hier: in Ungnade

Manager(in)

gefallen

co.	founder 🗢 Mitgründer(in)
en	trepreneur
•	Unternehmer(in)
cra	ick down on sth.
•	rigoros gegen etw. vorgehen
int •	erpreter Dolmetscher(in)

[3] Filthy rich M

Much of the debate about climate change has focused, understandably, on the differences between the <u>carbon emissions</u> of rich countries and those of the developing world. However, recent data shows that the difference between the carbon emissions of rich and poor people within countries is now bigger. It seems, wherever they live, the wealthy "<u>polluting</u> elite" does far more damage to the environment than the poorest groups do.

Climate policies are generally based on the idea that all emissions must be cut, regardless of where they come from. But a report by the World Inequality Lab <u>argues</u> that emission re-

duction would be more efficient if policies <u>tar-</u> <u>geted</u> the top emitters, who tend to own larger houses and take more long-distance flights, for example.

The report also shows that fighting poverty in the developing world is not at <u>odds</u> with the job of cutting emissions. Professor Peter Newell, of the University of Sussex, told The Guardian: "<u>Tackling</u> global poverty will not <u>overshoot</u> global carbon budgets, as is often claimed. ... reducing carbon consumption at the top can <u>free</u> <u>up</u> carbon space to lift people out of poverty."

Business Spotlight 6/2023, p. 9

Filthy rich ifml. Stinkreich
carbon emissions
 Kohlendioxidemissionen,
CO ₂ -Ausstoß
pollute (sth.)
 (etw.) verschmutzen; hier:
die Umwelt verschmutzen
argue 🗢 den Standpunkt
vertreten

target sb. • jindn. ins Visier nehmen odds: be at ~ with sth. • im Vider spruch zu etw. stehen tackle sth. • etw. angehen; hier: etw. bekämpfen overshoot sth. • etw. überschreiten free sth. up

etw. verfügbar machen

[4] Sing it again! M

In 1999, Eurovision dropped the rule that contestants must sing in their native language. Since then, nearly all the acts at Europe's <u>glitzy</u> song contest have performed in English. With the rise of digital streaming platforms, however, it is unlikely that English will continue to dominate the music <u>industry</u> around the world. You may not have heard of Bad Bunny, but the 29-year-old Puerto Rican rapper, who usually sings in Spanish, was the most-played artist in 2020, 2021 and 2022 on Spotify — the world's biggest music-streaming service. Analysis of Spotify data shows that music falls into three main linguistic groups: an English group, a Spanish group and a mixed group, which mainly listens to songs in local languages.

English is still the number one in the English-speaking world, but it has <u>declined</u> beyond it. In the Spanish group, where native artists dominate, hits sung in English had fallen from 25 per cent in 2017 to 14 per cent by 2021. The mixed group has countries with strong <u>indigenous</u> cultures, including Brazil, France and Japan. Here, English has declined even more — from over half the hits six years ago to just 30 per cent.

Business Spotlight 6/2023, p. 9

glitzy - glamourös, glanzvoll industry - hier: Branche decline
 zurückgehen
indigenous
 indigen

PROFILE Brewing beer

[5] Introduction E

Sion: Germany is known for its beer, but one country you probably don't associate with beer is Iran. Zahra Tabatabai is a female <u>brewer</u> with Iranian and Middle Eastern roots, based in the US. She was inspired by her grandfather's beer <u>recipes</u> and now runs her own <u>microbrewery</u>. Let's find out more about Tabatabai's business, Back Home Beer.



[6] Zahra Tabatabai: A taste of home M US

In Brooklyn, New York, Zahra Tabatabai <u>brews</u> her own beer and, in doing so, is continuing an <u>ancient</u> tradition. While many countries have proud histories of brewing beer, the practice is much older than most people realize. Fermenting <u>ale</u>-style beer began about 5,000 years ago in the Middle East, a region no longer associated with brewing.

On a tiny gas <u>stove</u>, Tabatabai recreated beer <u>recipes</u> her <u>late</u> grandfather used in the family's homeland, Iran. She got the inspiration from her grandmother. "She said she missed the taste of my grandfather's beer," Tabatabai told The Washington Post. "I thought I was a pretty good <u>chef</u>; brewing can't be that hard."

As it turned out, it was very hard, particularly since Tabatabai, 40, had to reconstruct the recipes based on her family's <u>fading</u> memories. She also had to build a business from nothing, including <u>manufacturing</u>, packaging and distribution.

Exotic flavors

Tabatabai's family left Iran just before the Islamic Revolution of 1979. Growing up in Atlanta, Georgia, she learned to cook with Iranian <u>ingredients</u>, like <u>sumac</u>, <u>barberry</u> and Persian blue salt. Making *ab jo* — the Persian (Farsi) word for "beer" — would be an entirely new challenge. With a home-brew shop and lots of YouTube <u>tutorials</u>, Tabatabai got to work through <u>trial and</u> <u>error</u>, sending bottles back to Atlanta for approval. Once she felt she'd got the recipes right, she decided to open her own <u>microbrewery</u>. Back Home Beer.

Tabatabai felt there was space in the market for her *ab* jo, since most American-made beers are <u>ultimately</u> just variations on the European brewing tradition. "It was really important for me to share our culture and bring something new to beer," Tabatabai says. "I wanted to bring a new flavor and <u>twist</u> with ingredients that are popular flavor profiles in our cuisine."

Brewing success

According to the Brewers' Association, small and independent brewers make up about 13 percent of America's \$100 <u>billion</u> beer market, by volume. However, fewer than a quarter of brewing businesses are owned by a woman far fewer still by a woman of color. Tabatabai and others like her are changing what has long been a white-male-dominated <u>industry</u>. After just over a year, Back Home Beer is available in more than 200 bars and <u>eateries</u> around New York and in Washington, D.C. Now, Tabatabai is looking for investors to expand production and distribution. She still delivers a lot of the beer herself, with up to 50 cases <u>squeezed</u> <u>into</u> her car.

She hopes her beer will, one day, be sold in the southeast, where her family lives. And she wants her own brewing space "where there would be Persian street food. It'd be a place for people who might feel out of place at another brewery. That's the dream."

Business Spotlight 6/2023, pp. 12-13

brew sth.	tutorial
🗢 etw. brauen	 Anleitung
ancient ► (sehr) alt, uralt ale ► Ale (obergäriges Bier)	trial and error: through ~ ← durch Ausprobieren (trial ← Versuch, Test)
stove - Herd recipe - Rezept	microbreweryKleinbrauerei
late ← hier: verstorben chef ← Koch/Köchin	 letztendlich
fading schwindend, verblassend	twist: a new ~ hier: etwas Neuartiges billion
manufacturing ► Herstellung	 Milliarde(n)
ingredient - Zutat	industry hier: Branche
sumac - Sumach barberry - Berberitze kit - Set, Ausrüstung	eatery ifml. ► Speiselokal squeeze sth. into sth. ► etw. in etw. hineinzwängen

HEAD-TO-HEAD Menstrual leave

[7] Dialogue: Conflicting opinions M

Sion: Listen carefully to the following dialogue about <u>menstrual leave</u>. In the next track, we'll test your understanding of some of the words and phrases used.

Cindy: Have you heard about the company's new menstrual leave policy? I'm <u>fuming</u>. Sexbased policies are never a good idea.

Dave: I know I don't menstruate myself, but I would have thought that most women would welcome a menstrual leave policy. After all, it shows that the company is prepared to make <u>provisions</u> for those who tend to suffer at that time of the month.

Cindy: That time of the month? Call it what it is, Dave! It's a period. I've had enough of all these euphemisms. And we definitely don't need extra provisions. We've got <u>sick leave</u>, so we're covered, aren't we?

Dave: Sorry, I didn't mean to <u>offend</u> you. I was just thinking that some women have severe symptoms when they menstruate, like <u>dys-</u><u>menorrhea</u>. Surely making them feel like they have the right to <u>take time off</u> is a good thing? **Cindy**: Decisions like this aren't going to help reduce the gender <u>pay gap</u>. Instead, they'll <u>re-</u><u>inforce</u> gender myths and increase discrimination against women during hiring processes. **Dave:** I don't think menstrual leave is meant to be <u>misogynistic</u>. Personally, I think the company is just trying to be helpful and <u>considerate</u>. **Cindy:** Let's agree to disagree on this one, Dave.

 menstrual leave Freistellung wegen Menstru- 	take time off • (sich) freinehmen
ationsbeschwerden	pay gap
fuming: be ~ ifml.	► Lohngefälle, Gehaltskluft
• wütend sein	(gap ► Lücke)
 provisions ► Maßnahmen, Regelungen 	reinforce sth. etw. verstärken
sick leave - Krankenstand,	misogynistic
krankheitsbedingter Ausfall	frauenverachtend
offend sb.	considerate
• jmdn. verletzen, kränken	rücksichtsvoll
dysmenorrhea ► Dysmenorrhö	

[8] Vocabulary exercise: Menstrual leave M

Sion: Now, let's test your understanding of the language used in the dialogue you have just heard. You will hear a series of incomplete definitions of some of the words and phrases in the dialogue. Complete the sentences by choosing the correct option: **a**) or **b**).

- 1. If a company "makes provisions for women" while they are menstruating, then...
- a) the company adapts and provides extra support for women during this time.
- **b**) the company does little to support women during this time.

- a) is right. If a company "makes provisions for women" while they are menstruating, then the company adapts and provides extra support for women during this time.
- 2. If a female worker is suffering from "severe symptoms" while menstruating, then...
- a) her symptoms are <u>barely noticeable</u>.
- b) her symptoms are very bad.
- **b**) is right. If a female worker is suffering from "severe symptoms" while menstruating, then her symptoms are very bad.
- 3. The "gender pay gap" refers to ...
- a) the difference between what men and women earn.
- **b)** the difference between the amount of paid sick leave given to men and women.
- a) is right. The "gender pay gap" refers to the difference between what men and women earn.
- 4. If a policy "reinforces" gender myths, then it ...
- a) strengthens and supports existing false ideas associated with gender.
- **b)** weakens and criticizes existing false ideas associated with gender.
- a) is right. If a policy "reinforces" gender myths, then it strengthens and supports existing false ideas associated with gender.

Sion: Did you get all of those right? If not, listen to the dialogue again and then try the exercise another time.

Business Spotlight 6/2023, pp. 16–17



reinforce sth.
etw. verstärken

AROUND THE WORLD Argentina

[9] Introduction E

Sion: When you think of Argentina, what do you think of? Lionel Messi? Barbecues? Steak? In the following article, *Business Spotlight* correspondent Amy Booth reflects on why Argentines are eating less beef than they used to in the past.

[10] Where's the beef? M

No weekend in Buenos Aires would be complete without the rich smell of grilled meat in the afternoon air. Asado, Argentines' famous barbecues, are popular all over the country. They are cooked in anything from a <u>fancy purpose-built</u> structure with an <u>adjustable</u> grill to a <u>rack</u> over half an oil <u>barrel</u> on a street corner.

Argentina has often had the world's highest <u>per-capita</u> <u>beef</u> consumption. From the country's iconic gauchos, the horseback cowboys and their enormous <u>herds</u> on the pampas, to premium leather handbags, Argentinian culture is closely linked to <u>cattle</u> farming.

However, according to the Rosario Board of Trade, beef consumption in Argentina has been falling — in 2021, it reached 47.8 kilograms per

person for that year, the lowest figure since 1920. Less beef is being produced, too. Data from the U.S. Department of Agriculture shows that Argentina produced 3.02 million tonnes of beef and veal in 2022 — a drop of more than five per cent compared to 2020.

Meat-free diets are growing in popularity around the world, also in Argentina. The Buenos Aires Province College of Nutritionists estimated that 12 per cent of the country's adult population was vegan or vegetarian in 2020, up three percentage points from 2019. Since 2017, the presidential palace, Casa Rosada, has offered meat-free Mondays in the canteen, and in August 2022, the government announced improved labelling rules for vegetarian and vegan foods.

A question of economics

However, interest in vegetarianism is not the main reason why Argentines are eating less beef. Actually, surveys suggest that many are turning to other sources of animal protein, such as chicken and fish. The real reason is a much more worrying trend: an increasing number of Argentines are poor and cutting back on meat because they can't afford it any more. In the second half of 2020, during one of the world's longest Covid lockdowns, the poverty rate passed 42 per cent, up from 25.7 per cent just three years earlier. These numbers reflect a deep recession that began well before the pandemic.

Since the worst of the year 2020, the economy has recovered somewhat, but its continued recovery depends on sticking to a 30-month plan to repay a record \$44 billion in loans from the International Monetary Fund (IMF). This involves some deeply unpopular measures, such as the removal of subsidies for basic goods and a freeze on public-sector hiring.

In an effort to bring down the price of beef, the government has banned the export of certain meat cuts until 2024. With annual inflation over 100 per cent early in 2023, that makes little difference. However, despite these challenges, the aroma of asado continues to fill the streets of Buenos Aires — and it seems unlikely that this scent will disappear any time soon.

Business Spotlight 6/2023, pp. 28-31

fancy 🗢 raffiniert	nutritionist
purpose-built	 Ernährungswissenschaft-
 speziell angefertigt 	ler(in)
adjustable	labelling 🗢 Kennzeichnung
 verstellbar 	survey 🗢 Umfrage
rack 🗢 Gestell	cut back on sth.
barrel - Fass	🗢 etw. kürzen; hier: den
per capita 🗢 pro Kopf	Konsum von etw. reduzieren
beef - Rindfleisch	recover sich erholen
herd 🗢 Herde	
cattle - Vieh, Rinder	billion - Milliarde(n)
department	loan 🗢 Darlehen
 hier: Ministerium 	subsidy - Subvention
veal Kalbfleisch	freeze 🗢 Einfrieren;
diet - Ernährung(sweise)	hier: vorläufiger Stopp
	ban sth. 🗢 etw. verbieten



annual ← jährlich scent ← Geruch

COMMUNICATION BUSINESS SKILLS Negotiation

[11] Introduction E Sion: In most business relationships, there will be an element of paratizion. But what is the

be an element of <u>negotiation</u>. But what is the best way of <u>negotiating with</u> others so that colleagues, business partners and investors want to reach a <u>mutual</u> agreement with you? The following article by Ken Taylor considers the business of negotiation.

negotiation - Verhandlung negotiate with sb. - mit jmdm. verhandeln mutual gegenseitig

[12] The BEST approach to negotiating M

There are many ways of thinking about the <u>negotiation</u> process. Some see negotiation as a game of <u>chess</u> — with strategies and surprise attacks — while others follow the Harvard University approach of "principled negotiation". When you are working in a second language, it helps to have a clear understanding of the typical <u>stages</u> of the negotiation process, so you can more easily apply the <u>appropriate</u> language to each stage. That will make it easier to reach a successful conclusion. The "BEST" approach to <u>negotiating</u> has four stages:

B for "building relationships" E for "exchanging information" S for "structured <u>bargaining</u>" T for "total <u>commitment</u>"

Before you sit at the table, however, ask yourself three questions: What are my goals and priorities? What's my "walk-away point"? What is my BATNA? ("best alternative to a negotiated agreement"). In other words, decide what you hope to gain, the level where agreement becomes impossible and what alternative you have if the negotiation fails. Now, let's look at each stage of the negotiation.

Building relationships

In his classic book What They Don't Teach You at Harvard Business School, Mark McCormack says a good relationship built on trust and <u>mutual</u> respect can compensate for problems with delivery, quality and price. A good relationship is the platform for good business. He also says you learn more about your business partner's intentions while <u>socializing</u> over coffee or lunch than you can ever discover during a negotiation.

Relationship building involves listening for <u>clues</u> about a person's interests outside work, including family. You can share appropriate personal information about yourself, because any strong relationship is based on mutual interests and common experience.

Exchanging information

Check any <u>assumptions</u> you make regarding the needs and goals of your negotiation partners. To do this, you'll need both questioning and listening skills.

Think of the process as a <u>funnel</u>. You guide your partner from a general opening to a specific, narrow end. Begin with open questions about experiences, attitudes and opinions. Encourage your partner to speak when you feel there's more to learn. Slowly, move to more specific questions about figures and hard facts.

Listen closely and show interest using body language and encouraging sounds and <u>phrases</u>. Check that you've understood correctly. In fact, regularly <u>summarizing</u> what you've discussed is a good idea, especially when working in a second language.

Structured bargaining

As you get more information, you will need to <u>reassess</u> your strategy. In most business negotiations, both sides are looking for a <u>win-win</u> <u>outcome</u>. That's why it's so important to talk <u>in terms of</u> mutual benefits rather than simply concentrating on technical specifications or financial arrangements.

The bargaining process is actually simple. First, you need to define and agree on the needs of both sides. Then, prove that the solution, plan or proposal satisfies those needs and that both sides accept this is so. Of course, it's easier said than done. But making proposals <u>conditional</u> makes it easier to adapt or <u>withdraw</u> them — for example: "If you accept delivery in 60 days, we will carry out the technical changes you asked for." It also allows you to generate different options and possible solutions to any <u>bottlenecks</u>. "If..., then..." are the two most important words in English for an international negotiator.

Total commitment

This is most likely if the result of the negotiation meets four key criteria:

- 1.It's profitable to both sides. This means not only in terms of money but maybe also market share, advanced technology or a longterm relationship.
- 2.Any negative consequences are acceptable. All change has a cost — <u>retooling</u>, retraining, etc. The benefits must clearly <u>outweigh</u> those costs.
- 3. There's a <u>proven</u> plan. Both sides must be sure the agreement can be implemented effectively — <u>timetables</u> are realistic, figures are correct and processes will work as expected.
- 4.It needs to be now. There should be a sense of urgency and that the decision is coming at the right time following a trend, adapting to new technology or being first to market.

Negotiations happen every day — some big, some small. They all aim to find the optimal solution. The BEST process can help you achieve that. negotiation - Verhandlung chess - Schach stage - Phase appropriate angemessen, richtig negotiate sth. etw. verhandeln bargain 🗢 verhandeln commitment Einsatz, Engagement mutual - gegenseitig socialize - Kontakte knüpfen und pflegen; hier: sich unterhalten clue - Hinweis assumption Annahme, Vermutung funnel - Trichter phrase - Ausdruck, Redewendung

summarize sth. etw zusammenfassen reassess sth. etw. neu bewerten win-win outcome f
 ür beide Seiten zufriedenstellendes Ergebnis in terms of 🗢 mit Hinblick auf conditional: make sth. ~ etw. zur Bedingung machen withdraw sth. etw zur
 ücknehmen bottleneck - Engpass retooling - Umrüsten outweigh sth. etw. übersteigen proven 🗢 hier: geprüft. bewährt timetable 🗢 Zeitplan

[13] Exercise: Essential phrases for negotiating [™]

Sion: Let's practise some phrases that can be used when <u>negotiating</u>. First, I'll give you some context, and then I'll give you some of the words that you'll need to build the phrase. 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.

1. To prepare for a meeting, you suggest that your team write down the most important points that need to be spoken about.

- Use "let's", "list" and "key priorities".
- Let's list our key priorities.
- **2.** You tell others a bit of personal information about yourself.
- Use "have", "be back", "my daughter's birthday" and "tomorrow".
- I have to be back for my daughter's birthday tomorrow.
- 3. You ask a relevant question.
- Use "what", "exactly", "deadline" and "this".
- What exactly is the deadline for this?
- **4.** After listening, you want to make sure that you did not miss anything.
- Use "can", "quickly summarize", "what" "we" and "discussing".
- Can I quickly summarize what we've been discussing?
- 5. You point out the <u>mutual</u> benefits.
- Use "this" and "win-win situation".
- This is a win-win situation.
- 6. You want to <u>bargain</u>.
- Use "if you", "give me", "five per cent discount", "then I", "can place" and "order".
- If you give me a five per cent discount, then I can place the order.
- 7. You want to <u>emphasize</u> your total <u>commit-</u> <u>ment</u>.
- Use "advantages", "far outweigh" and "disadvantages".
- The advantages far outweigh the disadvantages.

Sion: Excellent. Well done!

Business Spotlight 6/2023, pp. 32-34

negotiate (sth.) • (etw.) verhandeln	en
mutual 🗢 gegenseitig	co
bargain 🗢 verhandeln	•



CAREERS WHAT IF? Working from home [14] Dialogue: Working from home

Sion: Working from home offers lots of flexibility, but it isn't for everybody. Listen to the following dialogue between two colleagues, Gareth and Jeff, about the <u>pros and cons</u> of working from home. Gareth is the first to speak and Jeff is the second to speak. Try to remember their names because you will need to know who said what for the following exercise.

Gareth: I love working from home. It's so much better than working in the office. What do you think about it, Jeff?

Jeff: Well, Gareth, to be honest, I miss all the <u>chance encounters</u> you get in the office. I used to really enjoy <u>catching up on</u> office <u>gossip</u> during my coffee <u>break</u> or in the canteen. Now, that seems to be a thing of the past.

Gareth: I can't say I miss our <u>open-plan office</u> myself. There were so many <u>distractions</u>, and I used to hate the <u>commute</u> — it was such a waste of time. Jeff: I used to quite enjoy the commute, to be honest. And I worry about the <u>knock-on effects</u> that working from home could have on the transport industry. Some businesses could easily <u>go bankrupt</u> if everybody started working from home.

Gareth: Have you considered that businesses that have gone fully <u>remote</u> are now saving what they used to spend on <u>renting out</u> office space? I think many business owners must be thanking their lucky stars!

Jeff: Well, some people might be happy, but people working in <u>real estate</u> and <u>funds</u> that own <u>properties</u> can't be too <u>thrilled</u>. The rent for company offices is much higher than it is for apartments.

 pros and cons: the ~ ← die Vor- und Nachteile 	knock-on effect UK Folgewirkung
chance - hier: zufällig	go bankrupt
encounter	 in Konkurs gehen
 Begegnung 	remote: go ~
 catch up on sth. sich auf den neuesten Stand 	 hier: auf das Arbeiten im Homeoffice umstellen
von etw. bringen	rent sth. out
gossip - Klatsch	🗢 etw. (an)mieten
break - Pause	real estate US
open-plan office	 Immobilie(n)
 Großraumbüro 	fund 🗢 Fonds
distraction Ablenkung	property ← Immobilie(n)
commute ← pendeln; Pendelstrecke, Arbeitsweg	thrilled ifml. ► begeistert, (hoch)erfreut

[15] Exercise: Comprehension questions M

Sion: Now, let's test your understanding of some of the dialogue you have just heard. You will hear a series of statements based on the dialogue. Decide whether they are true or false. Remember that the first person to speak in the dialogue was Gareth and the second was Jeff. You will hear the answers after the ping sound that follows each statement. Ready? Let's start.

- **1**. Jeff misses <u>coincidentally</u> seeing people in the office.
- This statement is true. Jeff says he misses the chance encounters in the office. A "chance encounter" happens when you see someone you know despite not having planned to meet them. For example, you might be making a coffee in the office kitchen, and the other person might come into the kitchen while you are there.
- **2**. Jeff also liked hearing stories about people in the office.
- This statement is true. Jeff says he used to enjoy catching up on the office gossip during his coffee break or in the canteen. "Gossip" involves stories about other people. If you "catch up on something", then you get the latest information about it.
- **3.** Gareth used to find the open-plan office quite entertaining because people could always stop and have a chat with him while he was working.

- This statement is false. Gareth didn't like the distractions in the open-plan office. An "openplan office" does not have any <u>dividing walls</u>, so everybody is in the same room, even if they work for different <u>departments</u>. "Distractions" are unwelcome interruptions that make it hard to concentrate on what you are doing.
- **4**. Gareth didn't like the journey to and from the office.
- This statement is true. Gareth hated the commute. A "commute" is your journey to and from work.
- Jeff is worried about the <u>repercussions</u> that working from home could have on the transport industry.
- This statement is true. Jeff is concerned about the knock-on effects that working from home could have on the transport industry. "Knock-on effects" are the unintended consequences of an action.
- **6**. Jeff thinks some businesses could be financially better off if they had a remote working policy.
- This statement is false. Jeff says that some businesses could go bankrupt as a result of remote work. If a business "goes bankrupt", then it is unable to pay its debts. "Debt" is money that is owed.
- 7. Gareth thinks that <u>remote businesses</u> must be happy that they no longer have to rent out offices.

- This statement is true. Gareth says that businesses no longer need to spend money on renting out office space, which he sees as a positive thing. If you "rent" something, then you pay for the use of it.
- 8. Jeff thinks that <u>estate agents</u> will be pleased to rent out office space for residential use instead of commercial use.
- This statement is false. Jeff mentions that the rent that companies pay for office spaces is higher than what people pay for apartments. If you rent out an apartment, then you are renting the <u>property</u> for residential use. If you rent out an office space, then you are renting the property for commercial use.
 Sion: Well done! Did you get all of those answers right? If not, go back and try the exercise again.

Business Spotlight 6/2023, p. 35

coincidentally 🗢 zufällig	remote busi
gossip 🗢 Klatsch	 hier: Unte Arbeiten im H anbietet
break 🗢 Pause	
dividing wall Trennwand	estate agen
department • Abteilung repercussion • Auswirkung	 Immobilie property

remote business hier: Unternehmen, das Arbeiten im Homeoffice anbietet estate agent UK Immobilienmakler(in) property Immobilie(n)

CAREER COACH Checking in

[16] Introduction E

Sion: Sometimes, there are so many meetings at work that you <u>barely</u> have time to arrive and

focus on the meeting before it starts. That's why it's a good idea for those leading the meeting to stop and <u>check in with</u> participants before they start talking about the main <u>topic</u> of the meeting. The following article by career coach Frank Peters focuses on the importance of checking in at the beginning of a meeting.

barely ► kaum	topic
check in with sb.	🗢 Thema
 hier: imdn. einbeziehen 	

[17] Take the time to check in M

These days, a day at work is a day spent in meetings. Calendars don't consist of work itself any more, they're full of meetings, one after another and, sometimes, more than one meeting at the same time.

There are lots of guides and <u>hacks</u> out there about how to run perfect meetings, but when I look at how meetings actually happen, they seem far from perfect to me. However, I don't want to <u>outline</u> here what the ideal meeting might look like. Instead, I'd like to focus on what I think is the most important part of any meeting: the beginning.

Let everyone arrive

When people arrive at a meeting, they might be there physically, in the room or on-screen, but they haven't arrived yet mentally. There could be any number of reasons for this. Perhaps they've just finished another meeting that didn't go very well — or maybe it was <u>terrific</u>. Some may have just returned from a great lunch <u>break</u> with their co-workers. Whatever it was that happened before this, at least some of your co-workers are probably still thinking about that and not about your meeting.

If you immediately <u>launch into</u> the specifics of your <u>topic</u>, you can easily lose those people who haven't mentally arrived yet. Have you ever wondered why, after the meeting has been going for a while, some people suddenly seem less cooperative or even <u>upset</u>? They may say things like: "I didn't agree to that point on the <u>agenda</u>" or "I wasn't there when that was decided." Sometimes (not always), this can <u>stem from</u> the way things began. If you rush into the details while people aren't yet mentally prepared, you may well get a less-than-<u>sympathetic</u> reaction.

There's a simple, but effective, way to avoid this: begin with a <u>check-in</u> question.

How does it work?

To help your participants arrive mentally, you need to get them to <u>snap out of</u> their daydreams or whatever they're <u>preoccupied</u> with. A checkin question will do this, so that everyone knows: "This is a new meeting. I'm here now."

A good check-in question will <u>prompt</u> people to reflect a little about themselves. It should not be difficult to answer, but should include something personal and potentially <u>reveal</u> something about people's personalities, without being <u>obtrusive</u>. And, importantly, it should have something to do with the topic and goal of the meeting.

Here are some examples of good check-in questions:

- What's on your mind right now?
- What is one success you had last week?
- What's your idea of the perfect day/project?
- If you were <u>CEO</u> of this company for a day, what would you do?

There are also a few basic rules to follow to make this check-in a success:

- Be as open as you want to be.
- Be personal. Talk about yourself not others.
- Keep things short: one or two sentences are enough.
- Don't judge or discuss.

As some people won't be accustomed to this method, it's helpful to explain quickly what you are doing. "Quick" is one of the success factors of a good check-in. As mentioned, it's important to limit the statements in length and not let a <u>full-blown</u> discussion start. If people want to know more, they can talk afterwards — you need to keep control of your meeting.

Besides giving people the chance to arrive, there are a number of other benefits to starting with a check-in question:

1. Everybody has a chance to speak

This may sound trivial, but it isn't. In lots of meetings, 30 minutes can pass while only one

person does all the talking — usually, the moderator, who is then astonished that the others aren't actively participating. Allowing everybody to say a few words at the beginning <u>breaks</u> <u>down barriers</u>, and in general, people will be more willing to <u>speak up</u> when you ask the group a question in the course of the meeting.

This is especially true if participants don't know each other well. A check-in creates a little more closeness and familiarity within the group. You get to know the tone, accents and sound of each other's voices.

2. You set the tone of the meeting

The importance of this should not be underestimated. In the first few minutes, people make up their minds about what kind of meeting they are in. When participants answer the checkin question, there are a few different ways to proceed. You can decide who speaks when, by pointing to the next person. You can choose the first one and then allow each speaker to pick the next person. Or, you can let the process flow naturally on its own.

Quickly, people understand your moderation style. You can use that, for example to make clear that you're in charge or to let others know you want them to take the initiative at times.

As I said, don't underestimate the value of this. There is a phenomenon known as "the halo effect". This means when we meet a person for the first time and discover one or two positive behaviours or qualities, we transfer this favourable first impression to other areas. For example, if we meet someone who is eloquent and has good manners, we may be <u>inclined</u> to think that this person is also smart, <u>reliable</u> and trustworthy. To some extent, this happens in meetings. If you begin in a rush and without giving people the chance to arrive, an atmosphere of impatience and stress can develop. However, starting by including everybody and considering everyone's point of view can be of great help during the course of the meeting.

3. People get used to interaction

From the first minute, the participants understand they're expected to contribute, which is especially important if you really need help in finding a solution to a problem, for example. If you don't require input from others, you should ask yourself whether the meeting is necessary at all. Simply sharing information might be done better via email, for example.

Perfect for team meetings

I know that you probably have many points on your agenda and might be thinking that there isn't enough time for a check-in. Even I have this thought from time to time and then wonder: "Why did I feel so rushed? Why were the discussions so <u>exhausting</u>?" Maybe I didn't take the time for a proper check-in, and this can affect the moderator as much as the participants.

In team meetings, it is a good idea to pick

questions that are team-related and <u>reinforce</u> the cooperation in the team. If you ask questions that go a little bit deeper, you might also strengthen the trust among team members if they're willing to open up.

Questions I like include:

- What's one thing you're excited about today?
- What's something you have <u>accomplished</u> since our last meeting?
- What's one challenge you're currently facing that you'd like help with?

After establishing this check-in routine with your team, you can go a step further by having other team members take over the check-in and <u>rotating</u> this role regularly. Make it their responsibility to think of a check-in question and lead the first five minutes of the meeting. With this little change, you make the team meeting "the team's meeting".

hack - hier: Lösungsvorschlag	sym
outline sth.	► V
🗢 etw. umreißen, darlegen	chec
terrific ifml. 🗢 großartig	mer(
break - Pause	snap
launch into sth. ► in etw. ein- steigen; auch: mit etw. anfangen	► a von e
topic - Thema	preo sth.
upset 🗢 verärgert	loren
agenda 🗢 Tagesordnung	pror
stem from sth. von etw. herrühren	► jn

verständnisvoll

check-in
hier: die Teilnehmer(innen) einbeziehend

snap out of sth. ifml.
aus etw. herauskommen, sich

on etw. lösen

preoccupied: be ~ with sth. ← mit etw. (gedankenverloren) beschäftigt sein

prompt sb.

jmdn. veranlassen

reveal sth. in		
🗢 etw. enthüllen, offenlegen	• {	
obtrusive 🗢 aufdringlich	reli	
CEO (chief executive	exh	
officer) 🗢 Geschäftsfüh-	- 7	
rer(in), Firmenchef(in)	rein	
full-blown 🗢 voll ausgebildet;	• (
hier: eingehend	acc	
break down barriers	• (
 Hürden überwinden 	rota	
speak up 🗢 sich äußern	• (

inclined: be ~ to do sth. • geneigt sein, etw. zu tun reliable • zuverlässig exhausting • anstrengend, erschöpfend reinforce sth. • etw. verstärken accomplish sth. • etw. erreichen rotate sth. • etw. durchwechseln

[18] Essential phrases: Checking in with others M

Sion: OK, now, let's practise some phrases that can be used to <u>engage</u> people in a team meeting. First, we'll give you a situation and two words, and then you'll hear a sentence with a beep. 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. The following phrase gives listeners some context about what you are asking.
- Choose one of these words to complete the sentence: "relates" OR "reminds".
 My question [beep] to what Sally said earlier.
- My question relates to what Sally said earlier.
- 2. The following phrase can also be used to introduce the context of what is being spoken about.

- Choose one of these words to complete the sentence: "issue" OR "interest" This gets at an [beev] we've been discussing lately.
- · This gets at an issue we've been discussing lately.
- 3. The following phrase can be used when asking others to speak.
- Choose one of these words to complete the sentence: "ball" OR "bowl" Jenny, could I ask you to get the [beep] rolling, please?
- Jenny, could I ask you to get the ball rolling, please?
- 4. This is another phrase that can be used when asking others to speak.
- Choose one of these words to complete the sentence[,] "handle" OR "hand" I'd like to [beep] over to Mike at this point.
- I'd like to hand over to Mike at this point.
- 5. This phrase can be used to keep the meeting on track
- Choose one of these words to complete the sentence: "topic" OR "topical" We're getting slightly off [beep].
- We're getting slightly off topic.

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

Business Spotlight 6/2023, pp. 38-41 bei etw beim Thema bleiben.

on track: keep sth. ~

engage sb. in sth.

imdn. in etw. einbeziehen

LANGUAGE ENGLISH FOR A product launch

[19] Dialogue: A product launch M

Sion: Now, it's time for a short dialogue between two co-founders who have just launched a musical shower curtain on to the market. In this dialogue, they reflect on the progress they have made up until this point. Listen carefully to the words and phrases used in the dialogue because we'll test your understanding of them in the following track.

Sonia: I can't believe we've finally done it. Tunezz shower curtains are finally available for purchase.

Mike: I know, I keep pinching myself to remind myself it's real. We tested so many prototypes before settling on this final product. I'm really proud of us. What a journey it's been!

Sonia: Yes, I remember us searching for the right product developer and product designer to help us to transform our plans into reality. We were so lucky to find Gemma and Dave when we did. They've been such a huge help.

Mike: Do you remember that kick-off meeting we invited them to? We were so nervous.

Sonia: Yes, it's funny how concerned we were about everything back then, but I suppose we're just a couple of perfectionists.

Mike: Yes, the devil's in the details. Little things like the typeface you use in the user manual and the way the <u>copywriter phrases</u> your advertising slogans are really important.

Sonia: Yes, you're right! Now, after all this excitement, I'm going to <u>head off</u> and have a shower. I've hung up my Tunezz shower curtain already!

Mike: But it's midday, and you haven't even been to the <u>gym</u>.

Sonia: I don't care. I just can't get enough of our product. I think I'll play some 90s R&B this time.

co-founder • Mitgründer(in) launch sth. • etw. einführen	user manual Benutzerhandbuch
available for purchase: be ~ • käuflich erworben werden	copywriter ► Werbetexter(in)
können (purchase - Kauf)	phrase sth. • etw. formulieren
pinch oneself 🗢 sich zwicken	head off
kick-off meeting ifml.	 sich aufmachen
 Auftaktsitzung 	gym 🗢 Fitnessstudio
typeface - Schriftart	

[20] Comprehension exercise M

Sion: Let's test your understanding of some of the dialogue that you have just heard. You will hear an incomplete definition of some of the words and phrases used in the dialogue. Complete the definitions by choosing the correct option: **a**) or **b**). Ready? Here's the first one:

1. A prototype is...

a) an early version of a product, which is often used for testing purposes.

- **b)** the final version of a product that is <u>launched</u> on to the market.
- a) is right. A "prototype" is an early version of a product, which is often used for testing purposes.
- 2. A product developer...
- a) works on everything from strategic planning to marketing.
- **b)** works on improving a product, often with the help of a team of <u>engineers</u> and designers.
- b) is right. A "product developer" works on improving a product, often with the help of a team of engineers and designers. "Product managers" — not product developers — are usually the ones responsible for strategic planning and marketing.
- 3. A product designer...
- a) is responsible for turning a functional product into an attractive one.
- **b)** is responsible for the internal <u>engineering</u> of a product.
- a) is right. A "product designer" is responsible for turning a functional product into an attractive one. A "product engineer" would have a more technical role.
- 4. A kick-off meeting is...
- a) the initial team meeting at the start of a project.
- **b)** a meeting that is held when members of staff need to be fired.
- a) is right. A "kick-off meeting" is the first team meeting at the start of a project. "Ini-

tial" means "first" or "<u>occurring</u> at the beginning".

- 5. A copywriter...
- a) writes text for adverts and marketing material.
- b) copies and collects <u>competitors</u>' advertising texts to help the <u>brand</u> <u>assess</u> the <u>competi-</u> <u>tion</u>.
- a) is right. A "copywriter" writes text for adverts and marketing material. This text written by a copywriter is referred to as "copy".

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

Business Spotlight 6/2023, pp. 42-43

launch sth. 🗢 etw. einführen		
engineer 🗢 Ingenieur(in)		
engineering 🗢 Technik		
occur 🗢 geschehen		

competitor - Mitbewer-		
ber(in), Konkurrent(in)		
brand - Marke		
assess sth. 🗢 etw. bewerten		
competition - Konkurrenz		

SKILL UP! Networking [21] Exercise: Essential words for networking M

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

- 1. If you talk to someone about what has been happening recently in your life and theirs, then you...
- a) catch up with them.
- b) move in with them.
- a) is right. If you "catch up with someone", then both people inform each other about recent events in their life.
- 2. If you keep in contact with someone, you...
- a) stay in touch with them.
- b) relate to one another.
- a) is right. If you "stay in touch with someone", then you see or communicate with them regularly.
- 3. If you do something to improve the impression that the public has of you, then you...
- a) enforce your profile.
- b) boost your profile.
- b) is right. If you "boost your profile", then you increase the amount of attention you get in order to improve the public's opinion of you.
- 4. Someone that both you and another person know is a...
- a) common relation.
- b) mutual contact.
- **b**) is right. If you discover that you and another person both know the same person, then you have a "mutual contact".

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

[22] Exercise: Tricky translations M

Sion: Now, let's continue by doing a vocabulary exercise on false friends. False friends are pairs of words that sound similar in German and English, but their meanings are different, so they can cause confusion and misunderstanding. In this exercise, we'd like you to translate a German word and sentence into English, being careful not to mistranslate the false friend. Let's begin.

Sion: This word is used for an event that companies display their products at, usually at separate stands. Translate the following word.

German: Messe

English: trade fair

Sion: Don't say "mess", as this refers to a very <u>untidy</u> state in English. The German word Messe is "trade fair", or just "fair", in English. Translate the following sentence.

- German: Als Studentin arbeitete sie oft auf der Hannover Messe.
- **English:** As a student, she often worked at the Hanover Fair.

untidy - unordentlich

[23] Exercise: Don't confuse M

Sion: In this exercise, we'll practise the use of the false friend in the previous track. First, you'll hear a sentence with a beep. In the pause, decide whether you need to use "fair" or "mess"

instead of the beep. Then you'll hear the correct sentence again. Ready?

- Dirty dishes, overflowing <u>bins</u> and food on the floor — our company canteen is always a real [beep]!
- Dirty dishes, overflowing bins and food on the floor — our company canteen is always a real mess!
- 2. We met at the book [beep] in London last year.
- We met at the book fair in London last year.
- There are two beeps in the next sentence. At the start of a [beep], everything is <u>neat</u> and orderly, but by the end of it, there is a lot of [beep] to clean up.
- At the start of a fair, everything is neat and orderly, but by the end of it, there is a lot of mess to clean up.

Sion: Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

bin UK 🗢 Mülleimer neat 🗢

neat 🗢 sauber, gepflegt

[24] Text and exercise: Collocations M

Sion: For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to the following piece of advice on how to build a professional network. We'll then do an exercise on it.

To start building a strong, professional network, <u>reach out to</u> your current connections. It's also important to <u>put yourself out there</u> and go beyond the people you know well. You can consider joining local and national networks or <u>industry-related</u> organizations. Conferences and events provide opportunities to <u>mingle</u>, form new relationships and connect with others on social networks.

By focusing on adding value — by sharing your time and information with others — you will soon see an extensive, supportive network develop.

Sion: OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using a collocation with the correct adjective from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- 1. A network that is limited to the area where someone lives is a...
- local network. A network that is limited to the area where someone lives is a local network.
- **2.** A network that relates to a whole country and its people is a...
- national network. A network that relates to a whole country and its people is a national network.

- 3. A network that is based on personal relationships and communication among people is a...
- social network. A network that is based on personal relationships and communication among people is a social network.
- 4. A network that is formed by people in a work context is a...
- professional network. A network that is formed by people in a work context is a professional network.
- 5. A network covering a large area is an...

 extensive network. A network covering a large area is an extensive network.
 Sion: Well done. If you didn't get all those col-

locations right, listen to the text again and then try the exercise once more.

Business Spotlight 6/2023, pp. 44-47

reach out to sb. US ifml.
 jmdn. kontaktieren,
ansprechen
put oneself out there ifml.
 etwa: sich in den Mittel-
punkt/ins Rampenlicht stellen

industry-related

branchenspezifisch

mingle

sich unter die Leute mischen

FREESTYLE QUIZ Sleep

[25] You snooze, you lose? M

Sion: The longest day of the year is in June in Europe, and many people find they are waking earlier. It is estimated that we spend a third of

 our lives at work — and another third of our lives asleep. How much do you know about <u>slumber</u>? Let's find out with the following quiz. After each question, you'll hear three options. Choose the one that you think is right. Then, you'll hear the answer after the ping sound that follows each question. Ready? Let's go! 1. Global warming has caused us to lose how much sleep a year, on average? a) 3 hours b) 18 hours c) 44 hours. 2. According to the US <u>Bureau of Labor Statistics</u>, the last thing most Americans do before going to sleep is a) brush their teeth b) watch TV c) read The correct answer is b) watch TV. 3. What does the expression "let sleeping dogs lie" mean? a) avoid <u>disrupting</u> a peaceful situation b) <u>sleep in</u> much later than usual c) tell somebody that they are late The correct answer is a) avoid disrupting a peaceful situation. 4. In the UK's four-day work week <u>trial</u> in 2022, what percentage of employees reported having fewer sleep problems as a result of work- 	 a) 40 per cent b) 3 per cent c) 28 per cent The correct answer is a) 40 per cent. 5. Studies show we need less sleep in summer. How much more deep REM sleep do we get in winter, on average? a) 10 minutes b) 30 minutes c) 60 minutes The correct answer is b) 30 minutes. 6. Globally, one in [beep] people suffer from insomnia. a) 20 b) 10 c) 3 The correct answer is b) 10. 7. What percentage of manufacturing workers report getting less than the recommended seven hours of sleep a night? a) 41 per cent b) 12 per cent c) 68 per cent The correct answer is a) 41 per cent. 8. Who wrote, of insomnia: "He would lie in the bed and finally, with daylight, he would go to sleep"? a) Agatha Christie b) J.K. Rowling c) Ernest Hemingway
	, .
ingless?	 The correct answer is c) Ernest Hemingway.
	23

- **9.** "Somniphobia" is the medical name for a fear of _____.
- a) <u>nightmares</u>
- b) going to sleep
- c) loud noises at night
- The correct answer is **b**) going to sleep.
- **10**.Which human sense is less active when we are asleep?
- a) hearing b) smell c) touch
- The correct answer is **b**) smell.

Sion: Well done! Did you get all of those right? If not, hopefully you've learned a thing or two about the wonderful world of sleep!

Business Spotlight 6/2023, p. 50

You snooze, you lose.

 Wer rastet, der rostet.
 (snooze ifml.
 schlummern, dösen)
 slumber
 Schlummer, Schlaf
 Bureau of Labor Statistics
 Behörde für Arbeitsmarktstatistik disrupt sth. • etw. stören sleep in • (sich) ausschlafen trial • Erprobung insomnia • Schlaflosigkeit manufacturing + Herstellung, Produktion nightmare • Albtraum

CONCLUSION [26] Until next time... ī

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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