

EASY E

CEF level A2

MEDIUM M

CEF levels B1–B2

ADVANCED A

CEF levels C1–C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! EASY

Kenji Kitahama: Hi, everyone! It's great to have you with us. In this issue, you'll get a chance to practise your business English while learning about a variety of topics from the world of business. You'll also hear about Bradley Tusk, the man helping big businesses to navigate complex government regulation. And career coach Frank Peters gives us some expert advice on the best ways of giving feedback. Then Sarah Hanson, an HR consultant and an expert in social intelligence, offers job interview advice in a brief interview. There's plenty more, too, so let's get started!

TRENDS

NAMES AND NEWS

[2] Standing tall again US MEDIUM

Kenji: Are you scared of heights? If you are, then Emirates' marketing campaign "We're on top of the world" will probably be enough to give you vertigo. Here's the story of Nicole Smith-Ludvik, the skydiving instructor and influencer who was the face of this sky-high campaign.

At six feet (182 centimeters), Nicole Smith-Ludvik is tall by most standards, but she's best known as the woman who stood at the top of the world's tallest building, the Burj Khalifa. She did this as part of Emirates' viral marketing campaign "We're on top of the world", which included dizzying views of Dubai, a dramatic flyby of an Airbus A380 and a perfectly composed Smith-Ludvik standing 2,717 feet (828 meters) above the city. While airlines were still struggling with the effects of the pandemic, this campaign promoted the World Expo in Dubai and helped bring air passengers back.

People around the world have seen her iconic picture, but not many know what Smith-Ludvik, a skydiving instructor and social media influencer from the U.S. state of Georgia, went through before reaching the top of the burj (the Arabic word for "tower"). Her life changed completely after personal tragedy struck not once, but twice. Her first husband died when she was just 25. Then, only 18 months later, she was in a car accident that killed her friend and left her with the possibility that she may never walk again. Her yearlong recovery gave her a lot of time to think. "It made me re-evaluate everything I thought was important," Smith-Ludvik told The National.

Business Spotlight 12/2022, p. 8

composed ➤ gelassen**dizzying** ➤ schwindel-
erregend

flyby ► Vorbeiflug
foot ► Fuß (30,48 cm)

iconic ► ikonisch, mit
 Kultstatus

re-evaluate sth.
 ► etw. neu bewerten

scared: be ~ of sth.
 ► sich vor etw. fürchten

skydiving instructor
 ► Lehrer(in) für
 Fallschirmspringen

vertigo ► Schwindel(gefühl)

[3] Being outflipped **MEDIUM**

Kenji: Restaurant kitchens can be busy places. There is a lot to do in very little time because hungry customers don't like to wait too long for their food. One method of making things more efficient involves replacing kitchen staff with robots. Let's hear more about this trend.

From farm equipment to packaging machines, food production is already highly mechanized, but the job of cooking and serving food is usually done by humans. Over the next few years, however, a lot more robots will start working in restaurants, especially in kitchens. High labour costs are behind this trend, and fast-food restaurants, where efficiency is vital, are leading the way.

A recent study by FT Research looked at how much money restaurants could save by replacing some human workers with robots. In Australia, for example, where the minimum wage is among the highest in the world, a ten per cent reduction in staff (six people in an average restaurant) could save \$163,000 a year (based on a 40-hour week).

This means businesses can expect a fast payback on investments in automation technology — like Flippy, a burger-flipping robotic arm that can also operate a chip fryer. Made by the California-based company Miso, Flippy works twice as fast as a human worker with about 30 per cent more output. That certainly gives new meaning to the phrase “well done”.

Business Spotlight 12/2022, p. 9

based: ...~ ► mit Sitz in ...

chip fryer UK ► Fritteuse
 (für Pommes Frites)

flip sth. ► etw. umdrehen,
 wenden

output ► Produktionsleistung

payback ► Amortisation

research ► Forschung

vital ► wesentlich,
 unerlässlich

well done

► auch: durch(gegart)

[4] Hidden treasures **MEDIUM**

Kenji: When you think of the work of great artists like Monet and Picasso, you probably also think of art galleries and museums. But Tom McLeod, the founder of Arkive, a decentralized art museum, could change the way art is bought and exhibited in the near future. Let's find out more.

There's more to museums than meets the eye. That's because even the largest, like New York's Metropolitan Museum of Art, typically have just five per cent of their full collections on display at any one time. Many famous works are shut away in storage. A study by Quartz found

that nearly a third of Claude Monet's paintings, more than 40 per cent of Pablo Picasso's works and 57 per cent of Wassily Kandinsky's art cannot be seen by the public. The main problem is a lack of space.

Arhive is a decentralized art museum that has no building. Its members decide what artworks to buy and where to display them. Acquisitions are then recorded on a blockchain. Arkive founder, Tom McLeod, told *The Hustle*: "We would place [an artwork] where it originated or where the artist created it or where it can be viewed by the most people." On top of solving the space problem, Arkive might also be a model for repatriating "stolen" art from museums across the rich world.

Business Spotlight 12/2022, p. 9

acquisition

► Anschaffung, Ankauf

exhibit sth.

► etw. ausstellen

founder ► Gründer(in)

on display ► ausgestellt

repatriate sth.

► etw. zurückführen

storage ► (Ein-)Lagerung

than meets the eye: there's

more to... ~ ► es gibt mehr

in ... als auf den ersten Blick
erkennbar

PROFILE

Bradley Tusk

[5] The favorite fixer US **MEDIUM**

Kenji: Regulations and politics can stand in the way of business development. Bradley Tusk specializes in helping companies to successful-

ly deal with issues with government regulators. Here's some more information about Tusk's talent for getting businesses out of a fix.

When businesses have problems with industry regulations, they would be well advised to call Bradley Tusk. Best known as a consultant and lobbyist for private companies in their dealings with government regulators, 49-year-old Tusk is the founder of Tusk Strategies, which helps start-ups survive in the world of politics. He's also the CEO and co-founder of Tusk Venture Partners, a venture capital fund that invests in start-ups operating in highly regulated industries, such as transportation. Tusk has worked with lots of start-ups as well as Fortune 500 companies — including Uber, Tesla and Google.

Better call Tusk

Many start-ups disrupt industries, but established companies often have political influence they can use to protect their interests. That's why newcomers need someone like Tusk, so they won't get crushed by the heavyweights.

He's been called "Silicon Valley's political savior" by the business magazine *Fast Company*; "Silicon Valley's favorite fixer" by *TechCrunch* magazine and even "Uber's political genius" by *Vanity Fair*. In his 2018 book, *The Fixer: My Adventures Saving Startups from Death by Politics*, Tusk wrote: "When you disrupt someone in any industry, they don't say thank you. They punch

you in the nose."

Although helping start-ups is his main focus, Tusk's latest business project was inspired by his love of writing. In 2020, he and a friend set up the Gotham Book Prize — an annual award of \$50,000 to the author of a book about New York City. And in May 2022, Tusk opened a bookstore in Manhattan, called P&T Knitwear (named after a store his grandfather, a Holocaust survivor, had at the same location). In addition to the bookstore, there's also an event space, podcast studio and cafe. Tusk told *The New York Times* it was his way of giving back to his home city.

Business and politics

Although Tusk studied creative writing at university, he developed his expertise during a career in politics. After working as the spokesperson for the New York City Parks Department, he was the communications director for U.S. Senator Chuck Schumer and, later, became the deputy governor of Illinois. However, it was working as the campaign manager for then New York Mayor Michael Bloomberg, in 2009, that motivated him to start his first company, Tusk Strategies, two years later.

In the same year, Tusk began helping Uber deal with proposed regulations in New York City and other places that threatened the company's business model. He was paid in equity, reportedly worth around \$100 million after

Uber went public, and used this money to start his venture capital fund. He's also created a foundation through which he supports various causes — including a campaign to enable Americans to vote by phone and several anti-hunger campaigns.

Business Spotlight 12/2022, pp. 12–13

annual ➤ jährlich

cause ➤ Sache, Anliegen

CEO (chief executive officer)

➤ Geschäftsführer(in)

consultant ➤ Berater(in)

crush sth. ➤ etw. zerquetschen; hier: zerstören

department ➤ Ressort

deputy ➤ stellvertretend

disrupt sth. ➤ etw. stören; hier: tiefgreifend verändern

equity ➤ Aktien(kapital)

expertise ➤ Sachkenntnis

fix: get sb./sth. out of a ~

➤ jmdm. aus der Klemme helfen

fixer ➤ hier: Problemlöser(in)

foundation ➤ Stiftung

founder ➤ Gründer(in)

genius ➤ Genie

heavyweight

➤ Schwergewicht

industry regulations

➤ branchenspezifische Regelungen

issue ➤ Problem, Angelegenheit

knitwear ➤ Strickwaren

mayor ➤ Bürgermeister(in)

public: go ~

➤ an die Börse gehen

punch sb. in the nose

➤ jmdm. eins auf die Nase geben

regulator ➤ Aufsichtsbehörde

savior ➤ Retter(in)

spokesperson

➤ Sprecher(in)

venture capital fund

➤ Risikokapitalfonds

HEAD-TO-HEAD

Nuclear power plants

[6] Dialogue: Building nuclear power plants **ADVANCED**

Kenji: Nuclear power is a divisive topic. Some

people think it would be better if we stopped building nuclear power plants immediately, while others think that nuclear power is a good alternative to fossil fuels. Listen to the following dialogue between two friends, Jasmine and Steve, who have very different opinions on this topic.

Jasmine: Did you watch the documentary on TV last night about Chernobyl and the repercussions of the nuclear accident back in 1986?

Steve: No, I didn't manage to catch that one. Was it worth watching?

Jasmine: Yes, definitely. But it was really shocking. I cannot believe people still think it is a good idea to build nuclear power plants. It seems absolutely insane to me.

Steve: Well, if you compare nuclear power to fossil fuels, it is relatively clean. The carbon emissions are near to zero.

Jasmine: Yes, but if something goes wrong, then it goes really wrong. International conflict could easily lead to a nuclear disaster if nuclear power plants can't be safeguarded. And then you've got to consider the disposal of radioactive waste.

Steve: Well, nowadays, modern reactors recycle most of the radioactive waste. I'd be more concerned about not having electricity than the potential danger of a nuclear disaster, to be honest. We've got to be practical about it at the end of the day.

Jasmine: I'm shocked. I never knew you were such an advocate of nuclear power. I mean, it's one thing keeping existing plants running a little longer until we make the switch to renewable power, but building new ones is simply out of the question. Building a nuclear power plant is a very costly and time-consuming project. It just doesn't make sense in the current economic climate.

Steve: Yes, but imagine what would happen if energy prices got even higher than they currently are just because we didn't have enough nuclear power plants. To me, it's a no-brainer. Modern life is dependent on cheap, reliable electricity. And while it might be expensive to build nuclear power plants, they can generate enormous amounts of energy using small amounts of uranium.

Jasmine: Well, I can't say I agree with you. I do see your point about the need for cheap, reliable sources of energy, but is nuclear really worth the price you pay if there is a disaster of some sort? Personally, I don't think so.

Business Spotlight 12/2022, pp. 14-15

advocate

► Befürworter(in)

carbon emissions

► CO₂-Ausstoß

catch sth. ► hier: etw. mitbekommen

disaster ► Katastrophe

disposal ► Entsorgung

divisive

► kontrovers

fossil fuel

► fossiler Brennstoff

insane ➤ verrückt, schwachsinnig

no-brainer: be a ~ US jml.

➤ keiner langen Überlegung bedürfen, sich von selbst verstehen

nuclear power

➤ Atom-, Kernkraft

nuclear power plant

➤ Atom-, Kernkraftwerk

reliable ➤ zuverlässig

renewable power

➤ erneuerbare Energie

repercussions

➤ Folgen, Auswirkungen

safeguard sth.

➤ etw. schützen

topic ➤ Thema

[7] Check your understanding MEDIUM

Kenji: Now it's time to check your understanding of the dialogue that you have just heard. You will hear a series of statements. Decide whether they are true or false. After each statement, you'll hear a ping sound, and then you'll hear the answer. Ready? Let's start!

- The documentary that Jasmine watched was about the impact of the 1986 nuclear disaster in Chernobyl.
 - This statement is true. To talk about the impact of the nuclear accident, Jasmine uses the word "repercussions". This is another way of saying "impact" or "effect".
- Jasmine is an advocate of building nuclear power plants.
 - This statement is false. Jasmine cannot believe that people still think building nuclear power plants is a good idea. If someone is an "advocate" of something, then they believe it to be a good idea.
- Steve thinks nuclear power is more environ-

mentally friendly than fossil fuels.

- This statement is true. Steve comments that nuclear power has near to zero carbon emissions, which is not the case for fossil fuels.
- Jasmine comments that international conflict could put nuclear power plants at risk and pose serious safety concerns.
 - This statement is true. Jasmine is concerned that a nuclear disaster could occur due to international conflict, as nuclear power plants may not be properly safeguarded.
 - Steve agrees that a nuclear disaster is a major concern.
 - This statement is false. Steve is more concerned about not having enough electricity.
 - Jasmine mentions that building a nuclear power plant is a low-cost operation.
 - This statement is false. Jasmine mentions that building a nuclear power plant is very costly.

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

Business Spotlight 12/2022, pp. 14–15

advocate ➤ Befürworter(in)

carbon emissions

➤ CO₂-Ausstoß

disaster ➤ Katastrophe

environmentally friendly

➤ umweltfreundlich, -schonend

fossil fuel

➤ fossiler Brennstoff

impact ➤ Auswirkung(en)

occur ➤ auftreten

pose sth. ➤ hier: etw. darstellen, bedeuten

power plant ➤ Kraftwerk

safeguard sth.

➤ etw. schützen

START-UP

The Tyre Collective

[8] Reducing road pollution MEDIUM

Kenji: When you drive a car, the pollution the vehicle causes doesn't just come from the exhaust fumes, it also comes from the tyres. The Tyre Collective is a London-based start-up that aims to reduce this problem, one particle at a time.

It's hardly news that cars cause pollution. However, while most people probably think of exhaust emissions, a new UK start-up is working on another problem area: particle pollution from tyre wear.

The Tyre Collective, which was founded in London in 2020, has developed an award-winning device that can be mounted behind each wheel. While the vehicle is in motion, the device collects the rubber and plastic microparticles that come off the tyre. Tyre Collective co-founder and chief scientific officer, Siobhan Anderson, told *Tire Technology International*: "Every time we accelerate, brake or corner, tyre dust enters our waterways, our food chain and the air we breathe. It's estimated that we eat about a credit card's worth of plastic every week."

Several studies show how serious the problem of tyre wear is. *The Guardian* recently reported that almost 2,000 times more particle pollution comes from tyres than out of the ex-

haust of modern cars, referring to data from the Norwegian Institute for Air Research. Andreas Stohl, who led the institute's study of non-exhaust emissions (including tyres and brakes), explained that an average tyre loses about four kilograms of microparticles over its lifetime.

Pollution from tyre wear will not be solved by the transition to electric vehicles (EVs), which can accelerate faster and, for the time being, tend to be heavier than equivalent petrol-powered vehicles. While exhaust emissions have become strictly regulated, non-exhaust emissions have not, and their relative contribution to road pollution has grown over the past couple of decades, as cars of all kinds have become bigger and heavier.

Collecting rubber and plastic

The Tyre Collective was created to meet this challenge. The start-up was on the *Forbes* "30 Under 30" list for manufacturing and industry in 2021. It began as a project by four British design and engineering students from Imperial College London and the Royal College of Art. Those students are now its co-founders, and their patented device came from a key discovery: "The rubber particles coming off tyres become charged due to friction with the road," says co-founder Hugo Richardson. "This meant we could use an electrostatic precipitator to capture the particles, separating them from the airflow."

Powered by the vehicle itself, electrostatically charged copper plates capture 60 per cent of all airborne particles in tests. “The captured tyre particles are stored in a cartridge within the device, which can be removed and emptied during servicing,” Anderson says. “The particles can be recycled in a variety of ways, such as in the outer soles of shoes, dyes and even in retreads.”

The founders are working with tyre and vehicle manufacturers to optimize the device, which they hope to start selling in 2024. The plan is to begin by installing the device in fleet vehicles, as these are serviced regularly, making it easier to empty the cartridges, before eventually integrating it into new vehicles.

Business Spotlight 12/2022, pp. 20-21

accelerate sth.

➤ etw. beschleunigen

airflow ➤ Luftströmung

at a time: one ~

➤ jeweils eins

based: ... ~ ➤ mit Sitz in ...

capture sth. ➤ etw. einfangen; hier: filtern

cartridge ➤ Kartusche

charged ➤ aufgeladen

chief scientific officer

➤ etwa: Leiter(in) Forschung und Entwicklung

copper plate ➤ Kupferplatte

corner ➤ hier: abbiegen

device ➤ Gerät

dye ➤ Farbe; hier auch: Lack

electrostatic precipitator

➤ elektrostatischer Staubabscheider

engineering ➤ Ingenieurwesen; hier: Maschinenbau

exhaust emissions

➤ Auspuffgase

exhaust fumes

➤ Auspuff-, Abgase

fleet ➤ (Fahrzeug-)Flotte

found sth. ➤ etw. gründen

friction ➤ Reibung

manufacturing

➤ Herstellung

mount sth. ➤ etw. montieren

pollution ➤ Verschmutzung; hier: Umweltverschmutzung

research ➤ Forschung

retread ➤ runterneuerter

Reifen

rubber ➤ Gummi

tyre US ➤ tyre UK

tyre ➤ Reifen

tyre wear ➤ Reifenabrieb

vehicle ➤ Fahrzeug

COMMUNICATION

BUSINESS SKILLS

Office life

[9] Navigating office politics **MEDIUM**

Kenji: Offices are not just workplaces, they can also be the backdrop to arguments, rumours and misunderstandings. What is the best way of dealing with difficult situations like these in an office environment? Let's find out.

Rivalries, gossip and power plays are great on TV but they can be disastrous in a real work context. Destructive office politics lead to high staff turnover, lower productivity and demoralized workers. You find office politics in most organizations. They are the self-serving actions of individuals who want to improve their status — often at the expense of others.

So, what is the best way to navigate the politics in an organization? Consider these ten statements about office politics.

Do you agree or disagree?

1. A wide personal network doesn't help you deal with office politics.

2. You should learn to promote yourself.
3. Be nice to everyone.
4. Gossip only with people you trust.
5. Keep a written record of what you do.
6. Avoid taking sides.
7. The boss always has the most power.
8. Remote work makes office politics irrelevant.
9. Avoid your enemies.
10. Office politics can be a positive force.

Now compare your answers with mine

1. **I disagree.** Building a wide network both within and outside your organization strengthens your reputation and can help reduce the influence of people who work against you. Develop a relationship with your line manager, director, stakeholders and those who work for and with you. Take time to speak to them and build trust. Your network can be your main protection against negative politics.

2. **I agree.** Create visibility around your work. Show how you contribute to your team's success. That's not playing politics, but taking control of your own success. Be careful about overdoing it. If you constantly refer to your successes, it will cause irritation and the feeling that you are showing off. Mention the things you've done only when relevant. This positive approach will be added protection against negative politicizing.

3. **I agree.** No matter how irritated and frustrated you become, keep your professional composure. The best way of winning in office politics is not to play. Try to stay on good terms with everyone by being positive, cooperative and solution-oriented. A willingness to share your ideas and ask for others' opinions tends to lead to a more positive atmosphere.

4. **I disagree.** Treat gossip like spam emails. Politely change the subject when confronted by it. And don't give away too much information about yourself — especially with people you don't know well. Not everyone has the best intention for you.

5. **I agree.** People who practise office politics often try to take advantage of your situation by making false claims. Keeping records of work-related activities is the best way to prevent this. It provides solid evidence of what you've done and how you have added value to the organization.

6. **I agree**, as a general rule. Don't take sides in conflict situations between colleagues but try to stay neutral. If asked to comment, talk about what is best for the organization. Stay as objective as possible. Don't get drawn into discussing personalities.

Sometimes, you do have to take sides because you feel the issue is important strategically for the organization. Be dispassionate and show you understand both sides' perspective. State

your opinion clearly and avoid responding to others' emotions.

7. I disagree. Your boss holds formal power through the official position they hold. This gives them power that is regulated by a contract or the rules of the organization. Informal power and influence come from the respect and appreciation one has earned and can often be more valuable than formal power, allowing a person to influence their colleagues in ways that others, including the boss, cannot.

8. I disagree. Anyone who's worked from home knows this. Discussions are taken "offline" between meetings. People "socialize" with each other to find out what's going on. One-on-one Zoom chats spread the office gossip. People still play politics, whether they are doing it face-to-face or remotely.

9. I disagree. Nobody gets along with everybody. Many of us have worked with someone who has tried to undermine us — or even stabbed us in the back. But everyone is human, and it is possible to build or rebuild relationships. Steve Tobak, from CBS MoneyWatch, says you should make your enemies "frenemies". Have lunch with them. Get a quick coffee together or even a beer after work. As the old saying goes: "Keep your friends close and your enemies closer."

10. I agree. Where there are people, there are politics. But it doesn't always have to be a bad

thing. Engaging in office politics positively and ethically can help develop soft skills, create valuable relationships and motivate individuals informally to do their best work.

Practising "good" politics enables you to further your team's interests and your own, fairly and appropriately. Being alert to "bad" politics helps to avoid needless frustration while others take unfair advantage.

Business Spotlight 12/2022, pp. 30-32

alert: be ~ to sth. ➤ wachsam gegenüber etw. sein

appreciation ➤ Wertschätzung, Anerkennung

appropriately ➤ angemessen, auf richtige Weise

argument ➤ Streit, Auseinandersetzung

backdrop ➤ Kulisse

claim ➤ Behauptung

composure ➤ Fassung, Gelassenheit

contribute to sth.

➤ zu etw. beitragen

dispassionate

➤ unvoreingenommen, objektiv

engage in sth.

➤ sich auf etw. einlassen

environment

➤ hier: Umfeld

evidence ➤ Nachweis(e)

expense: at the ~ of...

➤ auf Kosten von ...

face-to-face ➤ persönlich

get along with sb.

➤ mit jmdm. auskommen

gossip ➤ Tratsch, Gerede

irritation ➤ Verärgerung

issue ➤ Problem, Angelegenheit

line manager UK

➤ direkte(r) Vorgesetzte(r)

office politics

➤ Klängelei, Bürointrigen

one-on-one ➤ Einzel-

play politics

➤ Winkelzüge machen

politicizing ➤ politischer Aktionismus; hier: Aktivitäten aus Eigeninteresse

remote work ➤ Arbeit im Homeoffice, Telearbeit

rumour ➤ Gerücht

show off ➤ angeben

socialize

➤ Kontakte unterhalten

soft skills

➤ Sozialkompetenz

stab sb. in the back

- jmdm. in den Rücken fallen

staff turnover

- Mitarbeiterfluktuation

stakeholder

- Projektbeteiligte(r)

stay on good terms with sb.

- mit jmdm. dauerhaft ein gutes Verhältnis pflegen

- take sides** • Partei ergreifen

undermine sb.

- jmdn. schwächen

- visibility** • Sichtbarkeit

[10] Essential words for navigating office politics MEDIUM

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

Emily: Oh, by the way, you'll never guess who I ran into recently. Karen from finance!

Harris: What? I thought she'd been sacked after it was discovered that she was sleeping with the boss's husband.

Emily: That's simply not true! It sounds like someone was making false claims about her because they were envious that she was in a position to take time off to go travelling. She just got back from three months in Australia and New Zealand.

Harris: Huh. That's where she was. I thought the story about her dismissal had been greatly exaggerated!

Emily: Completely fabricated, you mean. And I don't think we should speculate on her love life either. It's none of our business!

Harris: I'm sure it was Kevin who started that rumour.

Emily: That doesn't sound like Kevin at all. Anyway, I wanted to ask about your trip to Dortmund. How did it go?

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

1. Here's the first pair of words to choose from: "ran into" or "run into"

Emily: Oh, by the way, you'll never guess who I [beep] recently.

- Oh, by the way, you'll never guess who I ran into recently.

2. And here's the next pair of words: "discovered" or "explored"

Harris: I thought she'd been sacked after it was [beep] that she was sleeping with the boss's husband.

- I thought she'd been sacked after it was discovered that she was sleeping with the boss's husband.

3. And here's another pair of words: "cases" or "claims"

Emily: It sounds like someone was making false [beep] about her.

- It sounds like someone was making false claims about her.

4. And here's the next pair of words: "emphasized" or "exaggerated"

Harris: I thought the story about her dismissal had been greatly [beep]!

- I thought the story about her dismissal had been greatly exaggerated!

5. And another pair of words to choose from: "speculate" or "wonder"

Emily: And I don't think we should [beep] on her love life either.

- And I don't think we should speculate on her love life either.

6. Here's the last pair of words: "appear" or "sound"

Emily: That doesn't [beep] like Kevin at all.

- That doesn't sound like Kevin at all.

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

Business Spotlight 12/2022, pp. 30–32

claim ➤ Behauptung

dismissal ➤ Entlassung

envious ➤ neidisch

exaggerated ➤ übertrieben

fabricate sth.

- hier: etw. erfinden

guess sth. ➤ etw. (er)raten

rumour ➤ Gerücht

sack sb. ifml.

- jmdn. feuern

take time off

- freinehmen

CAREERS

CAREER COACH

Feedback

[11] How to get feedback right **MEDIUM**

Kenji: Feedback may not always be welcome, but it can be helpful, if it is given in the right way. Career coach Frank Peters shares his tips on how to get the feedback process just right, in the following article.

How do you usually respond when someone asks if they may give you some feedback? My standard answer used to be: "Yes, sure." — even though I wasn't always ready to hear it.

Let me give you an example. My boss once gave me some feedback. He said: "I appreciate that you used humour in your presentation. That's good. It loosens up the atmosphere and breaks the ice, but be careful. You might not be taken seriously."

I wasn't quite sure what to think or how to react. Was he happy with my presentation? Should I change something? If so, what exactly? I was left feeling confused and a little angry.

The next time he had some feedback for me, I knew what was coming, so I asked him: "What do you want me to do specifically?" It turned out that he had a clear plan in mind.

What's feedback? And what's not?

What my boss said is not feedback at all. It's an

order or command. What's worse, the use of the word "feedback" in cases like this means that many employees don't like getting feedback any more. If I just mention the word in my workshops and seminars, people roll their eyes. That's a real pity because, if it's done right, feedback can be very rewarding.

It's time to re-establish the good reputation of feedback by explaining how it's supposed to work. But if it's not someone telling you what they think of your behaviour and how you should behave differently, then what is it exactly?

Feedback should allow people to see their blind spots. If you ask for feedback on your presentation style, you want to know if you're coming across the way you hoped to or about certain things you're doing that you might not be aware of. Ultimately, you want to improve, so feedback should be about you and no one else. However, when people want to give feedback, it's usually about them. They feel angry or frustrated because one or more of their needs aren't being satisfied.

Let's say a boss considers punctuality and reliability important, and feels angry when a colleague arrives late to a meeting. Afterwards, the boss might say to the colleague: "Can I give you some feedback? I noticed that you were late. I need reliability from my team, so please be on time in future."

That's a clear way of explaining the problem and how the boss wants the colleague to solve it. As long as it's expressed in a non-threatening manner, it's perfectly reasonable to talk to each other like that. But it's not feedback.

American psychologist Thomas Gordon distinguishes between feedback and honest communication. Gordon coined the term "problem owner". By asking: "Whose problem is it?", you can easily find out if it's feedback or not.

Let's say Anna is your boss, and you've just given a presentation in your team meeting. Afterwards, you ask Anna how she experienced the presentation. You want to learn how to make it even better next time. In this case, you have the problem. You ask Anna for her feedback, and she might say you spoke a little too fast, for example, and she had trouble following at times. She suggests deliberately slowing down so that others can follow you more easily.

Giving perfect feedback

Observation: What did I see/hear/taste/smell? What could a camera capture?

Effect: What was the effect on me? How did I feel?

Suggestion: If you want to have another effect like X, try this...

What's very important is that Anna has no agenda — other than to be helpful. She explains her observation and how she felt, and provides a suggestion. There's no expectation that you

must implement this new behaviour. That's pure feedback.

However, if Anna had come to you after the presentation and said: "Can I give you some feedback? You were quite nervous and talked much too fast. Please present in a more professional way next time." Besides other shortcomings, the big difference here is that there's an inherent expectation in the statement. Anna expects you to present in what she considers to be a more professional way, otherwise...

In this case, it is Anna who has the problem and wants you to change. Rather than feedback, it's a straightforward command. You might say this is just semantics, but it's more than that. Often, the latter situation is called "feedback". And it's not surprising that many teams don't want to hear it.

What can you do?

There's an exercise that can increase the awareness of proper feedback. And it's fun, too. First, you need something to give feedback on. Usually, I have people present a few slides — either slides they know or we play "PowerPoint Karaoke". Google any topic combined with "ext:pptx", and you'll find a wide range of slides to present. Let each person present for two to three minutes.

Then, the presenter gets feedback. Everyone is asked to follow the feedback process I de-

scribed (observation-effect-suggestion). Many people are used to giving feedback such as: "You looked nervous. Be more relaxed." This means it can be a significant change for them to apply the new structure.

If you act as the moderator, be sure to jump in immediately if somebody fails to follow the structure or if somebody is interpreting or judging instead of sharing their observation. After everyone has had a turn, you can do a quick round of reflection and ask your team members how they felt while giving and receiving feedback.

This little exercise is not only fun for the team, it also provides the basis for future feedback conversations. If you are the leader, you lead by example. And I know this can be tough, but make it clear for yourself when you talk to employees: Do you want them to change or do you want them to learn?

If you want to help them to learn, and you have no specific expectation, then give them great feedback and watch them grow.

Business Spotlight 12/2022, pp. 38-41

agenda ➤ Tagesordnung;

hier: Absicht(en)

appreciate sth.

➤ etw. zu schätzen wissen

blind spot ➤ Schwachpunkt

capture sth.

➤ etw. einfangen

coin a term

➤ einen Begriff prägen

come across ➤ hier: wirken

command ➤ Befehl

deliberately ➤ bewusst

distinguish sth.

➤ etw. unterscheiden

grow ➤ hier: sich entwickeln**implement sth.**

➤ etw. umsetzen

inherent

➤ inhärent, innewohnend

jump in ➤ eingreifen**latter: the ~** ➤ letztere(r,s)**loosen sth. up**

➤ etw. auflockern

on time ➤ pünktlich**real pity: be a ~**

➤ sehr schade sein

reliability

➤ Zuverlässigkeit

rewarding

➤ hier: bereichernd

semantics ➤ Semantik;

hier auch: Wortklauberei

shortcoming

➤ Unzulänglichkeit

slide ➤ Folie**straightforward**

➤ einfach, klar

topic ➤ Thema**turn: have a ~**➤ an der Reihe sein,
drankommen**ultimately**

➤ schließlich, letztendlich

[12] Essential phrases for getting feedback right MEDIUM

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

1. You give positive feedback.

■ Use "really liked", "way", "engage" and "audience".

➤ I really liked the way you engaged the audience.

2. You give positive feedback again.

■ Use "done", "excellent job", "explaining" and "central issue".

➤ You've done an excellent job of explaining the central issue.

3. Now, you give negative feedback.

■ Use "think", "body language", "could", "little" and "more positive".

➤ I think your body language could be a little more positive.

4. And you also give negative feedback again.

■ Use "several points", "presentation", "difficult" and "hear you".

➤ At several points in the presentation, it was difficult to hear you.

5. You make a suggestion.

■ Use "considered", "timing yourself", "while" and "read it through".

➤ Have you considered timing yourself while you read it through?

6. And you make another suggestion.

■ Use "perhaps", "reduce", "total number" and "slides".

➤ Perhaps you could reduce the total number of slides.

Kenji: Excellent. Well done!

Business Spotlight 12/2022, pp. 38-41

LANGUAGE

ENGLISH FOR... Postal services

[13] Dialogue: Mail orders **MEDIUM**

Kenji: Now, it's time to practise some of the essential language you need to talk about postal services in English. Jeremy and Jess work in the warehouse of a company that has just received a big mail order. Listen carefully to their conversation because we'll test you on what you have heard in the following track.

Jess: Wow, I'm exhausted. We've never had such a big bulk order for a single corporate customer.

Jeremy: Have you completed the customs declaration for the goods going to France?

Jess: Yes, that's all done. There's one other thing I wanted to check. Everything is going to be registered mail, isn't it?

Jeremy: Yes, that's right. It's the safest option. Postal workers have to deal with so many parcels every day. Things could easily go wrong, so let's do everything we can to eliminate risk.

Jess: Now, am I right in thinking that half of the items will be sent via airmail, but the other half will be sent via express mail?

Jeremy: Yes, that's right. The items going to the French branch of the corporation will be sent via airmail, but the items being sent to the company's London branch will need to be sent

by express mail because they have an event this Saturday and everything has to be there on time. The postage won't be cheap, but they need a timely delivery.

Jess: Right. I'll make a note of that.

Business Spotlight 12/2022, pp. 42–43

bulk order ➤ Großauftrag

corporate ➤ Firmen-

corporation

➤ Unternehmen, Firma

customs declaration

➤ Zoll(inhalts)erklärung

exhausted ➤ erschöpft

item ➤ Artikel, Warenposten

mail order ➤ Versandauftrag

on time ➤ pünktlich

parcel ➤ Paket

postage ➤ Porto

registered mail

➤ Einschreiben

timely ➤ rechtzeitig

warehouse

➤ (Waren-)Lager

[14] Check your understanding **MEDIUM**

Kenji: Now, let's test your understanding of the dialogue that you have just heard. Complete the definitions of some of the terms used in the dialogue by selecting option **a)** or **b)**. Ready? Let's go!

1. A **customs declaration** is...

a) an official document that provides the details of the items that are being imported or exported.

b) an appointment at the local police station.

➤ The correct answer is **a)**. A customs declaration is an official document that provides the details of the items that are being imported or exported.

2. Registered mail is...

- a) a legal requirement which allows governments to keep track of the contents of parcels being sent within their national borders.
- b) a special service that gives the sender proof of mailing and mailing receipt.
- The correct answer is **b)**. Registered mail is a special service that gives the sender proof of mailing and mailing receipt. In other words, it allows the sender to prove that they sent a letter or parcel, and that it was received by the correct person.

3. Postal workers...

- a) are employed by a country's governmental postal system.
- b) are self-employed private couriers. They typically carry out the deliveries of private companies.
- The correct answer is **a)**. Postal workers are employed by a country's governmental postal system. They might work at the post office or the sorting office, for instance. Postmen and postwomen are also postal workers.
4. The word "**postage**" refers to...
- a) the logistics of transporting letters and parcels from A to B.
- b) the cost of posting something.
- The correct answer is **b)**. "Postage" refers to the cost of posting something.

Kenji: Well done. Did you get all of those right? If not, listen to the dialogue and do the exercise again.

Business Spotlight 12/2022, pp. 42–43

carry sth. out

- etw. aus-, durchführen

item

- Artikel, Warenposten

keep track of sth.

- etw. nachverfolgen

mailing receipt

- hier: Empfangsbestätigung

parcel

- Paket

proof of mailing

- hier: Einlieferungsbeleg

SKILL UP! Hospitality

[15] Briefing staff for an event **MEDIUM**

Kenji: Now, it's time to test your understanding of words related to the hospitality industry. Brodie, the manager of an events company, is briefing his staff before a wedding reception. Listen carefully to his briefing because we'll do an exercise on it in the next track. Ready? Let's go.

Brodie: All right, team. Let's go through this evening's service. For those of you who don't know me, I'm Brodie, the event manager, and your supervisor tonight is Rebecca. This is a wedding reception for 80 guests. Guests will start arriving at 5 p.m., so everything needs to be ready by then. We'll begin with the drinks reception with canapés at 6 p.m. On the handout, you'll see whether you're in the drinks reception team or in the canapés team.

Millie: Sorry to interrupt, but my name's not on the list.

Brodie: OK, we'll find a team for you after the briefing. So, we'll begin preparing the trays with glasses of crémant at 5.40. Once all the guests have been served, you can walk around with bottles to top up glasses. The canapés team should prepare their trays at the same time, making sure that there are napkins and little bowls for used cocktail sticks on the trays. The canapés are listed here. I recommend learning the names of the canapés and which ones are vegetarian, vegan, etc. The band will be playing their first set from 7 p.m. in the room upstairs. That's when we'll stop serving and get ready for dinner, which should start at 8 p.m.

Business Spotlight 12/2022, pp. 44–47

briefing

► Einweisung

handout ► Handzettel,
Informationsblatt

hospitality industry

► Gastgewerbe

napkin ► Serviette

set ► hier: Runde

supervisor

► Aufsichtsperson,
Dienstvorgesetzte(r)

top up glasses UK

► nachschenken

tray ► Tablett

heard. You'll hear the answer after the ping sound. Ready? Let's start.

1. Staff can find out which team they are in by looking at the [beep] they have been given.

a) handout

b) hang out

► The correct answer is **a)**. Staff can find out which team they are in by looking at the handout they have been given. In this context, a “handout” is a printed page of information.

2. Millie [beep] Brodie because she realizes that her name is not on the list.

a) breaks up

b) interrupts

► The correct answer is **b)**. Millie interrupts Brodie because she realizes that her name is not on the list. When one person “interrupts” another, they say something before the other person has finished talking.

3. The glasses of crémant will be served on [beep].

a) trays

b) tablets

► The correct answer is **a)**. The glasses of crémant will be served on trays. “Trays” are used for carrying drinks and food. Tablets are small doses of medicine.

4. Another word for “serviettes” is [beep].

a) tissues

b) napkins

[16] Test your understanding MEDIUM

Kenji: The following exercise is based on the dialogue that you have just heard. You will hear a series of sentences with a missing word. First, you'll hear a beep where the missing word is, and then you'll hear two options, **a)** and **b)**. Choose the word that makes sense in the context of the incomplete sentence you have just

- The correct answer is **b)**. Another word for “serviettes” is “napkins”. “Tissues” are used when you need to blow your nose, but napkins are used to wipe your mouth when you are eating and drinking.

5. A [beep] is part of a musical performance, usually given by a band.

a) scene

b) set

- The correct answer is **b)**. A “set” is part of a musical performance, usually given by a band. A “scene” is part of a theatrical performance, like a play.

Kenji: Well done. Did you get all of those right? If not, listen to the dialogue and try the exercise again.

Business Spotlight 12/2022, pp. 44–47

[17] Exercise: Essential hospitality words

MEDIUM

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

1. An event where a new product is presented is called a...

a) product launch.

b) start of production.

20

- **a)** is right. “Product launch” refers to the introduction of a new product on to the market.

2. The person in charge of making cakes in a restaurant is the...

a) pastry chef.

b) pie master.

- **a)** is right. The “pastry chef” is responsible for the desserts made and served in a restaurant.

3. A former agricultural building that is often used as a venue for events is a...

a) warehouse.

b) barn.

- **b)** is right. A “barn” is a large farm building where animals, hay or grain are usually kept. Now, barns are also popular event locations.

4. A collection of small portions of several dishes is called a...

a) test menu.

b) tasting menu.

- **b)** is right. A “tasting menu” consists of small portions of various dishes.

5. Someone who is not able to digest dairy products suffers from...

a) lactose intolerance.

b) lactose defect.

- **a)** is right. “Lactose intolerance” is the total or partial inability to digest lactose, a sugar contained in dairy products.

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

Business Spotlight 12/2022, pp. 44–47

dairy product

► Molkereiprodukt

digest sth. ► etw. verdauen

hay ► Heu

venue ► Veranstaltungsort

[18] Text and exercise: Collocations MEDIUM

Kenji: For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to the following hospitality advert. Then, we'll do an exercise on it.

Every event is unique. It is the attention to detail that shapes the experience of your guests. It is vital that nothing is overlooked, which is why we provide a bespoke service in every respect. Deluxe event staff have been selected based on their commitment to achieving amazing results. We provide a range of catering services, for every type of event and function. Incredible food — together with a specialist service — make for an exceptional event that guests will never forget.

Kenji: OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using a collocation with the term from the text you have

just heard relating to “service”. Then you'll hear the correct answer. OK, here's the first sentence.

- Services providing food and beverages for an event at a client's location are...
- **catering services.** Services providing food and beverages for an event at a client's location are catering services.
- A service that meets a client's individual requirements is a...
- **bespoke service.** A service that meets a client's individual requirements is a bespoke service.
- A service delivered by experienced and skilled staff is a...
- **specialist service.** A service delivered by experienced and skilled staff is a specialist service.

Kenji: Well done. If you didn't get all those collocations right, listen to the text again and then try the exercise once more.

Business Spotlight 12/2022, pp. 44–47

achieve sth. ► etw. erreichen

amazing ifml. ►

► toll, fantastisch

beverage ► Getränk

hospitality ► Gastlichkeit,
Bewirtung (von Gästen)

incredible ifml. ► unglaublich,
unbeschreiblich

skilled ► geschult, qualifiziert

unique ► einzigartig

vital ► unerlässlich,
wesentlich

FREESTYLE

HR HACKS

Job interviews

[19] Interview with Sarah Hanson MEDIUM

Kenji: Job interviews can be nerve-racking experiences, but these tips should help you to make the most of your next job interview. Sarah Hanson, a managing partner at a professional training company called Interactifs, shared her top tips with *Business Spotlight* correspondent Melita Cameron-Wood over Zoom.

Melita: Hi, thanks so much for joining me. I'm really interested to hear your job interview tips. We're particularly interested in advice that people might not have heard before. What would be your top recommendations?

Sarah: Where to start? So, two things immediately come to mind beyond the typical advice people have for interviews. The first is the idea that it's a two-way process — to actually think about the person you want to portray, and what you want the other person to know about you by the end of the conversation, so starting with the end in mind.

And in fact, this is what we teach for any meeting or conversation that people go into: What do you want to leave with? What do you want the outcome to be? Because so often, all the effort goes into the front-end: finding the

opportunity, refining the application, the cover letter and the experience, and then winging the conversation to see how it goes, based on the questions that the interviewer has for the participant, or for the interviewee, rather than thinking about the impression that you make or what they need to know about you by the end of the conversation.

And importantly, the flipside of that: what you want to learn from them. So, that upfront, rather than at the end of the conversation, you have a chance to plant the seed or to be more explicit about what you want to walk away with as well.

The second piece of advice that I typically give in these scenarios is to speak about what you can do, your current experiences, and what is transferrable from what you're doing presently.

It's far more engaging in the conversation to talk about the present, because it's more likely that those are the transferrable skills that, on one hand, the interviewer is looking for, in terms of your future potential and what you can bring to the position, but also what's most relevant and timely for you.

Melita: And do you have any examples of typical mistakes that you've seen during the interview process? Or perhaps situations that you thought could have gone better?

Sarah: In particular, where we work with con-

sulting clients where they're so tempted to bring in the deck of a PowerPoint presentation — beautifully prepared, a deck of 24 or 48 slides, talking through their context and their proposal.

We revolutionized their presentations by suggesting they start by asking, “Where do you want me to begin?” The same principle applies in interviews. Rather than being tempted to give the potted history of your whole CV, where does the interviewer want you to begin? Right at the beginning: What led you to choose the topics that you studied, the career pathway you've taken? Or here in the present? What led you to apply for the role? And what are you bringing from your most recent job?

Melita: And what's the best way of navigating that salary discussion?

Sarah: People beat round the bush, go round the houses. They're not sure how to bring up that typical line on so many job adverts now: “Salary competitive” or “competitive package” or “dependent on experience”?

And so often, people say, well, the interview's the place to find out more. Yet, I imagine it's very tempting for most people to avoid that topic until the end of the conversation. How do you clarify what they mean by a competitive package?

So, one thing that I strongly recommend people consider and even test with people that

they know well: How does it sound for them to broach this topic? For example: “There's a number of details I'm keen to learn today, including not only your expectations of the right person — the successful person that you're looking for — but also, I'm keen to learn more about the specifics of the starting salary, and what I can hope for in terms of a package.

Because at least you'll know whether you're open to continue spending your time negotiating, presenting yourself in the best possible light for the salary that's right for you. Or you can manage expectations at the outset and give a figure or a position of what you're looking to earn. It feels like that's one of the last topics that too often people avoid, yet so few of us are in a position to be able to work for pure enjoyment.

Melita: Yeah, absolutely. Well, thanks so much for taking the time to talk to me. I really appreciate it.

Sarah: Yeah, I've really enjoyed the conversation we've just had. I hope it gives you sufficient context to have a different take on the topic.

Melita: Yes, definitely. There's some great advice there. Thanks again. Take care. Bye-bye.

Sarah: OK. Have a great weekend. Thanks again. Bye-bye.

Melita: Have a good one. Bye.

application ► Bewerbung
appreciate sth. ► etw. (zu) schätzen (Wissen)

beat round the bush UK jfm.
 ► um den heißen Brei herumreden

broach sth.
 ► etw. ansprechen, zur Sprache bringen

clarify sth. ► etw. klären
competitive ► wettbewerbsfähig; hier auch: marktgerecht

cover letter US
 ► Begleitschreiben; hier auch: Bewerbungsschreiben

CV (curriculum vitae)
 ► Lebenslauf

engaging ► einnehmend

explicit ► ausdrücklich

flipside ► Kehrseite

go round the houses UK
 ► nicht direkt zur Sache kommen

interviewee ► Person, die an dem Bewerbungsgespräch teilnimmt

interviewer ► Person, die das Bewerbungsgespräch durchführt

job interview ► Bewerbungs-, Vorstellungsgespräch

keen: be ~ to sth. UK
 ► etw. unbedingt tun wollen

nerve-racking ► zermürbend
outcome ► Ergebnis

outset: at the ~
 ► am Anfang, von vornherein

portray sb. ► jmdn. porträtieren; hier: darstellen, verkörpern

potted history UK jfm.
 ► Kurzfassung (einer Geschichte)

refine sth. ► verfeinern, präzisieren

seed ► Samen(korn)

slide ► Folie

take ► hier: Einstellung

tempted: be ~
 ► versucht/geneigt sein

timely ► zeitgemäß, fristgerecht

wing sth. ► etw. improvisieren

IMPRESSUM

Chefredakteurin:

Judith Gilbert

Geschäftsführende Redakteurin

(CvD): Maja Sirola

Audiodirektion:

Melita Cameron-Wood (verantw.),

Hildegard Rudolph (frei)

Gestaltung: Georg Lechner,

Christiane Schaffner

Fachredaktion:

Hildegard Rudolph (frei),

Michele Tilgner (frei)

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Tonstudioaufnahmen (Verlag):

Matthieu Rouil

Druck und Vervielfältigung:

optimal media GmbH,

D-17207 Röbel/Müritzt

SPRECHER:

Kenji Kitahama (US):

Anmoderation

Melita Cameron-Wood (UK):

Names and News, Start-Up, English

for..., Skill Up!, Freestyle

Owen Connors (IRE): Head-to-

Head, Business Skills

Judith Gilbert (US): Names and

News, Profile, Head-to-Head

Richard Mote (AUS): Names and

News, Head-to-Head, Business

Skills, Career Coach, English for...

Rachel Preece (UK): Business

Skills, Career Coach

Sarah Hanson (UK): Freestyle

Maria Rouil (GER): English for...

Produktion und Ton:

Karl Braun

Tonstudio: Cebra Studio,

82194 Gröbenzell

GEMA

CONCLUSION

[20] Until next time... E

Kenji: It's time to say goodbye, but it won't be long until we're back again with more exercises, articles and interviews for you to enjoy. In the meantime, remember to make time to practise your English on a daily basis. Even just a few minutes per day can make a huge difference! Take care. Bye-bye.

Verlag und Redaktion

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

Einzelverkaufspreis:

Deutschland € 12,90

Geschäftsführerin:

Malgorzata Schweizer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH

& Co. KG