

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 3/2018. 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: And in this recording, we have a special focus on selling at work — and we don't mean just selling products and services.

Erin Perry: We also look at how to deal with difficult topics during small talk, and we have a short story about a special kind of world — a VUCA world.

David Ingram: And 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

Erin Perry: We'll begin with our Names & News section, with a story about commuters and make-up.

David Ingram: Oh, great. This sounds really relevant for me!

Erin Perry: Now, now David! Don't be so negative! This is a very important topic for the many women who apply their make-up on the way to work. And the cosmetics companies are trying to make it easier for women to do so. As you listen to the story now, try to answer this question: how long does TV fashion expert Trinny Woodall say she now needs to do her make-up without a mirror? Ready? Listen now.

Commuter cosmetics move on | Track 3 EASY

Do you put your make-up on in the car, bus or train? If so, you're not alone. According to market research, up to 67 per cent of British women put their make-up on during their commute to work.

Cosmetics companies have reacted to the trend by developing products that are easy to use. Australia's Lipstick Queen, for example, makes a lipstick that can be applied without using a mirror. Meanwhile, Pout Case, a British company, describes itself as “the world's first beauty phone case”. The new product has a make-up palette that slides down from the back of the handset.

case

- hier: Etui, Hülle

commute

- hier: Fahrt

handset

- Mobiltelefon

market research

- Marktforschung

pout

- Schminkepalette

TV fashion expert Trinny Woodall (*What Not to Wear*) has introduced a line of stackable products called Trinny London. “I can do my entire make-up in two minutes without a mirror, in between Tube stops,” Woodall says.

Tokyo’s transport system has tried to stop women from doing their make-up on the move. But it’s likely to be a losing battle. Hollywood star Drew Barrymore recently posted a photo of herself putting on mascara on the New York subway. The Instagram photo was captioned “#commuter beauty”.

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Erin Perry: OK? Did you get the answer? How long does TV fashion expert Trinny Woodall say she now needs to do her make-up without a mirror?

- The answer is two minutes. Listen again.
- “I can do my entire make-up in two minutes without a mirror, in between Tube stops,” Woodall says.

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

Introduction (II) | Track 4

David Ingram: Next, we’ll turn to a story from the US about children’s books and whether children should be protected from books that are violent or, for example, racist.

Erin Perry: Well, that’s a bit of a no-brainer, isn’t it? Of course they should!

David Ingram: Well, it’s not quite that simple. Some people fear that this trend towards protecting children is a form of censorship and will limit the range of books that children can read. Anyway, let’s hear more.

Sensitive or censorious? | Track 5 MEDIUM

Most people would agree that children should be protected from books that are excessively violent or racist. But is the U.S. trend of vetting children’s books before publication a sign of sensitivity or of censorship?

Many publishers are hiring “sensitivity readers,” who check manuscripts for material that could be offensive. This might include racist or sexist ideas, as well as historical inaccuracies.

caption sth.

➤ etw. mit einem Untertitel versehen

censorship

➤ Zensur

commuter

➤ Pendler(in)

historical

➤ (zeit)geschichtlich

inaccuracy

➤ hier: Unrichtigkeit

line

➤ hier: Produktion

losing battle

➤ verlorenes Unterfangen

offensive

➤ beleidigend, anstößig

on the move

➤ hier: während der Fahrt

publisher

➤ Verlag; Verleger(in)

sensitivity

➤ Sensibilität, Feingefühl

stackable

➤ stapelbar

subway

US ➤ U-Bahn

Tube

UK
Londoner U-Bahn

vet sth.

➤ etw. gründlich prüfen

David Levithan, publisher of Scholastic Press, told *The New York Times* that his company regularly uses sensitivity readers. “When any author is writing outside their own experience, we want to make sure they’ve done their homework,” Levithan comments. In 2016, Scholastic removed a picture book called *A Birthday Cake for George Washington* from stores after critics said it toned down references to slavery.

Not everyone agrees with the trend. Novelist Francine Prose worries that literature will become too homogeneous if authors are prevented from writing about other cultures. “Can we no longer read *Othello* because Shakespeare wasn’t black?” Prose wrote in *The New York Review of Books*.

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BUSINESS SKILLS

Ken Taylor on selling Introduction | Track 6

David Ingram: Erin, would you regard yourself as a salesperson?

Erin Perry: A salesperson, David? No, no, I don’t get involved in sales at all. Not my kind of thing.

David Ingram: So, you never have to promote yourself or your ideas to other people?

Erin Perry: Well, yes, obviously, but...

David Ingram: Well, that’s also a form of selling. And the more we think about it, the more we realize that we’re all salespeople of some sort when we are at work. To look at this topic in more detail, here’s our communication skills expert, Ken Taylor, with some tips and exercises.

Exercise: Opposites | Track 7 EASY

Ken Taylor: Hello. This is Ken Taylor from London. In business, we are all salespeople — or at least should be. We need to sell our experience and competence. We need to sell our ideas. We need to sell the value of our role in the organization. We need to sell the need for change and improvement. And, of course, we need to sell products and services.

This is the topic of Bob Dignen’s latest *Business Skills* article in *Business Spotlight*. First, let’s practise some vocabulary. You’ll hear a word from Bob’s article. In the pause, you give the word that means the opposite. Then you’ll hear the correct answer. Ready?

1. to buy
▶ to sell
2. to increase
▶ to decrease

novelist

- ▶ Romanschriftsteller(in)

tone sth. down

- ▶ etw. abmildern; hier: nicht voll wiedergeben

3. formal
 - informal
4. positive
 - negative
5. to understand
 - to misunderstand
6. public
 - private
7. external
 - internal
8. powerful
 - powerless

Ken Taylor: How did you get on? Knowing opposites gives you greater flexibility when describing a situation. So, learn any that you didn't already know.

Exercise: Vocabulary | Track 8 MEDIUM

Ken Taylor: In his article, Bob Dignen uses some interesting verbs that you can use when talking about the selling process. In this next exercise, we'll practise some of these. I'll tell you the verb. You will then hear two explanations, **a)** and **b)**. In the pause, you decide which is the correct explanation. Then you will hear

the answer and an example of how the verb could be used in a sentence. Good. Let's begin.

1. "To motivate somebody." Is this...
 - a) to give somebody a good reason for doing something?
 - b) to make somebody move from one place to another?
 - a) is correct. "To motivate somebody" is to give them a good reason for doing something. Listen to this example:
 - You need to motivate your team to work harder.
 - OK, next one.
2. "To inspire somebody." Is this...
 - a) to make somebody want to do something as a result of your enthusiasm?
 - b) to make somebody want to become better than they are?
 - a) is correct. "To inspire somebody" is to make them want to do something as a result of your enthusiasm. Listen to this example:
 - John inspired us all to work for his favourite charity.
 - OK, next one.

charity

- karitative Organisation

3. "To imply." Is this...
- a) to do what you are required to do?
 - b) to suggest something without actually saying it?
 - ▶ b) is correct. "To imply" is to suggest something without actually saying it. Listen to this example:
 - I don't want to imply that you're stupid, but that was a really bad mistake.
- OK, next one.
4. "To engage somebody." Is this...
- a) to make a proposal to somebody?
 - b) to keep somebody interested in what you are doing or saying?
 - ▶ b) is correct. "To engage somebody" is to keep them interested in what you are doing or saying. Listen to this example:
 - He engaged the whole room with his presentation.
- OK, next one.
5. "To undergo something." Is this...
- a) to do something secretly?
 - b) to experience something that is necessary and often unpleasant?
 - ▶ b) is correct. "To undergo something" is to experience something that is necessary and often unpleasant. Listen to this example:
 - The company needs to undergo radical change.

OK, next one.

6. "To underpin something." Is this...
- a) to make something seem less important?
 - b) to support or strengthen something?
 - ▶ b) is correct. "To underpin something" is to support it or strengthen it. Listen to this example:
 - Honesty and trust underpin a good business relationship.
- OK, last one.
7. "To advocate a plan of action." Is this...
- a) to publicly support it?
 - b) to suggest taking legal action?
 - ▶ a) is correct. "To advocate a plan of action" is to publicly support it. Listen to this example:
 - She advocated the idea of equal pay for equal work.

Ken Taylor: OK, well done. Go back and check any of those words that you got wrong. You'll find them useful for describing the process of selling and persuading.

take legal action

- ▶ den Rechtsweg beschreiben

Exercise: Selling change | Track 9 **ADVANCED**

Ken Taylor: Listen now to Christine, who is a project manager. She has been asked by the top management in her organization to widen the scope of a project. This will mean more work and Christine needs to sell this to her team members. Listen to the way in which Christine introduces the topic to her team. Make a note of anything that she does or says that might make it difficult for her team to engage with her ideas and feel enthusiastic.

Christine: Right. Top management say we have to make some changes to the way we work. We have to widen the scope of the team. And we have no choice but to follow their wishes. It will mean more work for all of us, I'm afraid. But we can probably postpone the worst of the effects for a few weeks at least. It's something to do with the lower-than-expected sales in the last quarter — they dropped five per cent compared to the same time last year. So the next six months are going to be tough for everyone.

Ken Taylor: Hmm. I'm not sure that Christine has chosen the best way to get her team to accept the new, extra work. Her voice sounded flat, almost bored, with no energy. Also, she blamed top management for the situation and gave a very negative reaction to the extra work. And there was no sense of urgency. In fact, Chris-

tine was more concerned about postponing the work. Of course, Christine has to be honest and straightforward. But her approach should be different. Listen now to a second version of the same announcement.

Christine: Last quarter's sales dropped five per cent compared to the same quarter last year. This has implications for our project. If we are able to quickly widen the scope of the project, it will help counteract this drop. It's a matter of urgency. Top management are really interested in what we are doing and how we can help to improve the situation. I realize it will mean a period of hard work for us all, but let's discuss how we can support and help each other with the extra work involved.

Ken Taylor: That was better, wasn't it? Christine's voice had more energy and she sounded more enthusiastic. She gave a clear reason for the extra work without blaming anyone. She also created a sense of urgency and opened up a team discussion on how to manage the situation.

counteract sth.

- etw. entgegenwirken

implication

- Auswirkung

postpone sth.

- etw. auf-, verschieben

quarter

- Quartal

scope

- Bereich;
- hier: Aufgabenstellung

OK, now it's your turn. Think of something you would like to change in your organization. Think of one or two reasons for making the change. You need to emphasize the importance of doing it now and say clearly what the main result will be. Pause the recording while you think and make some notes.

OK? Ready? Don't forget to put some energy in your voice and speak with enthusiasm. Pause the recording again and start now. ▶

Ken Taylor: How was that? Try this exercise a few times with different topics. It's very good practice for selling change to others.

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PERSONAL TRAINER

Interview with Ken Taylor Introduction | Track 10

David Ingram: We'll stay with Ken Taylor now and move on to the 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. Here's Ken to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Erin Perry: Welcome, Ken. Tell us, who is your guest this time?

Ken Taylor: Robin Widdowson is a communication skills trainer, based in Bath in the UK. And one of the main areas he specializes in is business writing.

Perry: And which topics did you discuss with Robin?

Taylor: We discussed writing emails in English in a professional and effective way.

Perry: What were some of the key points that came out of your discussion?

Taylor: We talked about how to structure emails in a logical way, how to plan the content and how to make the email reader-friendly. And how to check your mail before sending it. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: What can listeners do if they would like to ask you questions related to their work?

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

based ▶ ansässig

issue ▶ Ausgabe

topic ▶ Thema

Perry: Thank you very much, Ken.

Taylor: Thank you.

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SKILL UP!

The language of socializing

Introduction | Track 12

David Ingram: Let's "skill up" now on our language, with some terms relating to socializing.

Erin Perry: Yes, socializing is very important to build rapport with colleagues and business partners. And there are a number of important idiomatic expressions relating to this area. Let's practise some of them. OK?

Exercise: Socializing idioms | Track 13 MEDIUM

Erin Perry: In this exercise, we'd like you to form some idioms. First, you'll hear an idiom and then two suggestions, **a)** and **b)**, for what they could mean. In the pause, choose the correct suggestion for the meaning of the idiom relating to the context of socializing. Then you'll hear the correct answer. OK? Let's get started.

1. If you haven't seen someone "in donkey's years", you haven't seen them...

- a) for a very long time.
- b) for a week.

➤ a) is correct. If you haven't seen someone for a very long time, you can say that you haven't seen them "in donkey's years". OK, next one.

2. If someone "made your day", did they...

- a) set up the schedule for your daily work?
- b) do something that pleased you a lot?

➤ b) is correct. If someone did something that pleased you a lot, you can say that they "made your day". Next one.

3. A "red-eye flight" is one that...

- a) leaves before sunrise.
- b) leaves late at night and arrives early the next morning.

➤ b) is correct. If a flight departs late at night and arrives at its destination the next day early in the morning, we call it a "red-eye flight". OK, here's the last one.

4. If you "catch someone on the hop", do you...

- a) find them chatting with a colleague?
 - b) do something that they are unprepared for?
- b) is correct. If someone is unprepared for something that you say or do, you "catch them on the hop".

Erin Perry: Did you get all those idioms right? If not, go back and practise them again.

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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 socializing. 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 refers to a piece of clothing that men wear at a formal evening event. Please translate this word.

German: *Smoking*

English: dinner jacket, tuxedo

David Ingram: "Smoking" is wrong here, as this means "smoking a cigarette or cigar". The English translation of the German word *Smoking* is "dinner jacket", or "tuxedo" in US English. Translate this sentence, please.

German: *Der Smoking steht dir wirklich gut.*

English: The dinner jacket really suits you.
The tuxedo really suits you.

Erin Perry: Our next word is used for a container made of metal. Translate this word.

German: *Dose*

English: tin, can

David Ingram: You can't say "dose" here, as this means "a quantity of a medicine that a patient has to take". The German word *Dose* is "tin" or "can" in English. Please translate this sentence.

German: *Für Dosen muss jetzt Pfand gezahlt werden.*

English: A deposit has to be paid for tins now.
A deposit has to be paid for cans now.

Erin Perry: Our next word is used to talk about the atmosphere at a place or among a group of people. Translate this word now.

German: *familiär*

English: personal

David Ingram: Don't say "familiar", as this refers to people or things you know. The German word *familiär* is translated as "personal" in English. Translate this sentence, please.

German: *Die Atmosphäre war sehr familiär.*

English: The atmosphere was very personal.

Erin Perry: OK, our last word describes the friendly nature of a person. Translate this word, please.

German: *sympathisch*

English: nice, likeable, pleasant

David Ingram: You can't say "sympathetic" here, as this means "showing sympathy". The English translation of *sympathisch* is "nice", "likeable" or "pleasant". Translate this sentence now.

German: Unser letzter Lehrer war sehr sympathisch.

English: Our last teacher was very nice.
Our last teacher was very likeable.
Our last teacher was very pleasant.

Erin Perry: Well done.

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CAREERS & MANAGEMENT

How to ask for a pay raise

Introduction | Track 15

Erin Perry: David, do you think we get paid enough for what we do here?

David Ingram: Wow, that's a leading question, what with everyone listening here. But, um...

Erin Perry: Well, you know, maybe we should, um...ask for a pay raise?

David Ingram: Or a "pay rise", as we Brits normally say.

Erin Perry: Well, I don't really care what we call it as long as we get it. And getting a pay raise is the topic of our How to... section in the latest issue of Business Spotlight. Our Careers & Management editor Margaret Davis is here in the studio now. So, why don't you ask her for some advice? It could come in handy in the future.

David Ingram: OK, I'll do that now.

Interview: Margaret Davis | Track 16 **ADVANCED**

David Ingram: Welcome, Margaret. So, tell us. How should you prepare for asking your boss for a pay raise — or a "pay rise", as we Brits call it?

Margaret Davis: Well, you can check job boards and professional websites to find out what other people in your industry are being paid. You could also ask your colleagues — but be tactful and don't be surprised if they don't want to reveal their salaries. And if you discover that you are being paid less than a colleague, it's probably best not to mention it directly to your boss, because this could make you seem unprofessional — and gossipy. Keep the information to yourself and just talk about salaries in general terms. Remind your boss of your achievements. Check your performance reviews, keep copies of positive emails from clients or colleagues and managers from other departments, and make a list of training courses that you've taken to develop and improve your skills.

achievement

- Leistung, Erfolg

department

- Abteilung

gossipy

- schwatzhaft

industry

- hier: Branche

in general terms

- allgemein ausgedrückt

job board

- Stellenbörse, -portal

pay raise US

- Gehaltserhöhung

performance review

- Leistungsbeurteilung

reveal sth.

- etw. offenlegen, preisgeben

Ingram: OK, and when is the best time to ask for a pay rise?

Davis: Career experts suggest you ask after you have successfully completed a project, or after your company has announced positive financial results. Another good time would be when your boss asks you to accept more responsibility.

Ingram: And when is the worst time to ask for a pay rise?

Davis: Well, you don't want to ask your boss for a raise if the company has had a bad financial year or just lost a major client. Monday morning is also normally not a good time, and neither is Friday afternoon, when your boss is probably thinking ahead to the weekend and doesn't want to be bothered.

Ingram: What should you say when asking for a pay rise?

Davis: The key is to be polite. So, start by thanking your boss for taking the time to talk to you, and then go on to say how much you enjoy the work. After that, you can talk about your contributions to the company and mention your research into salaries in your industry. Keep it factual and don't provide personal information. For example, the boss doesn't care that you're overdrawn on your mortgage and need more money.

Ingram: And what should you do if you're turned down for a pay rise?

Davis: Stay professional — don't get emotional or angry. If your boss says a raise isn't possible at the moment, ask to have the decision reviewed in six months or a year. And then be ready to talk about your situation again — and don't stop collecting those positive comments and endorsements.

Ingram: Excellent advice as always, Margaret. I'll try that out in my next pay negotiation. Many thanks for coming in!

Davis: You're welcome. Thank you!

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bother sb.

- ▶ jmdn. behelligen

contribution

- ▶ Beitrag

endorsement

- ▶ Unterstützung

mortgage

- ▶ Hypothek

negotiation

- ▶ Verhandlung

overdrawn: be - on

sth. ▶ mit Zahlungen für etw. im Rückstand sein

research

- ▶ Recherche(n)

review sth.

- ▶ etw. überprüfen

turn sb. down

- ▶ jmdn. abweisen

you're welcome

- ▶ gern geschehen

LANGUAGE TEST

Negotiating

Introduction | Track 17

David Ingram: Time now for another test of your language skills! The next exercise is based on our special test in *Business Spotlight* on the topic of negotiating.

Erin Perry: David, does that mean that you want to bargain with me about which one of us will have to work overtime today to get everything finished?

David Ingram: Aha, so you know what I'm up to! Well, let's try to make a deal on this then.

Exercise: Translation | Track 18 MEDIUM

Erin Perry: In this exercise, you'll hear a German sentence relating to negotiating. Please translate it into English. Then, you'll hear a model translation. Ready?

German: *Wie viel müssen wir bestellen, um einen Rabatt zu bekommen?*

English: How much do we have to order to get a discount?

German: *Ich glaube nicht, dass sie den Liefertermin einhalten werden.*

English: I don't believe that they will meet the delivery date.

German: *In dem Fall müssten sie eine Vertragsstrafe von € 10.000 zahlen!*

English: In that case, they would have to pay a penalty of €10,000!

German: *Es war nicht leicht, einen gemeinsamen Nenner zu finden.*

English: It wasn't easy to find common ground.

German: *Jeder von ihnen musste Zugeständnisse machen.*

English: Each of them had to make concessions.

Erin Perry: How did you do? Was there a consensus between your translation and the model we gave? If you found that exercise difficult, go back and try it again.

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EASY ENGLISH

Ken Taylor on small talk and difficult topics

Introduction | Track 19

David Ingram: Erin, how do you feel about Germany's new government?

Erin Perry: Well, you know, I'm not really that interested in...

David Ingram: Well, but come on, you must have an opinion on Angela Merkel and the grand coalition and...

Erin Perry: David, do you mind if we talk about something else? I really don't want to get into a political discussion with you.

David Ingram: No problem. In fact, I was just teasing you, because small talk on difficult topics is the subject of our latest Easy English section. Here's our communication skills expert, Ken Taylor, once again with some exercises and advice.

Exercise: Starting a conversation | Track 20 **EASY**

Ken Taylor: Small talk can play a key role in building good business relationships. In his Easy English article in *Business Spotlight*, Mike Hogan suggests a simple three-stage model for starting a small talk conversation. First, you ask a question, for example:

Roger: What are you doing at the weekend?

Ken Taylor: Then you listen for key words in the other person's response.

Carolyn: I'm going to the theatre.

Ken Taylor: Finally, you comment on those key words using another question.

Roger: So you like the theatre, do you?

Ken Taylor: OK, let's practise this, now. First, you will hear Roger asking Carolyn a small talk question. Then you will hear Carolyn's reply. In the following pause, comment on Carolyn's

reply using another question. Finally, you will hear Roger's model version so that you can compare it to yours. OK? We'll begin.

Roger: Where did you eat last night?

Carolyn: We found a nice Italian restaurant. ▶

Roger: Oh, you like Italian food, do you? ■

Roger: Have you decided where you are going on holiday yet?

Carolyn: Not yet. With two young children, we need to find a nice family holiday. ▶

Roger: So you have two children, do you? ■

Roger: Did you do anything interesting last weekend?

Carolyn: My husband and I went hiking in the mountains. ▶

Roger: So you like hiking, do you? ■

Roger: Have you met anyone from our office before?

Carolyn: I worked on a project with Mark Jones a couple of years ago. ▶

Roger: Ah, so you know Mark, do you? ■

Roger: Have you ever been to the production plant in China?

go hiking
▶ wandern/gehen

plant ▶ Werk

Carolyn: No. But I have been to the one in India. ◀

Roger: Ah, so you've been to India, have you?



Roger: Did you meet Jim Green earlier?

Carolyn: No. I met his deputy, Moira Sharp. ▶

Roger: Oh, so you met Moira, did you?

Ken Taylor: Good! Don't worry if your answers were different to our model answers. There are different ways of following up on key information. Just practise this simple three-stage technique. It will help you to get your small talk started and give you something on which to build your conversation.

Exercise: Dialogue | Track 21 EASY

Ken Taylor: Occasionally during small talk, you might get on to a subject that you don't feel comfortable talking about. Mike Hogan suggests two possible ways of dealing with this situation: not commenting on the topic, or changing the subject.

Listen now to this short extract from Roger and Carolyn's conversation. Listen in particular to how Carolyn avoids commenting on what Roger says and then changes the subject.

Roger: I'm really interested in what's happening in the USA at the moment. I must admit, I'm quite a fan of Donald Trump.

Carolyn: Hmm. I'm not sure how I feel about him.

Roger: I think he speaks for the forgotten people in America.

Carolyn: On the subject of America, I was in California last year.

Roger: Were you? I was in Texas earlier this year. An amazing place. I even went to one of those huge arms fairs where they sold every kind of gun you can imagine.

Carolyn: I've never been interested in guns.

Roger: I'm a hunter so I was interested in hunting rifles.

Carolyn: Anyway, why were you in Texas in the first place?

Ken Taylor: From this conversation, you can see that Carolyn doesn't really want to talk about Donald Trump or guns. So, first she tries to avoid commenting:

admit sth.
▶ etw. zugeben

amazing
▶ fantastisch, toll

arms fair
▶ Waffenmesse

deputy
▶ Stellvertreter(in)

gun
▶ hier: Schusswaffe

hunting rifle
▶ Jagdgewehr
in the first place
▶ überhaupt

Carolyn: Hmm. I'm not sure how I feel about him.

Carolyn: I've never been interested in guns.

Ken Taylor: Then she changes the subject:

Carolyn: On the subject of America, I was in California last year.

Carolyn: Anyway, why were you in Texas in the first place?

Ken Taylor: OK, now you try. You take the part of Carolyn in the same conversation. First, you will hear Roger. Then I'll tell you what to say. You speak in the pause. Then you will hear Carolyn again. OK? Let's start.

Roger: I'm really interested in what's happening in the USA at the moment. I must admit, I'm quite a fan of Donald Trump.

■ Avoid commenting. ▶

Carolyn: Hmm. I'm not sure how I feel about him.

Roger: I think he speaks for the forgotten people in America.

■ Change the subject. ▶

Carolyn: On the subject of America, I was in California last year.

Roger: Were you? I was in Texas earlier this year. An amazing place. I even went to one of those huge arms fairs where they sold every kind of gun you can imagine.

■ Avoid commenting. ▶

Carolyn: I've never been interested in guns.

Roger: I'm a hunter so I was interested in hunting rifles.

■ Change the subject. ▶

Carolyn: Anyway, why were you in Texas in the first place?

Ken Taylor: How did that work? Were you able to avoid the topic and change the subject? Try this exercise a few times until you feel confident doing so. And as a last resort in a difficult situation, you can always say, "Do you mind if we change the subject?" If you say this, it makes it very clear to your speaking partner that you feel uncomfortable with the subject being discussed. Good luck with your next small-talk conversations.

Business Spotlight 3/2018, pp. 52-53

TECHNOLOGY

English 4.0: Doctors meet big data

Introduction | Track 22

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*.

Erin Perry: Yes, and this time, we're going to be looking at the relationship between information technology and healthcare.

David Ingram: Indeed. And *Business Spotlight's* technology editor, Eamonn Fitzgerald, is here in the studio now to tell us more about this topic.

Interview: Eamonn Fitzgerald | Track 23 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column is about the use of information technology innovations in healthcare. Why is this such an important area?

Eamonn Fitzgerald: It's important because we are humans, not machines and, as such, we need care and, every now and then, repair. And each and every one of us should think about, once a year, going to the dentist and having our teeth cleaned, going to the doctor for a physical check-up. Every two years, women should go for a mammogram. Most people should have an eyesight test every two years. Every five years, we should have our cholesterol checked,

every ten years a colonoscopy and so on and on. And we are at a point where this kind of thing can be integrated with our smart devices and our calendars, to remind us to stay healthy — there are no excuses any more. And in that very simple way, technology can be integrated into healthcare at a personal level. And, on the side of the institutions, each hospital could and should, as a minimum, in my opinion, have free Wi-Fi available for patients. People who are in hospitals for a long stay, perhaps, would benefit greatly from using their phones to contact their loved ones, rather than having to watch programmes on hospital TV that they're not interested in. And the same goes for when a person is admitted to hospital with some kind of illness or trauma. It's very important for the immediate family, and the broader family, to know what's going on. And in these basic, simple ways, technology can make healthcare more practical, more useful and help us stay healthy.

Perry: What breakthroughs can the average person expect to see in their healthcare in the

admitted: be - to hospital

- ins Krankenhaus aufgenommen werden

cholesterol

- Cholesterin

colonoscopy

- Koloskopie, Darmspiegelung

go for sth.

- hier: für etw. gelten

healthcare

- Gesundheitswesen

mammogram

- Mammographie

coming years as a result of the application of big data to medicine?

Fitzgerald: We expect that one of the key areas will be in the area of health records. At the moment, these are not analysed in any strategic way. And there are reasons for this. It's about privacy, primarily — it's also about security. If we get over those obstacles, we might well find there are reasons why people from a specific area, a region, a town, a city are being admitted to hospital with the same health issues. It could be related to the water, or it could be the diet, or it could be the air.

At the moment, we are simply not allowed to access that kind of information in any kind of analytical way. As well, it may be in future possible to analyse everything from social media postings to admission analysis in the area of epidemics. Why are people getting sick simultaneously in Shanghai and in Singapore, in London and in Lisbon. Imagine if we had had that kind of analysis back in the early 80s, when HIV-AIDS was a plague, an epidemic. Perhaps we could have seen a connection between what was happening with illnesses, flu-like symptoms in San Francisco and New York and in Paris and in London.

And this is where we may see important breakthroughs in data analysis. As regards individual therapies, well the Holy Grail, of course, is cancer, and if we can find out enough from

the global databases on cancer research, then we may narrow down the areas in which treatments can be developed. As well, we have, perhaps, incurable diseases at the moment, such as motor neurone disease, and, again, by crystalizing the data available, it's quite possible that we will develop new, radical therapies for these deadly diseases.

So, we have a long-term view, where we will develop very expensive, almost incomprehensible treatments at the moment. And at the very everyday level, we are working towards developing techniques and technologies that will make healthcare far better and more efficient. And in that way, if we get technology in its right place in the healthcare spectrum, we will make life better for humans, who, as I said at the beginning, are not machines.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 3/2018, pp. 70-71

admission

► hier: (Patienten-)Aufnahme

flu-like

► grippeähnlich

Holy Grail: the ~

► der Heilige Gral

incomprehensible

► unbegreiflich

obstacle ► Hürde

plague ► Seuche;

hier: sich schnell verbreitende
Erkrankung

privacy

► Datenschutz

you're welcome

► gern geschehen

ENGLISH ON THE MOVE

Ken Taylor on the Heathrow Express

Introduction | Track 24

Erin Perry: David, what's the quickest way of getting to central London from Heathrow?

David Ingram: The quickest way? That would be the Heathrow Express. It's also quite expensive, but it will get you to Paddington station in just 15 minutes. There's a slower train, which takes 30 minutes, called the Heathrow Connect. Or, of course, you can take the Tube. That's much cheaper, but will take about an hour to get to central London.

Erin Perry: Hey, thanks a lot, David. That's really helpful.

David Ingram: Well, as it happens, you're in luck, Erin, because the Heathrow Express is the subject of our latest English on the Move exercises. Here's Ken Taylor once again.

Exercise: Asking questions | Track 25 MEDIUM

Ken Taylor: There are certain key items of vocabulary you need if you are travelling on the Heathrow Express. Imagine that you are at the information desk at Paddington station in London. You want to ask some questions about travelling to Heathrow. I'll tell you what to ask and which key words or phrases to use. You speak in the pause. Then you will hear a model version. OK? We'll start.

- You want to know where the Heathrow Express goes from. Use the word “platform”.
 - Which platform does the Heathrow Express go from?
- You want to know if you can get a ticket on the train. Use the phrase “on board”.
 - Can I get a ticket on board?
- You want to know how long it takes to get to Heathrow. Use the word “journey”.
 - How long does the journey take?
- You want to know how much one trip to Heathrow costs. Use the phrase “single ticket”.
 - How much does a single ticket cost?
- Now you want to know the price of a ticket to Heathrow and back. Use the phrase “return ticket”.
 - What's the price of a return ticket?
- You want to know if the train stops at the place you want. Use the phrase “terminal 5”.
 - Does the train stop at terminal 5?

platform ➤ Bahnsteig

return ticket UK

➤ Hin- und Rückfahrkarte

single ticket UK

➤ Einzelfahrschein

- You want to know if you can buy a ticket on the platform. Use the phrase “ticket machine”.
- Is there a ticket machine on the platform?

- You want to know if you can connect to the internet on board. Use the words “Wi-Fi available”.
- Is Wi-Fi available on board?

- You want to know if there are special tickets if you do not travel during the rush hours. Use the phrase “off-peak”.
- Are there any off-peak tickets available?

- OK, finally, you want to know if you can buy something to drink and eat on this service. Use the phrase “drinks and snacks”.
- Can I buy drinks and snacks on this service?

Ken Taylor: Great! How did you get on? Don't worry if your questions were slightly different to those in the models. There are several ways of asking the same question. Just check you used the key words and phrases suggested. And try this exercise again until you feel confident asking the questions.

Exercise: Vocabulary | Track 26 MEDIUM

Ken Taylor: Now, you will hear some statements that you might hear on board the Heathrow Express — or read on its website. These statements use special vocabulary. After each statement, I'll repeat the special vocabulary and ask you what it means. In the pause, give your answer. Then you will hear my explanation. OK? Here's the first statement.

1. Please mind the doors.
 - “Mind.” What does that mean?
 - “Mind” means you should be careful of something.

2. Passengers should alight from the right side of the train.
 - “Alight.” What does that mean?
 - To “alight” from a train means to “get off” the train.

3. Please have your tickets ready for inspection.
 - “For inspection.” What does that mean?
 - “For inspection” means “for checking”.

4. You must have a valid ticket to travel.
 - “Valid.” What does that mean?

off-peak ➤ hier: nicht in der
Stoßzeit gültig

rush hour ➤ Stoßzeit
Wi-Fi ➤ WLAN

- “Valid” means being legally correct and usable for travel.
5. Tickets are not refundable.
 - “Not refundable.” What does that mean?
 - “Not refundable” means that you cannot get your money back.
 6. You can find our fares on the website.
 - “Fares.” What are they?
 - “Fares” are the ticket prices.
 7. Season tickets are not transferable.
 - “Not transferable.” What does that mean?
 - “Not transferable” means that you cannot give the ticket to someone else to use.
 8. Please make sure you have all your belongings with you when you leave the train.
 - “Belongings.” What are they?
 - “Belongings” are all the things that belong to you, such as your bags and other items.

Ken Taylor: How did you get on with that exercise? These were all words and sentences you might encounter when travelling by train. Make sure you understand them. And as a further exercise, you could try to translate the words into your own language.

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INSIGHT

Business news with Ian McMaster

Introduction | Track 27

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’re going to look at whether we should all work a four-day week. We’re also going to talk about trade wars and about the state of play with Brexit.

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

Business news: A four-day week, trade wars and Brexit | Track 28 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was whether we should all work a four-day week. That sounds like an excellent idea, doesn’t it?

Ian McMaster: Doesn’t it just! And in fact, when I started working at Spotlight, back in 1992, I did have a contract for a four-day week. I thought this was great at the time because I had one day a week free to do other things. Now, more than 25 years later, discussions about a four-day week have arisen more generally. Those in fa-

your of a four-day week for everyone argue that reducing working hours per week would lower stress levels, improve productivity and help couples to share duties at home more evenly. Those who oppose the idea argue that a 40-hour week — eight hours a day for five days — is a perfectly acceptable amount of work. They also argue that squeezing those hours into just four days wouldn't be efficient in work terms and would also damage domestic life on those four days. Anyway, you can read more about this debate in the Head-to-Head section of the latest issue of *Business Spotlight*.

Perry: For your next topic, you said you were going to talk about trade wars. I guess this is about Donald Trump?

McMaster: That's right. Earlier this year, Donald Trump shocked the international economic community by announcing that, as part of his "America First" policy, he planned to introduce tariffs of 25 per cent on imported steel and 10 per cent on imported aluminium. Now, there's no doubt that one of President Trump's main motives is political. The mid-term elections are coming up in November and, unless Trump can convince working class voters in places such as Ohio and Pennsylvania that he is looking after their interests, there is a serious danger that the Republican Party could suffer a major defeat.

Trump's main target with these tariffs was not European countries or America's neighbours, Canada and Mexico, who Trump said he was willing to exempt. The main target was China, who the Americans accuse of dumping steel on the US markets at artificially low prices. The problem is that there are now many more Americans working in industries that use steel than there are involved in producing steel. So the net effect of such tariffs — and therefore higher steel prices in America — would, on balance, be damaging to US workers and the US economy.

Although there has been some talk of retaliation by other countries against such tariffs, we are not yet at a point where we can really talk about a trade war. And that's a good thing because trade wars were a major cause of the economic depression of the 1930s, and nobody wants a repeat of that. Anyway, we'll have to keep a close eye on this one in the coming months.

argue ► den Standpunkt vertreten

domestic life
► häusliches Leben

exempt sb. ► für jmdn. eine Ausnahme machen

in work terms ► hier: im Hinblick auf die Arbeit

issue ► Ausgabe

mid-term election
► Zwischenwahl

net effect

► Nettoeffekt;
hier: Endergebnis

on balance

► alles in allem

retaliation

► Vergeltung (smaßnahme)

squeeze sth. into sth.

► etw. in etw. (hinein)zwängen

target ► Ziel

tariff ► Zoll

Perry: And finally, you mentioned the current state of play with Brexit. So what is going on there?

McMaster: What indeed! As a UK citizen, I can quite understand that many people, both in Britain and in the rest of Europe, are getting thoroughly fed up with these protracted Brexit negotiations. I mean, here we are nearly two years after the referendum vote, on 23 June 2016, and less than a year away from Britain's planned departure date of Friday, 29 March 2019, and virtually nothing seems to have been settled. Indeed, the latest agreement between Britain and the EU was, in effect, for a 21-month extension of Britain's membership of the EU, to the end of 2020 — the so-called implementation period. During this period, Britain will remain part of the EU's single market and customs union, and will continue to pay into the EU, although it will have no say over EU rules.

And, to come back to the trade topic we mentioned earlier, Britain will be able to negotiate — though not implement — free trade agreements on its own with non-EU countries. The key question, however, of Britain's future trading relationship with the EU after 2020 still needs to be sorted out, as does the tricky problem of how to avoid a hard border between Northern Ireland (which, as part of the United Kingdom, will leave the EU) and the Republic of Ireland (which is an EU member). We are

still no closer to learning how these two key issues will be resolved. So, I'm afraid there are a lot more Brexit negotiations to come. So, don't hold your breath.

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

McMaster: My pleasure.

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customs union

- Zollunion

departure date

- hier: Austrittsdatum

Don't hold your breath. *ifml.*

- Es kann lange dauern.

fed up: get - with sth. *ifml.*

- etw. sattbekommen

hard border

- Grenze mit festen Kontrollen

look forward to doing sth.

- sich darauf freuen, etw.

zutun

negotiate sth.

- etw. aushandeln

negotiation

- Verhandlung

protracted

- langwierig

resolve sth.

- etw. lösen

say

- Mitspracherecht

settle sth.

- etw. regeln, klären

single market

- EU-Binnenmarkt

sort sth. out

- etw. klären

state of play

- Stand der Dinge

thoroughly

- gründlich

tricky

- schwierig

virtually

- praktisch, nahezu

SHORT STORY

Introduction | Track 29

Erin Perry: David, would say that we're a "tiger team"?

David Ingram: A what, Erin?

Erin Perry: You know, a team of dynamic experts who can solve problems like, um, well, just like that?

David Ingram: Erin, are you OK?

Erin Perry: Oh, sorry, I was just getting a bit carried away by the topic of our latest short story by James Schofield, which is about tiger teams and other such business jargon. The mysterious title of the story is "VUCA world!". Let's listen now and find out more.

VUCA world! | Track 30 MEDIUM

Nick Samuel, head of human resources at Topfoods plc, looked nervously at the agenda for the management team meeting. Company CEO Jerome Jones — JJ for short — had only one subject: "tiger teams". What was that all about, Nick wondered, and who was the woman with big hair and red shoes sitting next to JJ? "Morning, everybody," JJ began. "As you know, I was at a CEO boot camp for the last two weeks in San Diego and, luckily for you, I managed to persuade our motivational trainer, Sheona Hakovski, to fly back with me. Sheona, tell the team some of the things we talked about."

Next to him, Nick saw Elaine McGregor — the company accountant — shake her head. This was beginning to sound like one of JJ's more expensive ideas.

"Hi, everybody. I'm so excited to be able to reach out to you today!" Sheona began. "I want you to be 'imagineers' on the journey we're going on!"

The rest of her speech was full of similar business jargon and every sentence she spoke ended as if with an exclamation mark. The company would "leverage" "bleeding-edge" technologies to succeed! There were fantastic opportunities for companies in the new "VUCA" business reality!

"VUCA means 'volubility' — no, sorry — 'volatility', 'uncertainty' ... umh ... 'complexity' and ... and ... 'awesomeness!'!" said JJ.

accountant

- Bilanzbuchhalter(in)

awesomeness *ifml.*

- Großartigkeit

bleeding edge

- allerneueste(r/s)

boot camp US

- hier: Trainingsakademie

CEO (chief executive officer)

- Geschäftsführer(in)

exclamation mark UK

- Ausrufezeichen

human resources

- Personal(abteilung)

imagineer

- Wortkreation aus „imagine“ und „engineer“

leverage sth.

- etw. einsetzen

plc (public limited company)

- UK • etwa: AG

reach out to sb. *ifml.*

- mit jmdm. in Kontakt treten

tiger team

- Expertengruppe

volubility

- Redseligkeit

“Doesn’t the A stand for ‘ambiguity?’” asked Nick.

“That’s so negatron, Nick!” answered Sheona. “Talking about VUCA like that is old-style thinking! A is for ‘awesomeness!’”

By the end of the morning, the Topfoods management team had learned that, currently, they were business dinosaurs, but that this would change. JJ and Sheona were going to transform them into a tiger team.

“A tiger team is made up of people who are passionate about their business and give 110 per cent every day!” explained Sheona when someone asked what it meant.

“That’s right,” continued JJ. “And I really need you all to lean over to make it work.”

“Lean in, JJ,” corrected Sheona, raising a finger in the air, which reminded Nick of his children’s teachers. “Lean IN!”

“Yeah, lean in together ... you know ... be enthusiastic about it all. OK, let’s take a short bio-breakfast ... oops ... bio-break. We’ll continue in 15 minutes,” he said.

“Oh, and JJ’s ordered some sandwiches to be brought here for lunch,” said Sheona. “So we can eat al desko without wasting any time in the canteen! So cool!”

It was a very depressed Nick who sat down to dinner with his wife, Claire, that evening.

“And it’s not just today,” he told her. “Elaine told me that JJ wants Sheona to stay for six

months as an adviser. What’s it going to be like when she starts coming to our team meetings?”

“Oh, my,” said Claire. “That’ll create problems, won’t it? Total bag-of-snakes situation!” She tried not to laugh but couldn’t stop herself.

“Ha, ha ... very funny! Don’t you start using that vocabulary. I only understood about half of what Sheona said today and I don’t believe JJ understood more than a third. He never manages to use the jargon quite right. He just makes an idiot of himself every time he opens his mouth.”

“Hmm,” said Claire. “Maybe you could use that...”

A couple of weeks later, Nick telephoned JJ. “I had a call from a local radio station,” he said. “They want to do a show about new trends in business and asked if we had anything to say. I wondered whether you and Sheona were interested. They say it could help us attract young talent to Topfoods, but I’m not so sure...”

al desko: eat ~ *ifml.*

► (scherzhaft für) am Schreibtischessen

bag of snakes *ifml.*

► schwierig, problematisch

bio-break *ifml.*

► Toilettenpause

lean in

► etwa: sich reinhängen

lean over

► sich vorbeugen

young talent

► Nachwuchskraft/-kräfte

“What are you talking about, Nick? We need more digital natives on board. Sure, we’ll do it!”

“I think the expression is ‘digital natives’, JJ, but I know what you mean. Well, that sounds like a great idea of yours. I’ll tell them you’ve agreed.”

“So, welcome Sheona Hakovski and Jerome Jones from Topfoods, the biggest local employer here in Norfolk,” said Tony, the radio journalist. “Today, our topic is the world of business and we’re going to ask our experts about current business trends. If you want to call in with questions, the number is 01553 2121. JJ, let me start with a question for you: what’s happening at Topfoods currently?”

“Oh, things are changing, Tony.”

“Really? Change isn’t always popular...”

“I know, Tony, but what I’ve learned from Sheona is that you need quick, positive results, so you go for low-swinging fruits and show people...”

“Low-hanging fruits, JJ. Low-HANGING!” interrupted Sheona. “Remember?”

Tony laughed. “I don’t think anybody wants to see your low-swinging fruits, JJ! But we have our first caller. It’s Paula from Gaywood. Paula, what’s your question?”

“Well, my question is to JJ: do you think employees prefer quick change or slow change?”

“Good question, Paula. We at Topfoods take the boil-the-dog approach to change because...”

“FROG!” screeched Sheona. “Boil the frog, not dog! Jeez!”

“Oops!” said Tony, trying to calm things down. “So Topfoods favours an approach where change is gradual and people don’t notice it. The same way that, if you start cooking a frog in cold water, it doesn’t notice the water getting hotter until it’s cooked. Could be difficult getting a dog in the pot, JJ! But let’s go to Jimmy from...”

The show had to be stopped after another ten minutes. By then, JJ and Sheona were shouting at each other and Tony had to call the police to separate them.

“So, all’s well that ends well, eh?” said Nick to Claire that evening as they sat watching football on the television. “Sheona is heading back to San Diego tomorrow morning. That radio interview was a great idea. Thank you!”

all’s well that ends well

- ▶ Ende gut, alles gut

approach

- ▶ Methode

digital native

- ▶ Person, die mit digitalen Technologien aufgewachsen ist

go for sth.

- ▶ etw. anstreben

Jeez! ifml.

- ▶ Mensch!

low-hanging fruit ifml.

- ▶ leicht erreichbares Ziel

on board

- ▶ hier: im Unternehmen

screech

- ▶ kreischen

“Happy to help,” Claire answered. “I tell you what,” she said, putting her head on his shoulder. “Why don’t we go to bed, hmm?”

“Now? But the football...”

Claire looked at him. “Are you saying no, Negatron Nick?”

He picked up the remote control, turned off the television and followed his wife up the stairs.

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CONCLUSION | [Track 31](#)

David Ingram: Well, we’ve come to the end of *Business Spotlight Audio 3/2018*. 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.

remote control

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