

INTRODUCTION | Track 1

David Ingram: Welcome to *Business Spotlight Audio* 5/2019. 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: This time, we have a special focus on leadership and motivation. We also look at the language of marketing and get advice on how older workers can stay relevant.

Erin Perry: And for something completely different, we head to Silicon Valley, for the third and final part of our short story about modern relationships: "Silicon Chip".

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 from Canada about cowboys.

Erin Perry: Great! You know I have a bit of a thing about cowboys, David. So, bring them on!

David Ingram: Well, these aren't exactly your normal sort of cowboys, Erin. These are "iceberg cowboys", whose job it is to round up icebergs that are floating away down the east coast.

Erin Perry: Oh, I'm kind of disappointed — but hey, they're still cowboys, right?

David Ingram: Indeed. So, let's listen now and find out more.

Island cowboys | Track 3 MEDIUM

Mention Newfoundland, Canada's easternmost province, and the first thing most people think of is fishermen. And yet, despite lacking windswept prairies, the island is currently producing cowboys — iceberg cowboys, that is.

Because of climate change, increasing numbers of icebergs are breaking off the glaciers of western Greenland and floating down to the so-called Iceberg Alley, from the coast of Labrador to the south-east coast of Newfoundland. Iceberg water is reputed to be particularly pure, which makes harvesting those icebergs a profitable new industry.

During the month-long spring iceberg season, cowboys like Captain Ed Kean and his crew use a tugboat to search for icebergs. After

alley ▶ Gasse;
hier etwa: Passage

glacier ▶ Gletscher

harvest sth. ▶ etw. ernten;
hier: wirtschaftlich verwerten

that is ▶ jedenfalls

tugboat

▶ Schlepper

windswept

▶ windgepeitscht

throwing a rope around it, they use a winch to bring the iceberg close to the boat. Kean then operates a backhoe with a mechanical claw to break off pieces of ice, which is crushed and placed in holding tanks.

Six companies are currently licensed to harvest icebergs, according to *Macleans*' magazine. The water is used for vodka, craft beer and bottled water, which can sell for as much as \$33 (€29) a bottle.

For people living in Newfoundland outports, where jobs are hard to find, iceberg harvesting has replaced cod fishing. "It's the way to make a living," Kean says. "That's it."

Business Spotlight 5/2019, p. 8

Introduction (II) | Track 4

Erin Perry: For our next story, we'll turn to the topic of office life and, in particular, the question of whether music can help us to work better.

David Ingram: I'm sure it can. I often have music on while I'm working and it really helps me — although it has to be the right type of music and, of course, at the right volume.

Erin Perry: Well, you might think it's helping you, David, but researchers in the UK and Sweden have found that people's ability to complete verbal tasks is actually impaired by listening to music.

David Ingram: Oh, now I'm disappointed.

Erin Perry: Sorry about that, David. Anyway, as you listen to our story, try to answer this question: what three types of background music did the researchers use in their tests. Ready? Listen now.

Surprisingly unhelpful | Track 5 EASY

Do you think you're more creative when there's music playing in the background while you work? Think again. Psychologists in the UK and Sweden say the opposite is true.

The university researchers tested people's ability to complete verbal tasks involving word combinations. During the tests, they heard three types of background music. One of these was music with foreign lyrics, while another was instrumental music without lyrics. In the third situation, the music had familiar lyrics.

In all three cases, background music had a negative effect on the task. "We found strong evidence of impaired performance when playing background music in comparison to quiet

backhoe

► Tiefloffbagger

claw ► Greifer

cod ► Kabeljau

evidence ► Beleg(e)

holding tank

► Auffangbehälter, Vorratstank

impaired ► beeinträchtigt

lyrics ► Song-, Liedtext(e)

make a living ► seinen

Lebensunterhalt bestreiten

outport Can. ► abgelegene

Küstengemeinde

researcher ► Forscher(in)

rope ► Seil

think again

► hier: falsch gedacht

winch ► (Seil-)Winde

background conditions,” Dr Neil McLatchie of Lancaster University told *ScienceDaily.com*.

Performance improved when the music was turned off and the surroundings were quiet, or when the subjects were working in library conditions.

Business Spotlight 5/2019, p. 9

Erin Perry: OK? Did you get the answer? What three types of background music did the researchers use in their tests?

➔ OK, let's listen again to the answer.

■ “During the tests, they heard three types of background music. One of these was music with foreign lyrics, while another was instrumental music without lyrics. In the third situation, the music had familiar lyrics.”

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 leadership and motivation Introduction | Track 6

David Ingram: Erin, how would you describe your level of motivation at the moment?

Erin Perry: Oh, David, working with you I'm always highly motivated, you know that.

David Ingram: Yes, yes, all right. Flattery will get you absolutely nowhere.

Erin Perry: So, why do you ask?

David Ingram: Well, it's just that staff motivation is a huge problem in many organizations — and this is the topic of Bob Dignen's latest *Business Skills* article, part of our current series on leadership. Here's our communication skills expert, Ken Taylor, with some tips and exercises on this subject.

Exercise: Agree or disagree? | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. How can leaders re-energize members of staff who are demotivated? In his latest *Business Skills* article, Bob Dignen suggests that you can help people to become more motivated, more productive and also happier by having the right types of conversations with them. Let's start by seeing whether you agree with some of Bob's ideas.

You'll hear a statement. In the pause, decide whether you agree or disagree with it. Then you will hear what Bob thinks based on the ideas in his article. OK. We'll begin.

■ When someone refuses to do something by claiming it is not their job, this is nearly always a sign of inflexibility.

- Bob disagrees. It may be that they have other priorities or need permission from someone else to take on the extra work.
- People are often unaware of their strengths.
- Bob agrees. As a leader, you need to help your staff become aware of the skills they possess.
- Change is usually welcomed in an organization.
- Bob disagrees. Change is often seen as threatening. Leaders can help by coaching staff through periods of change.
- When there are personality or cultural differences in a team, it's easy for people to blame each other for any shortcomings.
- Bob agrees. Leaders can help by giving feedback on what they see happening and working against negative judgements.
- Many middle managers don't want to be promoted.
- Bob agrees. They feel it will affect their work-life balance negatively.
- As a leader, you need to think about why people say what they say.
- Bob agrees. This means asking questions and not always taking statements at their face value.

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

Exercise: Dialogue / Free speaking | Track 8

ADVANCED

Ken Taylor: Now, listen to this conversation over a cup of coffee between Don, a member of an international team, and Frances, his team leader.

Frances: You don't seem your usual cheery self these days, Don. Is there a problem?

Don: It's just that I've got too much to do and I'm a bit stressed out.

Frances: Too much to do? Is there anything I can do to help?

Don: If I could just get someone to help with the quarterly figures, that would be great.

Frances: I'll see what I can do. You've been doing a good job with setting up the new routines. It would be a shame to let that slide.

cheery

- munter, fröhlich

face value: take sth. at its ~

- hier: etw. wortwörtlich nehmen

promote sb.

- jmdn. befördern

quarterly

- vierteljährlich, Quartals-

shortcoming

- Defizit, Unzulänglichkeit

slide: let sth. ~ /jml.

- etw. schleifen lassen

stressed out: be ~

- total gestresst sein

take sth. on

- etw. übernehmen

Don: Oh, that won't, I promise.

Frances: I've been meaning to ask you whether you would like to take on John's role in the team when he leaves in the summer.

Don: I'm not very good at end-user contact. I'm not sure about that.

Frances: Oh, but you're really good with people. You listen and come up with sensible suggestions.

Don: Oh, do you think so?

Frances: Yeah, with a bit of support and coaching, I'm sure you could do the job really well.

Don: OK. Let me think about it.

Frances: Sure. It could lead to a promotion, you know.

Don: Hmm. Longer hours. I've got a young family at home.

Frances: Hmm. It's important to have a good work-life balance. But promotion doesn't necessarily mean you lose that. Senior managers learn how to delegate and work strategically.

Ken Taylor: Frances is trying to re-energize and motivate Don, who is feeling stressed. When he says he's overworked, she offers help and praises the work he's doing. When he's not sure about taking on a new role, she reassures him, reminds him of his strengths and offers support. And, finally, when he worries about being promoted, she understands his concerns and tries to manage them. Now, let's have a conver-

sation about your own situation. I'll ask you a question. You speak in the pause. OK?

- Is there anything in your work where it would be good if you had some help? ➤
- What have you done recently that you think deserves praise or recognition? ➤
- What are your main strengths at work? ➤
- Are you interested in promotion? If so, to what job? ➤
- If you're not interested in promotion, why not? ➤
- Have you ever had coaching? If so, in what area of your work? ➤
- What area of your work would you like to be coached on? ➤
- Do you have a good work-life balance at the moment? ➤
- How could you make your work-life balance even better? ➤

Ken Taylor: Well done. In her book *Fierce Conversations*, which Bob Dignen mentions in his article, Susan Scott points out the opportunities and potential of every conversation we have. She says that while no single conversation is

come up with sth.

➤ auf etw. kommen

promotion

➤ Beförderung

senior manager

➤ Führungskraft; hier:
Bereichs-, Teamleiter(in)

guaranteed to change a career, company, relationship or life, any single conversation can. So why not take the opportunities provided by your conversations with colleagues and use them to help motivate others — and yourself.

Business Spotlight 5/2019, pp. 36–43

PERSONAL TRAINER

Setting up a company in the US

Introduction | Track 9

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 10 EASY

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

Ken Taylor: Sean Bailey. Sean lives in Pittsburgh in the United States. He's the president of OKW Enclosures Incorporated. OKW is a German company and Sean set up and runs the American subsidiary. OKW make plastic and metal enclosures for OEM electronics equipment.

Perry: And which topics did you discuss with Sean?

Taylor: We talked about how to set up a new company in the States — and adapting to the American market.

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

Taylor: We discussed the best way to start up in the US — one conclusion was to be as American as you can. And we also discussed how to manage change.

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

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

Perry: Thank you very much, Ken.

Taylor: Thank you.

Business Spotlight 5/2019, pp. 44–45

enclosure

• Einzäunung; hier: Gehäuse

run sth.

• etw. betreiben, leiten

subsidiary

• Tochtergesellschaft

topic

• Thema

SKILL UP!

The language of marketing

Introduction | Track 11

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

Erin Perry: Speaking of marketing, the gym around the corner from me reopened last weekend. And they're running a very attractive marketing campaign: new members get a 20 per cent discount on their membership fee and a voucher for a pair of trainers from the local sports shop.

David Ingram: Well, I'm not sure how we can compete with that. But we *can* offer our listeners a number of idiomatic expressions relating to the area of marketing. How does that sound?

Erin Perry: Almost as attractive...

David Ingram: I know, I know. Well, let's practise those idioms now. OK?

Exercise: Idioms for marketing | Track 12 MEDIUM

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

- If something "creates a buzz", it...
 - a) causes a sensation.
 - b) causes a lot of trouble.
 - a) is correct. Something that "creates a buzz", causes a sensation or stir. Next one.
- If you "spread the word about something", you...
 - a) deliberately circulate rumours about it.
 - b) inform as many people as possible about it.
 - b) is correct. If you "spread the word about something", you let other people know about it. OK, next one.
- If you are "blown away by something", you are...
 - a) highly impressed by it.
 - b) very surprised by it.
 - a) is correct. If you are "blown away by something", you are very impressed by it. And the last one.
- If a product is "flying off the shelves", it is...
 - a) withdrawn by the shop owner because it is not successful.
 - b) selling extremely quickly.

deliberately

➤ bewusst, absichtlich

rumour ➤ Gerücht

stir ➤ Aufsehen

withdraw sth.

➤ etw. zurückziehen

- **b)** is correct. A product that is “flying off the shelves” is selling extremely well within a short time.

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

Skill Up!, no. 57, pp. 18–19

FALSE FRIENDS

Exercise: Translation | Track 13 MEDIUM

David Ingram: Let’s continue “skilling up” on our vocabulary. Here, we’ll look at some false friends relating to the area of marketing. 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 to mean a visual representation of a person. Translate this word, please.

German: *Konterfei*

English: image, likeness, picture

David Ingram: Don’t say “counterfeit”, as this refers to a copy of something that is created in order to deceive someone. The English transla-

tion of the German word *Konterfei* is “likeness”, “image” or “picture”. Please translate this sentence.

German: *Ein wirklich schönes Konterfei des Firmengründers!*

English: A really nice image of the founder of the company! | A really nice likeness of the founder of the company! | A really nice picture of the founder of the company!

Erin Perry: Our next word is a verb that means to “get someone’s attention and/or tempt them to do something”. Translate this word now.

German: *locken*

English: attract, lure

David Ingram: You can’t say “lock” here, as this verb means “close” or “shut” with a key, bar or lock. The German word *locken* is “attract” or “lure” in English. Translate this sentence, please.

German: *Wie können wir mehr Kunden in unseren Laden locken?*

English: How can we attract more customers into our shop? | How can we lure more customers into our shop?

Erin Perry: Our next word can be used when talking about something that has attracted a lot of attention. Please translate this word.

deceive sb.

➤ *jmdn. täuschen, betrügen*

tempt sb. to sth.

➤ *jmdn. zu etw. verleiten*

German: *Furore*

English: sensation, stir

David Ingram: “Furore” is wrong here, as this means “outcry” or “great anger”, for example, caused by a scandalous public event. The German word *Furore* is translated as “sensation” or “stir” in English. Translate this sentence now.

German: *Die besten Innovationen sorgen immer für Furore.*

English: The best innovations always cause a sensation. | The best innovations always cause a stir.

Erin Perry: OK, our last word refers to a piece of paper that is attached to an item and has information about it. Translate this word, please.

German: Etikett

English: label, tag

David Ingram: You can’t say “etiquette” here, as this is used for the formal rules of how to behave correctly, for example at specific events. The English translation of *Etikett* is “label” or “tag”. Translate this sentence, please.

German: *Der Preis auf dem Etikett ist falsch.*

English: The price on the label is wrong. | The price on the tag is wrong.

Erin Perry: Well done. If you found these translation exercises difficult, go back and try them again.

Skill Up!, no. 57, pp. 14–15

CAREERS & MANAGEMENT

How to stay relevant

Introduction | Track 14

Erin Perry: David, if you don’t mind me asking, how long have you been doing this job for *Business Spotlight Audio*?

David Ingram: Oh, let me think. I’ve been doing it since it was launched back in, er, 2002, I think it was.

Erin Perry: So, like, a long time, eh?

David Ingram: Yes. What are you suggesting? There’s something about your tone of voice that...

Erin Perry: No, no, nothing. I just think that’s a long time and you’re not, well...

David Ingram: Well, what?

Erin Perry: Well, you’re not the youngest any more. So, how do you make sure that you, um, oh, you know, stay relevant in your job?

David Ingram: Stay relevant? I *am* relevant. What are you on about?

Erin Perry: It’s just that some older workers do face challenges in their workplace. That’s the topic of the latest How to... column by our Careers editor Margaret Davis. And Margaret’s here now to give us — all of us — some advice. So, why don’t you ask her for some tips?

David Ingram: OK, if you think I need them...

anger ▶ Zorn, Wut

item ▶ Artikel

outcry

▶ Aufschrei

Interview: Margaret Davis | Track 15 **MEDIUM**

David Ingram: Margaret, your latest How to... article is about how older workers can stay relevant. What are some of the challenges that older workers face in the workplace?

Margaret Davis: Well, there are two areas where older workers may have difficulties. One involves the challenges in their current workplace. And the other is in the job market if they're applying for a job.

Ingram: Can you give some specific examples of current workplace challenges?

Davis: Yes. Many older workers find it difficult to adjust to new technology. They try to avoid it if at all possible, which might work in the short term, but is counterproductive in the long term. They may also find it difficult to deal with younger colleagues, who have different interests and priorities, and different ways of working.

Ingram: So, how should older workers react to these challenges?

Davis: One way is to update their digital skills by taking courses. And another way is to ask the younger colleagues for their help, since many of them have grown up with the technology and feel very comfortable with it. This benefits both sides, since the older worker is learning new skills and making connections, and the

younger worker gains confidence by helping someone else.

Ingram: And what about older workers who are looking for a job? What should they think about?

Davis: This is one of the really tricky areas. On the one hand, older workers have a lot of experience. But potential employers may wonder if this experience is relevant — and they may also see experienced workers as more expensive than younger workers. So, to avoid having your CV rejected straight off, career experts advise older workers not to put every single bit of work experience on their CV, and especially not to put dates. Instead, they say you should only list the jobs that you've had over the past 10 to 15 years. Anything further back should be left off. Experts also advise including a link to your LinkedIn or Xing profile, because that shows you have adapted to social media networking.

adjust to sth.

► sich auf etw. einstellen

apply for sth.

► sich für etw. bewerben

challenge ► Herausforderung, Schwierigkeit

counterproductive

► kontraproduktiv

CV (curriculum vitae)

► Lebenslauf

face sth.

► etw. gegenüberstehen

in the long term

► auf lange Sicht

in the short term

► auf kurze Sicht

reject sth. ► etw. ablehnen

straight off ► sofort

tricky

► schwierig, kompliziert

And if you don't have a LinkedIn or Xing profile, you should set one up.

Ingram: That's excellent advice for those of us who are, well, not as young as we used to be. Many thanks for coming in to talk to us, Margaret.

Davis: You're welcome. Thank you!

Business Spotlight 5/2019, p. 76

GRAMMAR

Talking about habits

Introduction | Track 16

David Ingram: OK, time for some grammar! And this time, we're going to be talking about habits.

Erin Perry: Good habits? Bad habits?

David Ingram: Whatever type of habits, Erin. Although, I'm sure you only have good habits.

Erin Perry: Now who's doing the flattering?

David Ingram: Touché! Anyway, let's get on with the exercise.

Exercise: "Used to" and "would" | Track 17

ADVANCED

David Ingram: In this exercise, you'll hear a German sentence. In the pause, translate the sentence into English, using a phrase with "used to" or "would". Then you'll hear the correct English sentence and an explanation. Ready?

German: *Ich werde mich nie daran gewöhnen, in einem Großraumbüro zu arbeiten!*

English: I'll never get used to working in an open-plan office.

David Ingram: To say that you become familiar with something, you use "get used to" plus "-ing" of the verb. Next sentence.

German: *Früher habe ich freiberuflich gearbeitet.*

English: I used to work freelance.

David Ingram: This sentence is about a past habit, so you need "used to" plus the infinitive. Next one.

German: *Und natürlich hatte ich ein Büro für mich alleine.*

English: And, of course, I used to have an office to myself.

David Ingram: You use "used to" plus the infinitive for past states. Next sentence.

German: *Dann boten sie mir diese Stelle an.*

English: Then they offered me this job.

David Ingram: OK, that was a trick one. As this sentence refers to a single action in the past, you don't need "used to" or "would" but just the past simple. Next one.

German: *Manchmal habe ich meine Projekte vorher mit den Kunden besprochen.*

English: Sometimes, I would discuss my projects with the clients beforehand.

David Ingram: With time expressions, such as "sometimes" or "often", you can use "would" or "used to" to talk about past habits. OK, last sentence.

German: *Aber ich bin es nicht gewohnt, in einem Team zu arbeiten – und in einem Großraumbüro!*

English: But I'm not used to working in a team — and in an open-plan office!

David Ingram: You need "used to" plus the "-ing" form of the verb to talk about this present situation.

David Ingram: How did you do? If you found this exercise a bit difficult, repeat it until you get used to these phrases!

Business Spotlight 5/2019, p. 54

EASY ENGLISH

Ken Taylor on technical problems during conference calls

Introduction | Track 18

Erin Perry: David, do you ever have to take part in conference calls?

David Ingram: Yes, I do. I hate them. They are often a right pain in the...

Erin Perry: Indeed, but could you be a bit more, um, precise maybe?

David Ingram: Well, for example, people have problems dialling into the calls and so often arrive late, the quality of the line is often poor, you don't know who's speaking, people often can't get their presentations up on the screen so that everyone can see them clearly. Shall I go on?

Erin Perry: Nope, I think we get the picture. And anyway, help is at hand. Our communication skills expert, Ken Taylor, is here again with some exercises and advice on conference calls.

Exercise: Vocabulary | Track 19 EASY

Ken Taylor: In his latest Easy English article in Business Spotlight, Mike Hogan looks at some problems that can come up during a conference call — and at how to deal with them.

In the following exercise, we will concentrate on one important area of conference calls: sharing documents. These may be paper copies that

have been sent out in advance. Or you may be using document-sharing software to view and discuss documents interactively.

Let's practise some vocabulary that you might need. I'll give you a word or phrase. Then you will hear two explanations, **a)** and **b)**. In the pause, decide which explanation is correct. Then you will hear the correct answer and hear the word or phrase being used in a sentence by the facilitator of a conference call. There will then be a pause for you to repeat the sentence. OK? Let's start.

- What is a "draft document"?
 - a) A final, agreed version of a document.
 - b) An early version of a document.
 - ▶ **b)** is correct. A "draft document" is an early version of a document. Listen and repeat.
 - Let's see what we need to change in the draft document. ▶

- Next one. To "insert text"? What does this mean?
 - a) To change the order of the text in a document.
 - b) To add text into a document.
 - ▶ **b)** is correct. To "insert text" is to add text into a document. Listen and repeat.
 - We need to insert two new clauses into the document. ▶

- OK, next one. To "amend something"? What does this mean?
 - a) To check if something is correct.
 - b) To change something.
 - ▶ **b)** is correct. To "amend something" is to change it. Listen and repeat.
 - Could you amend the figures at the end of the report?

- OK, last one. What is an "appendix"?
 - a) Extra information at the end of a document.
 - b) A summary of the main points in a document.
 - ▶ **a)** is correct. An "appendix" is extra information at the end of a document. Listen and repeat.
 - The appendix at the end of the report lists our main suppliers. ▶

Ken Taylor: Well done. Did you know all of those words and phrases? If you didn't, go back and practise them again.

Exercise: Rules for conference calls | Track 20

EASY

Ken Taylor: A telephone conference is only as good as the people taking part in it. A good conference call has active, engaged participants

participant

▶ Teilnehmer(in)

summary

▶ Zusammenfassung

who make their own views known and are prepared to listen to others. In this next exercise, you will hear ten possible rules for conference calls. After each rule, decide whether you agree or disagree with it and why. Then you will hear my opinion. Let's start.

- You don't need an agenda for conference calls because they are interactive.
 - I disagree. All meetings need an agenda to allow participants to prepare properly.
- You should have some small talk at the start of the call.
 - I agree in most cases. This helps to break the ice, helps people to get used to each other's voices and allows any technical problems to become apparent before you start on the actual business of the conference. Next.
- You should say your name each time before you speak.
 - I agree when there are more than three or four participants in the conference. Next one.
- Conference calls are suitable for any size group.
 - I disagree. Conference calls are best for small groups. Next.
- You should always dial into conference calls from a quiet location.
 - I agree. Background noise can interfere with people's understanding of each other. Next one.
- You need to speak loudly in conference calls.
 - I disagree. You don't need to speak loudly unless there is a fault on the line that makes your voice faint. And then it's best to ring off and reconnect. Next.
- You should slow down when speaking.
 - I agree. Most of us speak too quickly on the phone. And if you slow down, others will, too. This makes it easier to follow each other. Next one.
- To save time, you can deal with emails during the parts of the conference call when you are not directly involved.
 - I disagree. You need to stay engaged and involved in the call the whole time. Next.

agenda

• Tagesordnung

dial into (a conference call)

• sich (in eine Telefonkonferenz) einwählen

faint: make sth. ~ • etw. schwächer werden lassen

interfere with sth.

• etw. stören

ring off UK • auflegen

stay engaged in sth.

• an etw. beteiligt bleiben

suitable

• geeignet

9. You should speak with more energy than usual in conference calls.
- ▶ I agree. Others cannot see your facial expression, so you need to show your feelings with your voice. An energetic voice helps to underline your key message. OK, last one.
10. Participants should take short breaks during longer conference calls.
- ▶ I agree. Short breaks help people to concentrate. And, of course, sometimes, bio breaks are necessary, too.

Ken Taylor: Good. How did you get on? Did you agree with my opinions? Conference calls demand concentration, especially if you are working in a second language. They are not ideal for long, in-depth discussions. And technical problems can interfere in even the best-planned conference. But a well-organized conference call saves time and travel costs — and allows for the easy participation of people from all around the world.

Business Spotlight 5/2019, pp. 48–49

TECHNOLOGY

English 4.0:

The changing world of work and play

Introduction | Track 21

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 world of gaming and e-sports. For example, David, do you know what *Fortnite* is?

David Ingram: A fortnight? That's easy, Erin. That's two weeks?

Erin Perry: Not a fortnight, as you quaint Brits say. *Fortnite*! You clearly have a lot to learn, David. So, it's lucky that *Business Spotlight's* Technology editor, Eamonn Fitzgerald, is here in the studio now to tell us more.

Interview: Eamonn Fitzgerald | Track 22 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column is about gaming and e-sports. First question — for David's benefit. What is the difference between a fortnight and *Fortnite*?

Eamonn Fitzgerald: Let's begin with a “fortnight”, which is spelled f-o-r-t-n-i-g-h-t. It's a British English word that means 14 days or two weeks. So, for example, if we go to Liverpool and we meet my cousin Helen, and we ask her: “Can we have a drink with Jürgen Klopp?” And she

calls him, and she says: “He’s very busy at the moment, but he’ll see you in a fortnight”, which means he’ll see you in two weeks from now.

The other word, *Fortnite*, which is spelled f-o-r-t-n-i-t-e, is the name of a very popular video game. And... as to where the name comes from, there is some discussion. Some people believe that in the first version of the game, when you had to build forts to keep out zombies, and you built them at night, it was the combination of “fort” and “night” that led to the creation of the word “fortnite”. Other people say the game is simply so addictive that when you start playing you don’t stop for a fortnight.

Perry: In your column, you say that *Fortnite* has some 250 million users worldwide. Why is it so popular?

Fitzgerald: Three words. The first word is “platform”. *Fortnite* is available on Windows, macOS, Android, iOS, Xbox, Nintendo and so on. This cost Epic Games, the creator of *Fortnite*, a lot of money, but if you want to be available to a mass audience, then you must have your product, whether it’s an app or a game, on as many platforms as possible.

The next word is “network” and in my column about *Fortnite*, I mention that, whether it’s in private life or in professional life, having a good network is very important today. In the first version of *Fortnite*, you could play with a

network of four people, the second version, a hundred people. So, it’s very important to be able to make networks pay, to extrapolate them in gaming, and that’s what *Fortnite* does.

Third word: “free”. *Fortnite* is free. And it’s a magic word. Now, you can purchase “in-app” — as they say. That means you can buy tools and devices to make your game better, to be more successful. But the game — the basic game — is free.

Perry: And are gaming and e-sports the same thing?

Fitzgerald: “Gaming” means “playing games”. And since the beginning of computing, computer scientists have played games. But it was only in the 1980s, when computers became popular at work and at home, that playing computer games became a mass phenomenon. So for example, you had games like Tetris and PAC-MAN. Millions and millions of people played them. And then in the 1990s, you had the emergence of video games. And now, we have superfast

addictive: be -

- süchtig machen

audience

- Publikum;
- hier: Mitspieler(innen)

computer scientist

- (studierte(r)) Informatiker(in)

device

- Gerät

emergence

- Aufkommen

extrapolate sth.

- etw. erschließen

fort

- Fort, Festung

chips in very powerful computers and phones that allow people to play games. “E-sports” is a short version of “electronic sports”. And as the games have become more complicated, we have seen the rise of professionalism not just in the design of the games — although many of them have budgets equivalent to Hollywood movies — but also in the storytelling, and in the layout of games, and in the colours, and in the graphics. And out of this has come an entire culture of playing sports — e-sports — for money. And in July, in New York, the *Fortnite* World Cup takes place and the prize money is \$30 million.

Perry: Final question. One person who will never play *Fortnite* is Archie Harrison Mountbatten Windsor. Why is that?

Fitzgerald: Young Archie was born on 6 May. He is the son of Prince Harry, the Duke of Sussex, and Meghan, the Duchess of Sussex. And when he was asked in April about *Fortnite*, Prince Harry said, “That game should be banned!” Why? “Because,” he said, “it’s addictive.” And I mentioned this quality earlier — the addiction element. And all the game makers employ scientists and psychologists to place elements in the game that stimulate parts of our brain; parts that are stimulated by alcohol or nicotine or cocaine. And this is what makes them addictive. So, we have the situation where many many parents are in a dilemma. They simply

don’t know what to do. Should they give their kids these devices? Can they monitor what the children are doing? Can they stop them playing games? Or can they limit the amount of time they spend playing games?

But there is an alternative argument to be made. When young Lionel Messi started kicking a football, his parents didn’t say “Stop!” He was passionate about the game. And I think his parents today — the parents of the great footballer Leo Messi — are very happy that he continued to play football. And who knows in the future, where young Archie Smith or young Angie Smith are the “Messis” of e-sports? And they will be able to make their parents very happy, very proud and perhaps very rich.

Perry: Thank you very much, Eamonn.

Fitzgerald: You’re welcome.

Business Spotlight 5/2019, pp. 68–69

addiction

► Sucht

ban sth.

► etw. verbieten

design

► Konzeption

duke

► Herzog

layout

► hier: Aufbau

monitor sth.

► etw. überwachen, kontrollieren

passionate: be ~ about sth.

► von etw. begeistert sein

you’re welcome

► gern geschehen

ENGLISH ON THE MOVE

Ken Taylor on taking a taxi

Introduction | Track 23

David Ingram: Erin. Have you ever taken a taxi in London?

Erin Perry: Have I ever? I just love those black cabs, and it amazes me every time how the drivers know all the streets.

David Ingram: Well, they have to do a very detailed test, called “The Knowledge”, before becoming a taxi driver. But there are also minicabs in London, which are the topic of our latest English on the Move column. Ken Taylor is here once again with some exercises on black cabs and minicabs.

Erin Perry: Awesome. Taxi! Taxi!

Exercise: Vocabulary | Track 24 MEDIUM

Ken Taylor: If you need a taxi in London, you have a choice between the traditional black cabs or minicabs. A minicab can only be pre-booked through an office, while you can get a black cab on the street. Black cabs are specially built as taxis. Minicabs are any four-door saloon car not older than five years. And with minicabs, the price for the journey is agreed when you book.

Let’s practise some vocabulary that you would need when using black cabs or minicabs. I’ll give you a word or phrase. Then you will hear two explanations, **a)** and **b)**. In the pause,

choose the explanation that matches the word or phrase. Afterwards, you will hear the correct answer and an example of how it is used in a sentence. There will then be a pause for you to repeat the sentence. Let’s start.

- To “hail a cab”. What does this mean?
 - To book a taxi by phone.
 - To wave and stop a cab in the street.
 - ▶ **b)** is correct. To “hail a cab” is to wave and stop it in the street. Listen and repeat.
 - We missed the last bus, so we hailed a cab to take us home. ▶
- OK, next one. The “fare”. What does this mean?
 - The price of the journey.
 - The number of passengers.
 - ▶ **a)** is correct. The “fare” is the price of the journey. Listen and repeat.
 - I didn’t have much money and could only just afford the fare. ▶
- Next one. A “taximeter”. What is this?
 - A piece of equipment that shows how much the journey costs.
 - A piece of equipment that shows the driver where to go.
 - ▶ **a)** is correct. A “taximeter” is a piece of equipment that shows how much the journey costs. Listen and repeat.

- I checked the price of the journey on the taximeter. ▶
- 4. OK, next one. “Confirming your trip”. What does this mean?
 - a) Asking your driver to go by a different route.
 - b) Checking that the arrangement for your journey is certain.
 - ▶ b) is correct. “Confirming your trip” means checking that the arrangement is certain. Listen and repeat.
 - The minicab company confirmed the booking by email. ▶
- 5. OK, next one. To “pick somebody up”. What does this mean?
 - a) To collect somebody.
 - b) To carry somebody’s luggage.
 - ▶ a) is correct. To “pick somebody up” is to collect them. Listen and repeat.
 - The cab picked us up from the station. ▶
- 6. Next one. A “fixed rate”. What is this?
 - a) A price that doesn’t change.
 - b) A price that is connected to the time of the journey.
 - ▶ a) is correct. A “fixed rate” is a price that doesn’t change. Listen and repeat.
 - We agreed on a fixed rate for the journey to the airport. ▶

- 7. OK, next one. A “taxi rank”. What is this?
 - a) A place where taxis wait for passengers.
 - b) An office for a minicab company.
 - ▶ a) is correct. A “taxi rank” is a place where taxis wait for passengers. Listen and repeat.
 - It was easy to get a cab as several were waiting in the taxi rank. ▶
- 8. OK, last one. The “congestion charge”. What is this?
 - a) An extra charge if the journey takes longer than expected.
 - b) A fee for driving a vehicle in the centre of London.
 - ▶ b) is correct. The “congestion charge” is a fee for driving a vehicle into the centre of London. Listen and repeat.
 - Black cabs do not have to pay the congestion charge. ▶

Ken Taylor: How did you get on? Did you get most of them right? If not, go back and try them again.

Business Spotlight 5/2019, p. 60

fee
▶ Gebühr

vehicle
▶ Fahrzeug

INSIGHT

Business news with Ian McMaster

Introduction | Track 25

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: First, we're going to look at whether small-denomination coinage should be eliminated. And we'll also be talking about the role that volatility plays in economic life.

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

Business news: Small-denomination coinage and volatility | Track 26 **ADVANCED**

Erin Perry: Ian, you said the first topic was whether small-denomination coinage should be eliminated. What are the arguments on either side of this debate? [A penny for your thoughts?](#)

Ian McMaster: Ha ha, very nice, Erin. Yes, we have a number of idiomatic expressions related to our coins, including “spending a penny”, which means “going to the toilet”. Anyway, metal coins have been used as a form of money for more than 2,500 years and we take them for granted nowadays. But if you stop and think about it, in this digital age, there is something rather incongruous about the fact that we are still carrying

bits of metal around in our pockets, wallets and purses. And in Britain and other countries, there has been a discussion about whether these small-denomination coins should be abolished — in Britain, for example, this would mean the 1p and 2p coins, worth roughly one cent and two cents, respectively. The British government has said that they are not planning to abolish these coins at the moment, but those in favour of abolition argue that the demand for such small-denomination coinage has fallen dramatically, and that millions of pounds could be saved by not producing the coins.

Opponents of abolishing small-denomination coinage in Britain, on the other hand, argue that the cost of producing them is still less than their actual value. They also argue that abolishing small coins could lead to an increase in the general price level. I suppose you could say that these competing arguments are two sides of the same coin. And you can read more about this debate in the Head-to-Head section in the latest issue of Business Spotlight.

abolish sth.

► etw. abschaffen

abolition

► Abschaffung

a penny for your thoughts

► ich würde gerne wissen, was du gerade denkst

coinage ► Münzgeld

denomination

► Stückelung

incongruous ► widersinnig

issue ► Ausgabe

p (penny/pence) UK

► Penny, Pence

purse UK ► Geldbeutel

wallet ► Brieftasche

Perry: For your next topic, you said that you would talk about the role that volatility plays in economic life.

McMaster: Yes, volatility is a key factor in many areas of economic life, not least in the stock, bond and currency markets. Something — or someone — that is “volatile” is likely to change quickly and unpredictably, often in a way that is negative. So “volatility” is a tendency to change quickly and unpredictably. The concept is very closely linked to that of uncertainty. And both volatility and uncertainty are seen by most people as bad. Why? Well, let’s take a simple example. Imagine that you have a monthly salary of €3,000, meaning that, ignoring any additional special payments, you receive €36,000 over the year as a whole. But now imagine that, instead of receiving the same salary each month, you are given the option by your employer of receiving a salary that will vary between nothing and €6,000 each month, but that over the year as a whole, you are still guaranteed to receive a total of €36,000. Most people would reject this option, even though the annual salary is the same, simply because they wouldn’t like the uncertainty of having such a volatile salary.

Now, take away the guarantee of what the annual salary would be — it could be higher and it could be lower than €36,000 — and the range of fluctuation, and the volatility and uncertainty, increase even more. Only those who

really like taking risks would go for this option rather than the fixed salary. More broadly in business life, most companies dislike volatility and uncertainty when planning their investment decisions. We should, however, note that not everyone sees volatility as negative. When asset prices are changing rapidly, this creates investment opportunities for traders — or speculators — to buy and sell assets and thereby make a profit.

Perry: Thanks very much for that explanation, Ian. And finally, I know you didn’t mention this topic, but I must ask you anyhow: what is going to happen about Brexit?

McMaster: What is going to happen? To be honest, Erin, I haven’t a clue — and nor, it seems, does anybody else.

Perry: OK, well that was short and sweet. Thanks very much, Ian. We look forward to hearing from you again next time — maybe by then, we’ll know a little bit more.

annual

► jährlich, Jahres-

bond ► Anleihe, Wertpapier

clue ► Ahnung

currency ► Währung;
hier auch: Devis(e)n

look forward to sth.

► sich auf etw. freuen

short and sweet

► kurz und bündig

stock ► Aktie

unpredictably

► unvorhersehbar

volatility

► Volatilität, Unbeständigkeit

McMaster: You're welcome! But don't hold your breath!

Business Spotlight 5/2019, pp. 20–21, 55,

SHORT STORY

Introduction | Track 27

David Ingram: Now, it's time to return to Silicon Valley for the third and final part of our short story about modern relationships.

Erin Perry: Yes, they were getting a bit out of control last time, weren't they?

David Ingram: They certainly were. And in this final part of "Silicon Chip" by James Schofield, we'll find out exactly how the chaos was created.

Erin Perry: Can't wait! I'm pretty good at causing chaos myself...

Silicon Chip (3) | Track 28 MEDIUM US

"Good morning, Morris! Hi, Tracey!" said Dr. Haverstein with a smile as she entered the room and sat down next to Morris's hospital bed. "I'm Dr. Rachel Haverstein, Morris. I expect Tracey warned you I'd be visiting. How are you doing?"

Morris looked thoughtfully at his right leg, covered in plaster and hanging above the bed in a complicated traction system. "Not that cool, Dr. Haverstein," he said finally. "My leg is bro-

ken in two places, my apartment burned down, and, after crashing the company servers, I'm not sure if I still have my job at Amazoogle."

Dr. Haverstein nodded. "Well, let's see about that. Tell me about the plan you and Tracey dreamed up to deal with your chatbots."

Morris explained that he and Tracey had decided they would start by helping Chip to lighten up a bit. "The chatbot model for Chip was a guy I shared a room with in college, Chris Buckley, who's now a Baptist minister in Kentucky," said Morris. "He's actually a really nice guy, just very conservative when it comes to certain things."

"Like what?" Dr. Haverstein asked.

"Girlfriends, parties, *Sesame Street*, *The Washington Post* ... things like that. The first three months that we shared a room, we spent the whole time arguing. Anyway, something happened to help him become a bit less rigid," Morris said.

"I went back to college after Thanksgiving with some brownies my mom had baked. I walked into our room one day and caught him eating one. He was totally apologetic for tak-

apologetic

► hier: zerknirscht

argue ► debattieren; streiten

guy jfmL. ► Typ

lighten up

► lockerer werden

minister

► Pfarrer(in)

plaster ► Gips

rigid ► streng

you're welcome

► gern geschehen

ing some without asking me, but he said they smelled so good that he couldn't resist. I said it was OK."

"So?"

"What I didn't tell him was that my mom always baked some marijuana into her brownies. I didn't want to freak him out."

"Ah!"

"Right! A short time later, it started to take effect and ... wow! For 24 hours, he partied like a frat boy on spring break in Acapulco. Anyway, after that — and after I showed him some of the pictures I took — he was much easier to deal with."

"Did you tell him why he'd gone so wild?"

"Absolutely. He said it was God's punishment for stealing a brownie and he begged me not to tell anyone."

"So, why are you telling me?"

"Well, when I was hired, HR ran interviews to design my chatbot. But when I talked about Chris, I didn't tell this story because I'd promised not to — which is why Chip is such a dork. So, Tracey and me thought we could add this element to Chip's program to..."

"...help him lighten up, got it! How, though?"

"We're programmers, right?" said Tracey, joining in the conversation. "We knew how to hack the system. But we had to work fast, and we didn't have a chance to test Chip before we put him back online."

"That was a mistake," agreed Morris. "Though, at first, Chip 2.0 worked quite well..."

"Listen, guys," said Chip as they leaned on the rail of Morris's balcony that evening. "I'm sorry for being so difficult last night."

"No problem," said Tracey. "Forgive and forget."

"Yes, but if I hadn't been, Morris would have had sex for the first time in six months and, as for you, Miss Tracey, your pheromones were off the scales! I guess you were disappointed, too. Why don't you kids let me prepare something special to eat? I'll surprise you."

"He may need a little fine-tuning," said Morris as Chip disappeared.

"But a definite improvement," added Tracey.

"Oh, by the way, Morris," said Chip, "tech support called to say there's some unusual activity

as for... ► was ... betrifft

beg sb.

► jmdn. (inständig) bitten

dork US jfml.

► Depp, Blödmann

fine-tuning

► Feineinstellung

frat boy US jfml.

► etwa: Student, der viel trinkt und hinter Frauen her ist

(frat US jfml.)

► Studentenverbindung)

freak sb. out jfml.

► jmdn. zum Ausflippen bringen

HR (human resources)

► Personal; hier: die Personalabteilung

off the scales: be ~

► die Skala sprengen

rail ► Geländer

spring break US

► (einwöchige, oft für Partyfahrten genutzte)

Semesterpause im Frühling

on the Amanuensis servers and you should give them a call. I told them you'd be too busy trying to get Miss Tracey into..."

"Chip! When was this?"

"About 20 minutes ago. Hey! Miss Tracey! Have you ever realized that 'star' spelled backwards is 'rats'? Isn't that crazy?" he started giggling and then was gone again.

Morris and Tracey looked at each other. "I think he's high," said Tracey.

"Oh, man! How did that happen?" said Morris. "And what's with the servers? We'd better find out what's going on. I'll..."

Boom!

Something shot out of the food hatch and hit Morris on the back of his head. With a loud cry, he tumbled over the balcony and fell onto the ground one floor down.

"Chip! What are you doing?" screamed Tracey.

"Dang!" said Chip. "Did old butterfingers miss my brownies? Don't you worry, Miss Tracey, I'm making some more... Say... what's that smell? Is my sugar burning?"

As smoke started pouring out of the open food hatch, Tracey turned on her wristwatch communicator. "Mom, call the fire department now! This is not a drill! We have an emergency..."

"Goodness!" said Dr. Haverstein. "So, that's how you broke your leg and the apartment burned down. But what about the servers?"

Morris looked embarrassed. "Yeah, that was unfortunate. Like Tracey said, we had to work fast and, when I was clicking through the settings, I accidentally shared the brownies story with the entire system." "Meaning every Amanuensis bot got high and that crashed the server?" asked Dr. Haverstein.

They nodded.

"And the buggy, Tracey? How did that end up in the water?"

"Mom sent it to pick me up from the hospital," Tracey explained with a nervous laugh and a heavy sigh. "Then she spent the entire trip home complaining. 'Everything I've done for you ... all my sacrifices ... no consideration ... what have I done to deserve this...?' I started arguing and forgot I'd turned the autopilot off and that I was supposed to be steering. So, when we came to a curve, instead of turning, we went straight into the water..."

butterfingers *ifml*.

► Tollpatsch

dang US *ifml*. ► verdammt

drill ► Übung

embarrassed ► verlegen

fire department US

► Feuerwehr

food hatch ► Durchreiche;

Ausgabefach

(hatch ► Luke)

giggle ► kichern

pour out of sth.

► aus etw. strömen

setting

► Einstellung

spell sth.

► etw. schreiben

steer ► lenken

tumble over sth.

► über etw. stürzen

Tracey stayed a while after Dr. Haverstein had gone.

“Do you think they’ll fire us?” she asked.

“I don’t know,” answered Morris gloomily.
“I would!”

“Or maybe they’ll give us our own research team,” said Tracey more cheerfully. “After all, we discovered something awesome. You can make computers high, even if we don’t quite know just what it was that we did.”

“That’s true.” Morris was silent for a while. “Say, Tracey, whatever happens, when I get out of here, could we go on another date? I know the first two were pretty bad, but this time, we could go to the city. Have dinner, go to a movie?”

“Why not?” answered Tracey. “As Chip would probably say, the third time’s the charm!”

Business Spotlight 5/2019, pp. 56–57

awesome *ifml.* ➔ toll

charm: the third time’s

the ~ US

➔ aller guten Dinge sind drei

(**charm** ➔ hier: Glücksbringer)

gloomily

➔ niedergeschlagen

CONCLUSION | Track 29

David Ingram: Well, we’ve come to the end of *Business Spotlight Audio 5/2019*. 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: Yes, and on our website, you’ll find details about our latest audio product: *Business Spotlight express*, a 15-minute audio vocabulary trainer, produced twice a month to help you to boost your word power for the world of work. So, until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

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