



EINFACH BESSER BUSINESS-ENGLISCH



AUDIO

17 | 2 Business Spotlight

Business Spotlight

ENGLISH ON THE MOVE

How to prepare a perfect presentation



EASY ENGLISH

Checking facts

BUSINESS SKILLS

The importance of innovation

Spotlight Verlag

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 2/2017. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English. We also offer lots of exercises to help you to improve your language and communication skills.

David Ingram: As in each recording, we have a special focus on two particular areas. For our first main topic, we look at how you can make your organization more innovative.

Erin Perry: Our other main focus comes from our Easy English section and looks at how to check that you have understood correctly what others are telling you. And we also have a special short story for you — about a very strange book.

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | Track 2

David Ingram: We'll begin with our Names & News section, with a story about a British chef in France.

Erin Perry: A British chef in France? You are joking, David, right? I mean, you know, British food and...

David Ingram: ...and what exactly? Quite a few British chefs are successful around the world, Erin. And the one in our story moved from the stress of life in Paris to the countryside and has now won an award for the best village bistro in France.

Erin Perry: Wow, awesome! I am impressed. OK, let's listen to the story to find out more

Bon appétit! | Track 3 EASY

Chris Wright wanted less stress in his life. So the British chef left his job at a busy Paris cafe and started his own restaurant in a remote village.

Now, his restaurant has been named France's best village bistro and he's busier than ever. "Looking at it from that point of view, it's been a bit of a disaster," the 44-year-old told Agence France-Presse.

Wright, who was born in Manchester, started his cafe and shop in the Cantal region in June of 2016. "By mid-July, it was mad and I had to get a bit of help," he says.

Wright had chosen the village of Dienne, which has a population of 200, thinking it

chef ➔ Koch/Köchin

it was mad ➔ hier etwa: es ging zu wie in einem Taubenschlag

remote ➔ abgelegen

would be quiet. “I wanted it to be a low-key thing,” he says. But it is located in the Auvergne Volcanoes Regional Park and the cafe soon became popular.

The award for his Epicerie de Dienne came from the trendy restaurant guide *Le Fooding*. Among the food praised by the guide was Wright’s Devon scones and a vegan vegetable Kiev.

Business Spotlight 2/2017, p. 9

Introduction (II) | Track 4

Erin Perry: For our next story, we’ll turn to Australia to hear about the business of childcare.

David Ingram: The business of childcare? Childcare isn’t a business, surely. It’s about looking after well, children, isn’t it?

Erin Perry: Yes, it is. But as we’ll hear, it’s also big business, especially for the private childcare centres that stay open longer and therefore help working parents. As you listen to our story, try to answer this question: how much profit did private childcare centres in Australia make in 2016?

Corporate kids? | Track 5 **ADVANCED**

Childcare in Australia is big business, with private childcare centres making about A\$1 billion (approx. €680 million) in profit in 2016. Especially profitable were childcare centres that are open for longer hours, as working parents are willing to pay more for this service.

But critics are worried that the best childcare is being offered to those who can pay for it, rather than being provided equitably. “Services are established where they are profitable not necessarily where vulnerable children need access to quality early education, or where they will be the most affordable and convenient for working parents on lower wages,” says Labor politician Kate Ellis. “Increasingly, decisions about early education services in Australia are being made in corporate interests — based on the highest price the market can bear — not community need,” Ellis, the party’s early-childhood spokeswoman, said at the National Press Club.

Jo Briskey, of parent advocacy group The Parenthood, agrees. “If we treated early learning like we do our school system, we wouldn’t see ever increasing fees for families,” Briskey says. She adds that the high turnover in staff would be reduced if childcare workers were better paid.

Business Spotlight 2/2017, p. 8

access ▶ Zugang

advocacy group ▶ Lobby;
hier: Interessenvertretung

childcare ▶ Kinderbetreuung

convenient ▶ hier: geeignet

corporate ▶ Unternehmens-

early education
▶ frühkindliche Bildung

equitably ▶ gerecht

fee ▶ Gebühr

Kiev ▶ Hühnchen Kiev

low-key ▶ ruhig,
unaufgeregt

scone ▶ eine Art Milchbrötchen

spokeswoman ▶ Sprecherin

turnover ▶ Fluktuation

vegetable ▶ hier: mit Gemüse

vulnerable ▶ schutzlos;
hier: hilfsbedürftig

Erin Perry: OK? Were you able to answer our question? How much profit did private childcare centres in Australia make in 2016?

- ▶ The answer is about A\$1 billion. Listen again.
- ▶ “Childcare in Australia is big business, with private childcare centres making about A\$1 billion (approx. €680 million) in profit in 2016.”

Erin Perry: If you didn't get the answer the first time, go back and listen to the text again.

BUSINESS SKILLS

Ken Taylor on innovation

Introduction | Track 6

David Ingram: We'd now like to move on to our first main focus, from our Business Skills section. And the topic is one that challenges all organizations — how to be more innovative.

Erin Perry: That's easy, isn't it? All you need is lots of good ideas and...

David Ingram: Well, that's part of it, certainly. But innovation is not just about having good ideas. It's also about putting them into practice effectively. And that requires good communication between staff and management, as Bob Dignen explains in his latest Business Skills article. Here's our communication skills expert, Ken Taylor, with some exercises on this topic.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Innovation is essential for companies that want to succeed in a competitive marketplace. In his latest Business Skills article, Bob Dignen looks at some key components that organizations need to implement if they are to innovate successfully.

In this first exercise, you will hear a statement about innovation. In the pause, decide whether you agree or disagree with the statement. Then I will tell you what Bob says in his article. OK? We'll start.

1. **Most innovations start with a flap of inspiration.**
 - ▶ Bob disagrees. He says that most innovations begin by connecting ideas that already exist. OK, next statement.
2. **You should analyse your existing situation carefully before innovating.**
 - ▶ Bob agrees. It's important to investigate your current business model to understand the impact of any innovations. Next statement.
3. **Don't use venture capital start-ups as clues for future success.**

clue ▶ Hinweis, Anhaltspunkt

flap ▶ Aufblitzen; hier: plötzlicher Moment

impact ▶ Auswirkung(en)

venture capital
▶ Risikokapital

- Bob disagrees. Start-ups can offer clues to future trends in the market. OK, next statement.
4. **Partnering with centres of excellence, such as universities, can keep you in touch with the latest trends.**
 - Bob agrees. He gives pharmaceutical companies as an example of this partnering process. Next statement.
 5. **When business is difficult and people feel uncertain about the future, they are motivated to innovate.**
 - Bob disagrees. Uncertainty often paralyses organizations and makes people less open to new ideas. And the next statement.
 6. **Successful innovation depends on not making mistakes.**
 - Bob disagrees. Failure is fine as long as it is fast and creates learning. OK, last statement.
 7. **Do not disturb people with challenges or disagreement when they are thinking creatively.**
 - Bob disagrees. We need to have our assumptions challenged and to listen carefully to other ideas.

Ken Taylor: How did you get on? Did you agree with Bob? If you want to learn more, read Bob's article in the latest issue of *Business Spotlight*.

Exercise: Vocabulary | Track 8 MEDIUM

Ken Taylor: In his article, Bob Dignen uses several very useful business expressions. In this exercise, you will hear a business term and how it is used in a sentence. In the pause, try to explain what the term means. Then you will hear a model explanation. Good. Let's start.

1. **Business model.** Our business model is well-suited to the market.
 - A "business model" is the way in which a company generates income and makes a profit
2. **Venture capital.** We will need some venture capital to finance our start-up company.
 - "Venture capital" is money available for investment in a new or unproven business.
3. **Demographic shift.** One key demographic shift is the increase in the number of people aged over 60.
 - A "demographic shift" is a change in the characteristics of the population.

assumption ➤ Annahme,
Hypothese

in touch ➤ in Kontakt

paralyse sb./sth.

➤ jmdn./etw. lähmen

shift ➤ Verschiebung

unproven ➤ hier: noch nicht
bewährt

venture capital

➤ Risikokapital

4. **Mergers and acquisitions.** Our company has grown much bigger through mergers and acquisitions.

- “Mergers and acquisitions” is a term used to describe the combining and buying of companies.

5. **Social trend.** Social networking is one of the most influential social trends

- A “social trend” is the general direction in which something in society is changing or developing.

6. **Technological advances.** Technological advances in virtual reality have made computer games much more realistic.

- “Technological advances” are improvements in scientific and industrial knowledge and innovation.

Ken Taylor: Good. If you found this difficult go back and do the exercise again until you feel you have understood the business expressions.

Exercise: Your organization | Track 9 MEDIUM

Ken Taylor: Bob Dignen suggests that you should start the innovation process by carefully analysing your organization’s current business environment. This process involves asking questions about your business model. I’ll give you a question word and tell you what to ask.

You speak in the pause. Then you will hear our model version of the question. Let’s begin.

- Ask about your employees’ response to pressure. Use “how”.

- How do our employees respond to pressure?

- Ask about the latest social trends. Use “what”.

- What are the latest social trends?

- Ask which people might be affected by the changes. Use “who”.

- Who might be affected by the changes

- Ask about the point at which you will need venture capital. Use “when”.

- When will we need venture capital?

- Ask about the amount of capital you will need. Use “how much”.

- How much capital will we need?

- Ask about the reason for John’s disagreement. Use “why”.

- Why does John disagree?

advance ➤ Fortschritt, Verbesserung

affect sb. ➤ jmdn. betreffen

mergers and acquisitions

- Fusionen und Übernahmen

respond to sth.

- hier: auf etw. reagieren

response ➤ hier: Reaktion

social networking

- Kontaktaufbau und -pflege über soziale Netzwerke

venture capital

- Risikokapital

- Ask for the names of universities that you could partner with. Use “which”.
- Which universities could we partner with?

- Ask about your company’s position in the marketplace. Use “where”.
- Where is our company positioned in the marketplace?

Ken Taylor: How was that? Were your questions similar to the models? Don’t worry if they were not exactly the same. There are several ways of forming the questions.

In the future, most jobs will require people to think creatively and to innovate. Your ability in these areas is likely to be an essential part of your organization’s success.

Business Spotlight 2/2017, pp. 40–46

PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 10

David Ingram: We’ll stay now on the subject of communication skills and also stay with Ken Taylor, the author of our Personal Trainer section in *Business Spotlight*.

Erin Perry: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in

using English at work. And Ken is in the studio now to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Erin Perry: Welcome, Ken. For your latest dialogue in the Personal Trainer section, I believe you have somebody who does a rather unusual job.

Ken Taylor: Yes, that’s right. Jörg Alexander is a professional magician. I’ve actually seen him perform. He’s excellent. But besides that, Jörg also works as a keynote speaker on topics such as perception and illusion.

Perry: Which topics did you discuss with Jörg?

Taylor: Er, we talked about Jörg’s stage techniques and how they could be adapted and maybe used as a basis for making business presentations more interesting.

Perry: And can you tell us some of the key points that came out of your discussion?

Taylor: We discussed how a presenter or performer can manage the start of their performance to attract the interest of the audience and how they can keep that attention, um, through story-telling and by building in sur-

audience ➤ Publikum

keynote speaker

➤ Haupt-, Festredner(in)

magician ➤ Zauberer/

Zauberin

perception ➤ Wahrnehmung

topic ➤ Thema

prises. We also talked about dealing with nervousness. Anyway, you can read the full interview in the latest [issue](#) of Business Spotlight.

Perry: And, finally, what can listeners do if they would like to ask you questions relating to their work?

Taylor: All they need do is write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

Business Spotlight 2/2017, pp. 48–49

SKILL UP!

The language of negotiating

Introduction | Track 12

David Ingram: Let's "skill up" now on our language, with some idiomatic terms related to negotiating.

Erin Perry: Yes, negotiations of all sorts — whether formal or informal — are a key part of business life. We negotiate pay, terms and conditions of contracts, workloads and many more things, including who's going to make the coffee. That's why negotiating is the subject of our latest Skill Up! supplement. Let's practise some of that idiomatic language now.

Exercise: Negotiating idioms | Track 13 MEDIUM

Erin Perry: In this exercise, we'd like you to form some idioms. First, you'll hear a description of a situation and then two suggestions, **a)** and **b)**. In the pause, choose the correct suggestion to form the idiom from the world of negotiating. Then, you'll hear the correct answer. OK? Let's start with the first one

- If you eliminate problems that are making it difficult for you to achieve a good result in your negotiations, do you...
 - iron things out?
 - iron things over?
 - a)** is correct. To "iron things out" means to "solve any problems or difficulties before starting or continuing negotiations". Next one.
- If you do not give up your plans or goals, even under pressure, do you...
 - stick to your bullets?
 - stick to your guns?
 - b)** is correct. If you "stick to your guns" when negotiating, you do not change your mind and accept other proposals. OK, another one.

achieve sth. ➔ etw. erzielen

goal ➔ Ziel

issue ➔ Ausgabe

negotiation ➔ Verhandlung

3. If you clarify issues that have not yet been resolved, do you...
- tie up open ends?
 - tie up loose ends?
- **b)** is correct. To “tie up loose ends” is to clarify issues that have not yet been resolved. OK, here’s the last one.
4. If you finally do what someone wants you to do, even though you don’t really like the idea, do you...
- cave in?
 - bow in?
- **a)** is correct. If you “cave in” to someone, you give up your own plan and agree to their idea.

Erin Perry: Did you get all those idioms right? If not, go back and practise them again — because you might hear some of them in your next international negotiation, and you’ll want to be able to understand them.

Skill Up!, no. 43, pp. 18–19

FALSE FRIENDS

Exercise: Translation | Track 14 MEDIUM

David Ingram: Let’s continue “skilling up” on our vocabulary. Here, we’ll look at some false friends relating to negotiating. False friends are pairs of words that sound similar in German

and English. But their meanings are very different, so they can cause misunderstandings. Now, in this exercise, we’d like you to translate some German words and sentences into English, being careful to avoid the false friends. Let’s begin.

Erin Perry: Our first word is used for a booklet that contains information about a company’s products. Please translate this word.

German: Prospekt

English: brochure

David Ingram: Don’t say “prospect”, as this refers to something that might happen in the future. The German word *Prospekt* is “brochure” in English. Translate this sentence, please.

German: Könnten Sie uns bitte Ihren neuesten Prospekt zusenden?

English: Could you please send us your latest brochure?

Erin Perry: Our next word refers to the amount of money that has to be paid for something. Translate this word now.

German: Preis

English: price

David Ingram: “Prize”, which is written with a “z”, is wrong here as this is an award given to some-

booklet ➤ Heft, Broschüre

clarify sth. ➤ etw. klären

issue ➤ Frage, Sachverhalt

resolve sth. ➤ etw. lösen

one who's won a competition. If Preis refers to the value of something, it is translated as "price", written with a "c". Please translate this sentence.

German: Meinst du nicht, dass dieser Preis viel zu hoch ist?

English: Don't you think that this price is much too high?

Erin Perry: Our next word is an adverb and it's used when you want to say that something may happen. Please translate this word.

German: eventuell

English: possibly

David Ingram: You can't say "eventually" here, as this means "finally" or "in the end". The English translation of the German word eventuell is "possibly". Translate this sentence, please.

German: Könnten Sie eventuell am nächsten Samstag arbeiten?

English: Could you possibly work next Saturday?

Erin Perry: Our next word is a verb used when you receive something from someone. Translate this word, please.

German: bekommen

English: get

David Ingram: Don't say "become" here. This verb is used for something that is about to come into existence or start to be — for example, a child becomes an adult. The German verb

bekommen is "get" in English. So, translate this sentence now.

German: Er bekommt jetzt weniger Geld als vor drei Jahren.

English: He now gets less money than three years ago.

Erin Perry: OK, our last word refers to keeping money instead of spending it. Translate this word, please.

German: sparen

English: save

David Ingram: "Spare" is wrong here, as this is used for something that is not needed at the moment. The German word sparen is translated as "save" in English. Translate this sentence now.

German: Firmen sollten weniger sparen und mehr investieren.

English: Firms should save less and invest more.

Erin Perry: Well done!

Skill Up!, no. 43, pp. 14–15

WORK & RELAX

In the Zone

Introduction | Track 15

Erin Perry: For our next topic, we'd like to look at... David, what are you doing?

David Ingram: Oh, sorry. I was just checking my, er, Facebook page. Won't be a second.

Erin Perry: David, David, we're trying to work here.

David Ingram: I know, but, well, my boss just posted such a stupid comment about the political situation in Britain and I've got to reply immediately and say what an idiot he's being...

Erin Perry: David, listen. First, you're at work, so you should be concentrating fully. Second, I'm really not sure it's a very good idea to post negative comments about your boss on social media.

David Ingram: Ah, you may have a point there, Erin.

Erin Perry: Glad you see that. Because using social media appropriately is the subject of our latest In the Zone article in *Business Spotlight*. And the author of the article, our Careers editor, Margaret Davis, is here in the studio now. So, David, you can ask her for some personal advice on how to behave.

David Ingram: Will do!

Interview: Margaret Davis | Track 16 MEDIUM

David Ingram: Margaret, you write that it's possible to get fired for something you post on social

media. But don't most people know by now that they should be careful about what they post on Facebook or Instagram?

Margaret Davis: You'd think so, wouldn't you? Facebook has been around since 2004, but people still seem to need to be reminded that they shouldn't post drunken party pictures or bad-mouth their boss. Hiring managers and recruiters also check Facebook, so if you're looking for a job, you also need to be cautious. But in the meantime, there's even more to consider than just your private Facebook account.

Ingram: Why is that?

Davis: Well, that's because companies also use Facebook, Instagram or Pinterest for customer relations. So they set up accounts and invite customers to comment on their products and services. And here's where it gets tricky for employees.

Ingram: Can you give an example?

Davis: Yes, let's suppose a customer at a restaurant complains about the service he received — the coffee was cold, the waiter was rude or

bad-mouth sb. *ifml.*
 ► über jmdn. herziehen

cautious ► vorsichtig,
 achtsam

hiring manager
 ► Personalleiter(in)

invite sb. ► hier: jmdn.
 auffordern

recruiter
 ► Personalvermittler(in)

rude ► unhöflich

tricky ► heikel

whatever. He posts a comment on the restaurant's Facebook page to complain. Perhaps he even includes the waiter's name. If you're that waiter, it might be tempting to reply directly to the customer, but you should never do that — the situation could escalate. So get support from your boss and let your company deal with unhappy clients. Unfortunately, there are other areas where a company Facebook page might cause problems for employees, especially those who have direct contact with the public.

Ingram: Like what?

Davis: Well, let's say you work for an electronics chain and a customer complains on Facebook that you couldn't tell her how a new smartphone functions. A few days later, someone else says that you sold him a printer but a cable was missing. So, anyone can have a bad day, but if it happens several times, your employer might see a pattern. And since some companies use customer comments on social media in performance reviews, this can have a negative impact on you. If necessary, get support from your works council in this sort of situation. And if customers make positive references to your work, be sure to make copies to show at your next performance review.

Ingram: Getting back to your private Facebook account, should you "friend" your colleagues?

Davis: Some companies actually encourage this as a team-building effort. And often it works well, but here again, you need to be cautious, especially with humorous posts. What you thought was funny might be seen as sexist or racist and you could be accused of sexual harassment or bullying. Many of us are friends with colleagues outside of work, so it's probably safe to friend them, especially if you know them well. Use your common sense about friending your boss, though. Except in rare circumstances, it's probably better not to do so.

Ingram: Thank you very much, Margaret.

Davis: Thank you. You're welcome.

Business Spotlight 2/2017, pp. 80-81

bullying • Mobbing

circumstance

• Umstand, Gegebenheit

encourage sth.

• hier: etw. fördern

humorous • lustig, witzig

impact • Auswirkung(en)

pattern • Muster; hier:

Regelmäßigkeit

performance review

• Leistungsbeurteilung,
Mitarbeitergespräch

sexual harassment

• sexuelle Belästigung

tempting • verlockend

works council UK

• Betriebsrat

you're welcome

• gern geschehen

GRAMMAR

Relative clauses

Introduction | Track 17

David Ingram: OK, after that very helpful advice from Margaret Davis, it's time for some grammar! This time, we'll be looking at relative clauses and the relative pronouns that you need to form such clauses.

Erin Perry: Relative clauses? Relative pronouns? In other words, this part's not so important, it's all just relative, right?

David Ingram: Very amusing, Erin. But as you know, we take our grammar very seriously here, so let's do some exercises now.

Exercise: Relative pronouns | Track 18 MEDIUM

David Ingram: In our first exercise, you'll hear a sentence and then two relative clauses referring to this sentence — one with “which” and one with “that”. In the pause, decide which relative clause is correct. Then, you'll hear the answer and an explanation. Ready? Here's the first one

1. You shouldn't believe everything...

a) that he says.

b) which he says.

➤ a) is correct. After “everything” and similar pronouns, such as “something”, “nothing” and “all”, the relative pronoun “that” is used. So the full sentence is:

➤ You shouldn't believe everything that he says.

David Ingram: Note that you could also say this sentence without a relative pronoun. Listen.

➤ You shouldn't believe everything he says.
OK, next one.

2. Who was the woman...

a) who you were talking to?

b) that you were talking to?

➤ Both a) and b) are possible. When talking about people, you can use the relative pronouns “who” and “that”, although some people disapprove of using “that” for people because “that” is more commonly used for things. Listen again.

➤ Who was the woman who you were talking to?

➤ Who was the woman that you were talking to?

David Ingram: Again, you could also say this sentence without a relative pronoun. Listen.

➤ Who was the woman you were talking to?
OK, next one.

3. We were able to outsource part of our production,...

a) which helped us meet the deadline.

b) that helped us meet the deadline.

➤ a) is correct. When the relative clause refers to an entire clause or sentence, you need the relative pronoun “which”. Listen to the full sentence.

- ▶ We were able to outsource part of our production, which helped us meet the deadline. OK, next one.

4. They applied a method...

- a) who was completely new.
- b) which was completely new.
- ▶ b) is correct. The relative pronoun “who” is not used for things. You need to use “which” or “that”. Listen.
- ▶ They applied a method which was completely new.
- ▶ They applied a method that was completely new.

David Ingram: Note that, although it is not *Business Spotlight*'s preferred style, “which” is often used in defining clauses in British English, as in this and the next example. OK, here's the final one

5. You were offered a salary...

- a) that was much too low.
- b) which was much too low.
- ▶ Again, both a) and b) are correct. As we said before, the relative pronouns “which” and “that” can both be used to refer to things. Listen.
- ▶ You were offered a salary that was much too low.
- ▶ You were offered a salary which was much too low.

David Ingram: Excellent. If you had problems with that exercise, go back and do it again.

Exercise: Relative pronoun or not? | Track 19

ADVANCED

David Ingram: In our second grammar exercise, you'll hear a sentence. In the pause, decide whether it is possible to leave out the relative pronoun. Ready? Here's the first sentence

- The man who is phoning is our head of sales.
 - ▶ No, in this case you can't leave out “who” because it is the subject of the relative clause. Next one.
- The flight that we wanted to take was cancelled.
 - ▶ In this case, you can leave out the relative pronoun “that” because it is the object of the relative clause. So, you could say:
 - ▶ The flight we wanted to take was cancelled. OK. Next one.
- Meryl Streep is starring in the film that I'm going to see tonight.
 - ▶ Again in this case, you can leave out the relative pronoun “that” because it is the object of the relative clause. So you could say:
 - ▶ Meryl Streep is starring in the film I'm going to see tonight. OK. Last one.

head of sales

- ▶ Vertriebsleiter(in)

star ▶ eine Hauptrolle

spielen

4. What is the name of the area where you live.
 ➤ No, you can't leave out the relative pronoun "where".

David Ingram: Good. Well done. Relative clauses can be tricky in English. If you feel uncertain, go back and do these exercises again.

Business Spotlight 2/2017, p. 62

EASY ENGLISH

Ken Taylor on checking facts

Introduction | Track 20

Erin Perry: David, are you doing anything next Thursday? I want to invite a few friends around for a meal in the evening.

David Ingram: Oh, sorry, Erin, I'm on a business trip to Hamburg next Tuesday and won't be back till around midnight.

Erin Perry: Not Tuesday, David. I said Thursday.

David Ingram: Oh, Thursday. Oh, yes. That's fine. Thanks a lot!

Erin Perry: Great! But there's a lesson there. We often misunderstand things that other people say. To avoid serious misunderstandings, we need to be able to check the facts that others tell us. Here's our communication skills expert, Ken Taylor, with some helpful exercises.

Exercise: Asking checking questions | Track 21

EASY

Ken Taylor: It's easy to misunderstand people when talking on the phone or when meeting face-to-face. This means it's important to check your facts during the conversation and to summarize the key information at the end. It's even easy to misunderstand an email. You might need to write back to check the facts.

Let's practise some good phrases you can use to check the facts. Imagine you are having a telephone conversation with a business partner, Jackie. She will say something to you. I'll tell you what to ask her to check the facts. You speak in the pause. Then you will hear a model question. OK? We'll begin.

Jackie: I'll be coming at two o'clock.

■ Ask when she'll be coming.

➤ When will you be coming?

Jackie: Two o'clock.

Jackie: My name is Jackie Gough.

■ Ask her how she spells her family name.

➤ How do you spell your family name?

Jackie: G-O-U-G-H.

spell sth.

➤ etw. buchstabieren

tricky ➤ schwierig

Jackie: The order number is 41289/87.

- Ask her to repeat the order number.
- Could you repeat the order number, please?

Jackie: 41289/87.

Jackie: You should get the goods on Tuesday.

- Ask her which day she said.
- Which day did you say?

Jackie: Tuesday.

Jackie: That's the 14th.

- Ask her to confirm the date.
- Could you confirm the date for me please?

Jackie: The 14th.

Jackie: I'm afraid there will be a slight delay as a result of traffic problem

- Ask her why there will be a delay.
- Why will there be a delay?

Jackie: Traffic problem

Ken Taylor: When you put the phone down or walk away from a meeting, you don't want to have that horrible feeling that you might not have understood everything. So if something doesn't make sense or if you simply have not heard what was said, ask a question to clarify.

Exercise: Making a summary | Track 22 EASY

Ken Taylor: One way to make sure you have understood things correctly is to make a short summary. So now let's practise making a summary at the end of a phone call. You will hear a short telephone conversation. At the end of the conversation, there will be a pause for you to summarize. Then you will hear a model summary. OK. First, listen carefully to the conversation. Make some notes if you want.

Anne: Let's talk about the arrangements for the sales conference.

Paul: OK. It will be on Thursday and Friday, 9th and 10th May.

Anne: Is the hotel booked?

Paul: Yes. The Clarendon, Brighton. We have one large conference room and two breakout rooms available.

Anne: What about meals?

Paul: The lunches will be buffet style. There will be an informal dinner on the evening we arrive and a more formal dinner on the Thursday evening. That's when our CEO will make a speech.

breakout room US *ifml.*

- (Seminar-)Raum für kleinere Gruppen

CEO (chief executive officer)

- Geschäftsführer(in)

confirm sth. ➤ etw. bestätigen

goods ➤ Ware(n)

order number

- Bestellnummer

sales conference

- Vertriebstagung

Ken Taylor: Good. Did you get all that? If you are worried that you missed something, go back and listen again. OK, are you ready to make your summary? If so, pause the track and summarize the conversation now. ▶

Ken Taylor: OK, now listen to a model summary.

▶ The sales conference will be held on Thursday and Friday, 9th and 10th May, at the Clarendon hotel in Brighton. There is one large conference room available and two breakout rooms. The lunches will be buffet style and the evening meal on the Wednesday will be an informal one. The dinner on the Thursday will be more formal and the CEO will make a speech.

Ken Taylor: Was there anything you missed? Making a final summary after a telephone call or meeting is good business practice and prevents unnecessary misunderstandings.

Business Spotlight 2/2017, pp. 52-53

TECHNOLOGY

English 4.0

Introduction | Track 23

David Ingram: Now, for a complete change of topic. It's time to turn our attention to technology and our regular English 4.0 section in *Business Spotlight*. Our specific topic this time is disruption.

Erin Perry: Oh, great, because I hate people disrupting me when I'm trying to concentrate on something.

David Ingram: Ah, OK, I know what you mean, but I don't think it's that kind of disruption that we're talking about. But we can find out more now from *Business Spotlight's* technology editor, Eamonn Fitzgerald.

Interview: Eamonn Fitzgerald | Track 24

ADVANCED

Erin Perry: Eamonn, in your latest column, you talk about disruption. Perhaps you could start by telling us exactly what disruption is and why it's so significant

Eamonn Fitzgerald: Disruption is another word for change. But not just change, dramatic change, and change that's often associated with technology and also fundamentally with creating new markets for new products and services. If we go back to the beginning of the last century, people were happy enough with horses as a means for transport. And then along came the automobile. And so all the people who bred and fed and cleaned up after horses lost their jobs. But lots of new jobs were created in factories for making cars, for making windows for cars and seats for

breed sth.
▶ etw. züchten

disruption ▶ Störung; hier: Umbruch, Umwälzungen

cars and, in our time, entertainment systems for cars. In the 1980s, people used typewriters in offices. Then along came the personal computer, and suddenly, you could create documents on computers, you could create presentations, and there were jobs for computer technicians, for network administrators. Then ten years ago, Steve Jobs presented the iPhone, and that was a shock for Nokia and Motorola, Blackberry, and lots of new jobs for creating apps and creating services for smartphones and games. So, disruption is change and it's a change that's important because it affects economies and societies.

Perry: Are there particular industries that are more susceptible to disruption?

Fitzgerald: Any industry that can be automated will be automated. So wherever we see production line manufacturing, we can expect that in the near future, if it's not currently happening, robots will play an increasing role in making the things that are being made, whether they be cars, phones or refrigerators. The end of this process is still not in sight. We don't really know where we're going here. It's all a bit new. But if we look at what's happening in the automotive industry, there is tremendous pressure at the moment to make cars self-driving, autonomous cars. And the impact of that could be huge. We're talking about a future in which taxi drivers don't exist as we know them. Lots

of jobs lost there. We're talking about truckers who want their jobs. So, this is the beginning of a dramatic change where robotics, machine-learning, artificial intelligence and algorithms are shaping the future of work. Perhaps people who are employed in creative industries or in caring industries, where human creativity, human originality and human care and touch and love is needed, their jobs won't be affected. But I don't think we can make too many predictions at the moment about what won't be changed by technology.

Perry: Finally, Eamonn. Is the election of Donald Trump an example of disruption?

Fitzgerald: I think so. Here we have the leader of a very powerful country, who is not a politician. What he is is a combination of businessman and celebrity. And what's unique about him is how he uses social media to communicate. A completely new way of sending his message to his supporters and to the world. And this puts in question the role of the media in future, the

affect sth. ➤ etw. betreffen

automotive ➤ Kfz-

celebrity ➤ Prominente(r)

impact ➤ Auswirkung(en)

prediction ➤ Vorhersage

production line manufacturing ➤ Bandproduktion

refrigerator ➤ Kühlschrank

susceptible: be ~ to sth.

➤ für etw. anfällig sein

technician ➤ Techniker(in)

tremendous ➤ enorm

trucker ➤ Lkw-Fahrer(in)

typewriter

➤ Schreibmaschine

unique ➤ einzigartig

role of politics as we know it. Maybe in other countries, people will demand that their politicians in future are entertainers, are amusing, are controversial, are outrageous. So this, I think, is a classic example of disruption, total change, dramatic change.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 2/2017, pp. 72-73

ENGLISH ON THE MOVE

Ken Taylor on preparing a presentation

Introduction | Track 25

David Ingram: We'll move on now to... English on the Move and the topic of giving a presentation in someone else's office

Erin Perry: Oh, that's often a problem, isn't it? They don't have the right equipment or the seating isn't the way you want it. Nightmare!

David Ingram: Yes, well that's why it's so important to be prepared properly and discuss in advance with your host how things are going to be organized. Here's Ken Taylor again, with some exercises to help you to do this.

Exercise: Vocabulary | Track 26 MEDIUM

Ken Taylor: If you have to discuss arrangements for making a presentation in someone else's office you will need to know the right vocabulary to explain your needs. Let's practise some useful words now.

First, you will hear a description. Then you will hear two words or phrases, **a)** and **b)**. In the pause, decide which of these best matches the description. OK? Let's start with the first one

- The chairs for the audience are placed around one long table. Is this called...
 - boardroom-style seating?
 - U-formed seating?
 - a) is correct. When an audience is placed around one long table, it is "boardroom-style" seating. U-formed seating is when the tables are arranged in a U-configuration with the speaker at the open end of the arrangement. Next one.
- A pad of large sheets of paper mounted on a stand. Is this called...
 - a writing pad?
 - a flip chart

audience ► Zuhörer(innen)

boardroom ► Sitzungssaal

mount sth. ► etw. befestigen

outrageous

► unmöglich, skandalös

pad ► Block

sheet ► Bogen;

auch: Laken

you're welcome

► gern geschehen

- ▶ b) is correct. A “flip chart” is a pad of large paper mounted on a stand. A “writing pad” is a smaller pad of paper for individual use. OK, next one.
3. The wire that connects your computer to the projector. Is this called...
- a) a scart cable?
 - b) a live cable?
 - ▶ a) is correct. You usually connect your laptop to a projector through a “scart cable”. A “live cable” is one that has electricity passing through it. OK, next one.
4. The chairs are arranged in rows without tables, facing the presenter. Is this called...
- a) banquet style?
 - b) theatre style?
 - ▶ b) is correct. “Theatre-style” seating is where the chairs are arranged in rows without tables, facing the presenter. “Banquet-style” seating is when the audience is seated at round tables. OK, last one.
5. A projector attached to the upper interior surface of a room. Is this called...
- a) a ceiling-mounted projector?
 - b) a cinema projector?
 - ▶ a) is correct. If a projector is attached to the ceiling, it is “ceiling-mounted”. A “cinema projector” projects pictures from a reel of film.

Ken Taylor: How did you get on? If there were some words or phrases you didn't know, go back and learn them.

Exercise: Dialogue | Track 27 **ADVANCED**

Ken Taylor: Now, let's put these words and phrases into a context. Listen to this telephone conversation between a personal assistant, or PA, and a visitor who will be making a presentation at the PA's company.

Presenter: So, can we just run through some of the practicalities?

PA: Sure. What would you like to check with me?

Presenter: How many participants will there be?

PA: About 12 to 15.

Presenter: And how will the room be set up?

PA: It's theatre style at the moment, but it could easily be changed to U-formed seating with tables if you prefer.

Presenter: U-form would be great. I'd like to work both with the projector and on the flip chart. Are both available?

ceiling-mounted ▶ an der Decke befestigt, Decken-

practicalities

▶ praktische Details

presenter

▶ Moderator(in), Sitzungsleiter(in)

reel of film ▶ Filmrolle

run through sth.

▶ etw. durchgehen

set up ▶ hier: eingerichtet

theatre style

▶ (Anordnung mit) Stuhlreihen

PA: Yes, there is a ceiling-mounted projector, a screen and two flip charts

Presenter: Presumably, it's a normal scart cable connection, isn't it?

PA: That's right.

Presenter: And I'll just need a small table for my laptop at the front.

PA: No problem.

Ken Taylor: Now, it's your turn. You take the part of the presenter. I'll tell you what to say. You speak in the pause. Then you will hear the presenter again and the PA's reply. OK, let's start.

- Ask if you can run through some of the practicalities.
- So, can we just run through some of the practicalities?

PA: Sure. What would you like to check with me?

- Ask how many participants there will be.
- How many participants will there be?

PA: About 12 to 15.

- Ask how the room will be set up.
- And how will the room be set up?

PA: It's theatre style at the moment, but it could easily be changed to U-formed seating with tables if you prefer.

- Say that U-form would be great.
- U-form would be great.

- Say that you'd like to work with both the projector and flip chart and ask if both are available.
- I'd like to work both with the projector and on the flip chart Are both available?

PA: Yes, there is a ceiling-mounted projector, a screen and two flip charts

PA: Yes, there is a ceiling-mounted projector, a screen and two flip charts

- Check if there is a normal scart cable connection.
- Presumably, it's a normal scart cable connection, isn't it?

PA: That's right.

- Finally, say you'll just need a small table for your laptop at the front.
- And I'll just need a small table for my laptop at the front.

PA: No problem.

Ken Taylor: Good. Well done. After doing these two exercises, you should be able to manage the practicalities of setting up a presentation room in the way you want it to be.

Business Spotlight 2/2017, p. 58

ceiling-mounted ➤ an der Decke befestigt, Decken-

presumably ➤ vermutlich

INSIGHT

Business news with Ian McMaster

Introduction | Track 28

David Ingram: Welcome now to our Insight section, in which *Business Spotlight* editor-in-chief Ian McMaster gives his views on the recent business news.

Erin Perry: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: Well, Erin, first we are going to look at whether we really need global trade deals, such as TTIP or NAFTA. We'll also be looking at the recent rise in the value of the US dollar, and we'll be talking about whether inflation is about to take off in the eurozone

Erin Perry: OK, as always, we're intrigued.

Business news: Global trade deals, the US dollar and eurozone inflation | Track 29 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was global trade deals? What's the debate here?

Ian McMaster: The question is very simple: do we need global trade deals? That's the discussion in our latest Head-to-Head section in *Business Spotlight*. Over the past year, we've seen heated debates on this topic, for example, in relation to the proposed trade deal TTIP between the EU and the US, or CETA, between the US and Canada. The European single market is also an example of a cross-country trade deal and, of course,

there's currently a lot of discussion about what the UK's relationship with the single market should be after it leaves the EU.

Proponents of multi-country trade deals, and free trade more generally, argue quite plausibly that international trade over hundreds of years has been a key driver of increased income and living standards worldwide. And history has shown where barriers to trade can lead: for example, into an economic depression, as in the 1930s. So, there's a strong case for deals that promote freer international trade.

The problem, and this is where opponents of such trade deals have good arguments, is that free trade often produces losers as well as winners, even when the overall impact is positive. So, there are concerns about the impact of trade deals on living and environmental standards, and also concerns that they give too much power to multinational corporations vis-à-vis national governments. For example, allowing such corporations to take legal action against

allow sb. sth. ▶ hier: jmdm. etw. ermöglichen

argue ▶ den Standpunkt vertreten

case ▶ hier: Argument(e)

corporation ▶ Unternehmen

cross-country
▶ hier: länderübergreifend

driver ▶ hier: treibende Kraft

impact ▶ Auswirkung(en)

plausibly ▶ überzeugend

proponent
▶ Befürworter(in)

single market
▶ (EU-)Binnenmarkt

take legal action
▶ gerichtlich vorgehen

topic ▶ Thema

governments that implement, say, environmental measures that might hit their profits. Anyway, you can read more about this fascinating debate in our latest magazine.

Perry: For your next topic, you said you were going to look at the rise in the value of the US dollar. That sounds good to me. Does this have something to do with the new president, Donald Trump?

McMaster: Well, partly. Certainly, one reason why the dollar rose to a 14-year high following the US elections in November 2016 is that Donald Trump has promised a more expansionary economic policy. This would tend to push up interest rates in the US. And higher interest rates attract money from abroad, which tends to push up the dollar. But it's not just about Trump. Interest rates in the US were going to rise in 2017 anyway, because the economy has been growing strongly recently.

The problem with exchange rates, however, is that one never really knows where they are going next. Some analysts see the dollar rising to the point where it is worth as much as a euro, or even more than a euro. Others see the value of the dollar falling back again this year, to the point where the euro could be worth as much as \$1.15 by the end of the year. So for people like myself, who are planning to go on holiday to the US later this year, it's hard to know whether we

should buy dollars now, before they rise further, or wait in case the dollar falls back.

Perry: And finally, you mentioned inflation in the eurozone? What's going on? I thought inflation had more or less disappeared.

McMaster: Well, it's certainly true that inflation in the eurozone has been extremely low in recent times. Now, that sounds like good news because price inflation means that the value of our money is falling. But inflation has been well below the European Central Bank's target of close to, but below, two per cent. That's why the ECB has been pumping money into the eurozone, in an attempt to revive the economy. So that's the background. But we have seen an uptick in inflation recently — from 0.6 per cent at an annual rate in November 2016 to 1.1 per cent in December, the highest level since 2013. And in Germany, as opposed to the eurozone as a whole, inflation went up to 1.7 per cent in December. But there's no need to panic! This

at an annual rate

▶ auf Jahresbasis gerechnet

exchange rate

▶ Wechselkurs

expansionary ▶ expansiv

interest rate ▶ Zinssatz

push sth. up

▶ etw. in die Höhe treiben

revive sth.

▶ etw. neuen Schwung geben

say ▶ zum Beispiel

target ▶ Ziel(vorgabe)

uptick US

▶ Aufwärtstrend, leichter Anstieg

is not a return to hyperinflation which many Germans (and their policy makers) seem to be paranoid about. Rather, it is a step towards normality. Another step, of course, would be for eurozone interest rates to rise from their current abnormally low level. Because the combination of rising prices and zero interest means that the value of people's savings is being eroded. And that is a dangerous situation to have in Germany in an election year.

Perry: OK, thanks very much, Ian. We look forward to hearing from you again next time.

McMaster: My pleasure.

Business Spotlight 2/2017, pp. 32–33, 55

SHORT STORY

Introduction | Track 30

Erin Perry: David, you read a lot of books, don't you?

David Ingram: Well, not as many as I used to. I just don't seem to have the time. But there's nothing like a good book, is there?

Erin Perry: Well, no there's nothing like a good book, but...

David Ingram: What is it, Erin? You're trying to tell me something, I can tell.

Erin Perry: It's just that a book is the subject of our latest short story, by James Schofield called simply "The book". But in this case, well, it's not

really a good book. Let's listen now and find out more.

The book | Track 31 MEDIUM

The police found Derek Ebdon with his head smashed in on the floor of his studio in north London. Their theory is that somebody had found out Derek was an art forger.

It's not a bad theory. You make a lot of enemies if you sell fake old-master drawings — investors, for example, when they find out that the Michelangelo sketch they paid so much money for is suddenly worthless. Or art historians who have to tear up everything they've written about Rembrandt because their theories were based on fakes. You see, the whole art market — with millions of dollars invested — is at risk when there is no confidence that what is bought and sold is genuine. So it's true, Derek had many potential enemies. But his murderer wasn't one of them. I can say this because I

art forger ▶ Kunstfälscher(in)

art historian

▶ Kunsthistoriker(in)

erode sth. ▶ etw. aufzehren

fake ▶ Imitation, Fälschung; nachgemacht, gefälscht

genuine ▶ echt

look forward to doing sth.

▶ sich darauf freuen, etw.

zu tun

my pleasure

▶ es war mir ein Vergnügen

old-master drawing

▶ Zeichnung alter Meister

policy maker

▶ politische(r) Entscheidungsträger(in)

smash sb.'s head in

▶ jmdm. den Schädel einschlagen

was his assistant at the time, so I know what happened.

Derek was a brilliant artist, just not very original. Like most art students, he learned his trade by copying masterpieces by Titian, Velázquez or Leonardo. But what made him special was that he didn't just copy. He could produce new masterpieces in their style. It was as if he had brought them back to life.

After art school, he found it difficult to make an honest living as an artist. So one day, when he had no money, he did a little sketch of a woman's head in the style of a Rubens, sold it to a commercial gallery and began a career as a forger.

Oh, he was amazing! He preferred drawings to paintings because they were easier to sell, and he could imitate the technique of the original artists so perfectly that not even the experts noticed any difference. Even the scientists didn't have a chance. We made our own ink and chalk based on original recipes and we got the drawing paper by buying old books. They always had a couple of blank pages at the beginning or the end. We'd remove those, resell the books and then Derek could create his drawings on authentic paper from the time of the artist in question. It was practically impossible to prove they weren't originals.

One day, Derek came to the studio with a book he'd bought. It had large pages and — best

of all — was only half-filled with something handwritten in French. The other pages were blank.

“What's it about?” I asked, looking at the strange black script, full of numbers with the occasional little diagram. I couldn't understand anything, but it looked unpleasant, even sinister.

“Some alchemy or witchcraft nonsense,” said Derek. “It's from about 1700. They were crazy about that stuff then. This paper will be perfect for Watteau!”

Watteau was one of Derek's favourite artists. Watteau was an early 18th-century painter who'd done pictures of ladies and gentlemen in parks and gardens, dancing and flirting with maybe a little bit of polite sex going on in the background. Just right for his aristocratic French customers. To prepare his paintings, Watteau did lots of sketches, which always sold for a good price when they came on the market. We cut out the pages of the book and Derek got to work.

amazing ▶ fantastisch, toll
art school ▶ Kunstakademie
blank page ▶ Leerseite
ink ▶ Tinte
make an honest living
 ▶ auf ehrliche Weise seinen
 Lebensunterhalt verdienen
masterpiece ▶ Meisterwerk

polite ▶ hier: brav, nicht
 aufregend
recipe ▶ Rezept
script ▶ Schrift
sinister ▶ unheimlich
sketch ▶ Skizze
trade ▶ hier: Handwerk
witchcraft ▶ Hexerei

After a week, he had about three pages filled with beautiful little aristocratic figures in different poses and 18th-century clothing. I was admiring them when I noticed something strange.

“Derek, what’s this?” I asked.

It was just a small detail. The technique was Watteau, but the content was not. It showed a man standing over a naked girl who was screaming in terror. You couldn’t see his face properly, but there was something horrible about him. I said earlier that Watteau liked to hint at a bit of polite sex going on in his pictures, didn’t I? But this looked like rape!

“I didn’t do that!” Derek said. “I mean, I had a couple there, but nothing like that.”

He took it back and reworked it into something completely different. But the next day, when he was checking one of the other sheets, Derek found a tiny picture of the same girl, but now she looked dead. Near her body was a cold, thin face he hadn’t drawn either, staring at us with contempt.

“What about the third sheet?” he asked. We checked it inch by inch.

“Nothing, thank God! What are we going to do?” I asked.

“I’m taking this sheet to a dealer now. You burn the others.”

“What about the book?” I didn’t want to even look at it.

“Didn’t I tell you? I sold it on eBay yesterday. Somebody is picking it up tonight.”

It was dark as he drove off, and I admit that I was afraid. I took the two sheets of paper, put them in the kitchen sink and lit the edges. They burned with a blue-green flame and it seemed to me that, as the pictures blackened, they changed from harmless illustrations of an 18th-century dream into scenes of torture, murder and terror. I gave a cry and moved away, and as the flames died all the lights blew.

I stood perfectly still, listening. Apart from my heart, there was no sound. I lit another match and felt my way carefully towards the fuse box by the front door. There was a mirror just next to it, and it was then that I saw him behind me: the rapist from the picture with his cold, thin face and terrible eyes. I was out the door and running across the street so fast that I never even saw the taxi that knocked me over and left me unconscious in hospital for a week.

So poor Derek had no warning when he returned home. The man who’d bought the book called the police when he saw the blood coming from under the front door, but the book itself was gone.

blow ➔ hier: durchbrennen

contempt ➔ Verachtung

fuse box ➔ Sicherungskasten

inch by inch ➔ Zentimeter für Zentimeter

(**inch** ➔ Zoll (2,54 cm))

kitchen sink ➔ Küchenspüle

knock sb. over ➔ jmdn. umwerfen; hier: überfahren

light ➔ hier: Glühbirne

rape ➔ Vergewaltigung

rapist ➔ Vergewaltiger

scream ➔ schreien

torture ➔ Folter

That's the part that worries me. I don't know how, but somehow that book makes evil come alive. The question is, where is it now? And what is it doing?

Business Spotlight 2/2017, pp. 60–61

CONCLUSION | Track 32

David Ingram: Well, we've come to the end of *Business Spotlight Audio 2/2017*. We hope you've enjoyed it and have found our exercises helpful.

Erin Perry: As an alternative to the CD, we also offer *Business Spotlight Audio* as a subscription download, so you can take the sound of business with you wherever you go. For more information, or to find out about our range of products, visit our website at www.business-spotlight.de

David Ingram: Until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

IMPRESSUM

Herausgeber: Rudolf Spindler

Chefredakteur:

Dr. Ian McMaster

Geschäftsführende

Redakteurin (cVd):

Maja Sirola

Audioredaktion:

Dr. Ian McMaster (verantwortl.),
Hildegard Rudolph, Ken Taylor

Gestaltung: Georg Lechner,

Fachredaktion: Margaret Davis,

Hildegard Rudolph,

Michele Tilgner

Übersetzungen: Ina Sinning

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Gesamt-Anzeigenleitung:

Matthias Wendling

Druck und Vervielfältigung:

optimal media GmbH,

D-17207 Röbel/Müritz

Verlag und Redaktion

Spotlight Verlag GmbH

Fraunhoferstraße 22,

D-82152 Planegg

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

Sprecher:

David Ingram (UK): Anmoderation

Erin Perry (US): Anmoderation

Doug Bolduc (US): Names & News, Business Skills, Skill Up!, Grammar, Easy English, English on the Move

Margaret Davis (CAN): Work & Relax

Eamonn Fitzgerald (IRE): Technology

Tania Higgins (UK): Names & News, Business Skills, Skill Up!, Grammar, Easy English, English on the Move

Ian McMaster (UK): False Friends, Insight

Hildegard Rudolph (GER): False Friends

Ken Taylor (UK): Business Skills, Personal Trainer, Easy English, English on the Move, Short Story

Produktion und Ton: Karl Braun

Tonstudio: Cebra Studio, 82194 Gröbenzell

GEMA

Downloadable audio files are available at:

www.business-spotlight.de/hoeren

Geschäftsführer:

Rudolf Spindler,
Markus Schunk
Amtsgericht München
HRB 179611

USt-IdNr. DE 265 973 410