EASY E

CEF level A2

MEDIUM M

ADVANCED A CEF levels C1-C2

CEF levels B1-B2 CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started!

Hi, everyone. It's great to have you with us. We've got loads of great topics in this issue, from a quiz on Arnold Schwarzenegger to a how-to guide for the perfect pitch. There's lots more, too, but let's get started with some trending topics. In Names and News, first, you'll hear about the growing popularity of big basements in the US. Then, you'll hear about the new rules for bureaucracy in New Zealand, and finally, you'll hear the story of a young lemonade entrepreneur, whose product is now available all over the US. Are you ready? Here we go!

TRENDS

NAMES AND NEWS [2] Can you dig it? M

Like its cars, America's suburban homes are among the biggest in the world, but their average size has been falling because of stricter building codes. Those rules, however, apply to the parts of a house that are above ground. US house builders have recently discovered the market for super-luxurious basements. "Down is the new up," architect Randy Correll told The Wall Street Journal.

In London and other cities where space has always been limited, multilevel basements are not unusual Now this trend has come to America. Traditionally, basements have been sparse, functional spaces. Today, the new "McBasements", as they're being called, can be far bigger than the house above and include swimming pools, bowling alleys, climbing walls and even tennis courts

However, some towns have begun changing their building codes to limit the size of basements. Some people worry about the effects of removing so much earth on ground stability, as well as disruption to neighbours. But builders and new homeowners want the freedom to maximize liveable space. Building project manager Brett Loehmann says: "If you don't have great amenities, you're not going to be the coolest person on the block." Business Spotlight 1/2023, p. 8

Can you dig it? - etwa: Ob Sie es wohl mögen? (dig sth. ifml. - hier: etw. mögen, auf etw. stehen) amenities - Annehmlichkeiten; hier: Ausstattungsmerkmale apply to sth. - für etw. gelten

hasement

Keller: hier: Souterrain

block: on the ~ 🗢 im Viertel bowling alley Bowling-, Kegelbahn building code - Bauordnung disruption - Störung liveable space - Wohnfläche sparse - karg suburban - Vorort-

[3] In easy English, please! M

Bureaucracy is necessary but also <u>loathed</u> all over the world. One reason why is because of confusing communications, full of bureaucratic <u>jargon</u> and complicated language. New Zealand wants that to change. The <u>Plain</u> Language <u>Act</u>, which was recently <u>approved</u> by the country's parliament, requires government officials to use "plain, easily understood language when communicating with the public", according to The Guardian.

The aim of the <u>bill</u> is to make government processes more <u>accessible</u> to everyone — including those who speak English as a second language, for example. <u>MP</u> Rachel Boyack, of the Labour Party, said: "People living in New Zealand have a right to understand what the government is asking them to do, and what their rights are, what they're <u>entitled</u> to from government."

Although the new law has been criticized (by the opposition party) for creating "plain-language police", others say that clear communications help a democracy to operate more efficiently and will save the state both time and money. Business Spotlight 1/2023, p. 9

accessible

entitled: be ~ to sth.
► auf etw. Anspruch haben
jargon
 Fachsprache
loathe sth.
 etw. verabscheuen

MP (member of parliament) - Abgeordnete(r) plain 🗢 einfach

[4] Sweet success US M

At the age of four, Mikaila Ulmer opened a lemonade stand. She wanted to use the money she made to help save honeybees. Since then, Ulmer's lemonade has gone from a <u>sidewalk</u> in her hometown of Austin, Texas, to <u>grocery stores</u> around the country. The 18-year-old is the <u>founder</u> and <u>CEO</u> of Me & the Bees Lemonade. She started the company after presenting her business idea on the reality TV show <u>Shark Tank</u> in 2015, winning a \$60,000 investment.

Data shows that Black women are the fastest-growing group of <u>entrepreneurs</u> in America — at least in part, because they're often <u>denied</u> <u>advancement</u> in established companies. Ulmer, however, seems to be a born entrepreneur. "Being my own boss and being able to make my own money was important to me," she told CNBC. "I realized how fun it was to sit behind the stand and <u>run</u> it. That is why I decided to keep on going."

With her company, Ulmer is still saving honeybees, and she believes all business leaders need a social mission. "[My] generation is more likely to buy from a company that does good in the world," she says.

Business Spotlight AUDIO

advancement - Aufstieg	founder 🗢 Gründer(in)
CEO (chief executive offi-	grocery store
cer) - Geschäftsführer(in)	 Lebensmittelgeschäft
deny sb. sth.	run sth. 🗢 hier: etw. betreiben
 jmdm. etw. verweigern; 	shark tank 🗢 Haifischbecken
hier: jmdm. etw. vorenthalten	sidewalk US 🗢 Gehweg

entrepreneur

Unternehmer(in)

[5] Introduction US E

How well do you know Arnold Schwarzenegger? It's time to find out with this quick quiz! Test your knowledge of this popular cult figure before we move on to the Start-Up section, where you'll hear about Return Home, a U.S. start-up that is giving the dead a chance to return back to the earth — quite literally. But first, it's quiz time!

PROFILE

Arnold Schwarzenegger

[6] Quiz: How well do you know Arnie? US M

You will hear a series of incomplete statements about Arnold Schwarzenegger. Choose the correct option to complete each sentence. You'll hear the correct answer after the ping sound. Let's go!

- 1. Arnold Schwarzenegger won the Mr. Universe title...
- a) 20 times.
- b) three times.
- c) five times.

- The correct answer is c). Arnold Schwarzenegger won the Mr. Universe title five times.
- 2. Schwarzenegger spent eight years governing...
- a) California.
- b) Texas.
- c) Georgia.
- The correct answer is a). Schwarzenegger spent eight years governing California.
- 3. Besides bodybuilding and politics, Schwarzenegger is also known...
- a) for his roles in various films as a Hollywood action man.
- b) for his successful touring circus.
- c) for his Michelin-star restaurant.
- The correct answer is a). Schwarzenegger is also known for his roles in various films as a Hollywood action man.
- 4. Schwarzenegger became a millionaire...
- a) by giving acting classes.
- b) by investing in property.
- c) by opening a gym.
- The correct answer is b). Schwarzenegger became a millionaire by investing in property.
- 5. At the beginning of his career,...
- a) Schwarzenegger's father encouraged him to be a bodybuilder and to move to the United States.
- **b)** Schwarzenegger found many people didn't believe he could achieve his dreams.

4

- c) Schwarzenegger was hired by a studio <u>exec</u> <u>utive</u> who was impressed by his body shape and liked his foreign accent.
- The correct answer is b). At the beginning of his career, Schwarzenegger found that many people didn't believe he could achieve his dreams.
- 6. Before making his big break in cinema, Schwarzenegger...
- a) worked hard and juggled a lot of different <u>commitments</u>, jobs and activities.
- b) worked as a drama teacher.
- c) didn't work out at the gym.
- The correct answer is a). Before making his big break in cinema, Schwarzenegger worked hard and juggled a lot of different commitments, jobs and activities.
- 7. Schwarzenegger cannot <u>run for</u> president of the United States because...
- a) of his accent.
- b) he is not a native-born American.
- c) of his former wife's connection to the Kennedys.
- The correct answer is b). Schwarzenegger cannot run for president of the United States because he is not a native-born American.
- 8. Schwarzenegger was known for...
- a) only <u>appointing</u> Republicans to <u>public</u> <u>office</u>.
- b) appointing both Democrats and Republi-

cans to public office.

- c) only appointing Democrats to public office.
- The correct answer is b). Schwarzenegger was known for appointing both Democrats and Republicans to public office.
- 9. Schwarzenegger...
- a) was against the Covid-19 vaccination.
- **b)** was an <u>advocate</u> of the Covid-19 vaccination.
- c) <u>skipped the line for</u> his Covid-19 vaccination.
- The correct answer is b). Schwarzenegger was an advocate of the Covid-19 vaccination.
- 10. One of Schwarzenegger's big concerns is...
- a) the growing <u>divide</u> between people and political parties in the U.S.
- b) the melting of the polar ice caps.
- c) the lack of good sportsmanship in America.
- The correct answer is a). One of Schwarzenegger's big concerns is the growing divide between people and political parties in the U.S. Business Spotlight 1/2023, pp. 12-15
- advocate Befürworter(in), Verfechter(in) appoint sb. to sth. jmdn. in etw. berufen commitment • Verpflichtung divide – Kluft executive • Manager(in). Leiter(in)
- juggle (things)
 vision zwischen (Dingen) jonglieren; hier: (Dinge) miteinander vereinbaren property
 Immobilie(n) public office öffentliches Amt
- run for sth.
- 🗢 für etw. kandidieren

gym 🗢 Fitnessstudio

skip the line for sth. ← sich bei etw. vordrängeln (skip sth. ← etw. überspringen) touring circus • Wanderzirkus vaccination • Impfung

START-UP Human composting [7] A start-up for when you stop US M

Micah Truman is giving people a chance to do what, he says, we've always wanted to do: return to the earth after we, well, are no longer. Truman is the <u>CEO</u> of Return Home, a new player in America's \$20 <u>billion</u> "death-care industry." Among a growing number of companies that offer alternatives to traditional <u>burial</u> or <u>cremation</u>, this start-up is one of the first in the U.S. to offer a service known as "natural organic reduction" — or human composting — which transforms <u>human remains</u> into <u>soil</u>.

"I think we're going to see a very powerful movement rise from this," Truman says. "You know, this is going to be 'death tech,' for <u>want</u> of a better word. It's going to be a really big thing because it meets so much more than just an environmental goal. It lets us go back."

Growing acceptance

In June 2021, two years after Washington became the first U.S. state to legalize human composting, Return Home opened its \$3 million <u>facility</u> in Auburn, near Seattle. Since then, it has <u>processed</u> more than 70 bodies from ten different states. As more states decide to legalize the process, Truman plans to open 20 more facilities across America by 2026.

An important part of Return Home's success, Truman explains, is the company's TikTok account, which has almost half a million followers and offers more than 100 videos explaining, in an open and friendly way, how human composting and other death-care processes work. "We are able to give a message to millions of people at the press of a button, which is very unusual for a company of our size," he says. "And our messaging is unlike that of any other <u>funeral home</u> in the world."

Truman, who has a background in online technology and real-estate investment, got the idea for Return Home when he heard about Washington's proposed new law on human composting and discovered that cremation, the preferred method of disposal there, is highly toxic. With a vision that human composting was "going to change the world," Truman spent over two years raising millions of dollars and working with a team of experts, including scientists, engineers, a funeral director and a death doula - essentially a midwife for deaths, not births. He describes the company's facility as the first of its kind in the world Return Home has even created its own trademarked term for the service it offers: "terramation."

"The problem with 'human composting' is that it sounds like something we do with <u>food</u>

scraps," Truman says. "It has a connotation to it that I think people don't necessarily feel warmth towards. We don't say: 'Would you <u>incinerate</u> your loved one?' or 'How about we enter them underground?' We have words that allow people to think in a constructive way. And that's what we've done here."

How does terramation actually work?

The remains of each body are placed inside one of the facility's 74 <u>vessels</u>, along with organic materials, which include straw, <u>alfalfa</u> and <u>sawdust</u>, and left to <u>decompose</u>. Humidity and other conditions inside the vessel are strictly controlled. After 60 days, the contents of the vessel have been transformed into about 400 pounds (181 kilograms) of soil and are returned to the family or <u>scattered</u> at The Woodland — an eight-<u>acre plot</u> nearby, which Return Home is developing into a community park.

Not only is human composting more environmentally friendly than traditional methods of human disposal, it's also cheaper — at just under \$5,000. According to the National Funeral Directors Association, the average cost of a funeral with cremation in the U.S. is almost \$7,000, while a funeral with a <u>viewing</u> and burial costs nearly \$8,000.

Return Home has <u>cited</u> data on the environmental <u>impact</u> of burials, which require resources such as wood, steel and <u>concrete</u>, as well as that of cremations, which collectively <u>emit</u> an estimated 360,000 metric tons of CO_2 per year in the U.S. alone.

Changing traditions

Truman says one of the challenges he faces is to convince others in the death-care industry to <u>get on board with</u> the idea. "Very traditional" is how Truman describes his industry, which hasn't seen a lot of innovation since the early 1960s, when cremation became common practice. Despite (or perhaps because of) this, Return Home won Washington state's 2022 Funeral Home of the Year award, an <u>achievement</u> Truman says is "<u>incredibly</u> encouraging."

Regulation is another <u>obstacle</u> to Return Home's plans for expansion. So far, human composting has been legalized in very few states, although this number is expected to increase. In the meantime, the company will continue to accept remains from around the country, and Truman is proud to say that, unlike some traditional funeral homes, which may serve a certain demographic, Return Home does not discriminate. "In our case, it's everybody: Black, white, Asian, Pacific Islander, gay, <u>straight</u>, trans, as young as 18, as old as 98..."

Perhaps the biggest difficulty of all, however, is that death is a difficult <u>topic</u> for many people. "The challenge is not that we have a cool technology," he said. "I think cool technology is quite common. It's that we're talking about death. The moment you say, 'Well, we do human composting, transforming human remains into soil,' the answer is, 'Oh, you know, that's morbid' or 'That's <u>weird</u>.'"

As <u>indicated</u> by the response to Return Home on TikTok, Truman says it is young people who generally have the greatest interest in human composting. "Our younger people are much, much better at talking about this than our older ones. And that's a bit sad, and ironic. Our older ones are supposed to be the people that help lead us. But we've taken a lot of young people in our facility, and we believe our young people are going to teach us to die better."

achievement 🗢 Leistung
acre ► Morgen (4047m ²)
alfalfa 🗢 Alfalfa, Blaue
Luzerne
billion - Milliarde(n)
burial 🗢 Begräbnis
CEO (chief executive offi-
cer) • Geschäftsführer(in) cite sth. • etw. anführen
cite sth. 🗢 etw. anführen
concrete 🗢 Beton
cremation
 Feuerbestattung
death doula
 etwa: Sterbebegleiter(in)
decompose 🗢 verrotten
disposal - Beseitigung,
Entsorgung
emit sth.
 atus aucctoRon fraisatzon

► etw. ausstoßen, freisetzen

Business Spotlight 1/2023, pp. 24–27

engineer - Ingenieur(in)	
facility - Einrichtung	
food scraps - Speisereste	
funeral director 🗢 Bestat-	
tungsunternehmer(in)	
funeral home	
 Bestattungsinstitut 	
get on board with sth.	
 bei etw. mitmachen; 	
hier: sich für etw. erwärmen	
human remains	
 menschliche Überreste 	
impact 🗢 Auswirkung(en)	
incinerate sb.	
🗢 jmdn. einäschern	
incredibly 🗢 unglaublich	
indicate sth. 🗢 etw. (an-)	
zeigen, auf etw. hindeuten	
midwife 🗢 Hebamme	

obstacle 🗢 Hindernis	soil 🗢 Erde, Erdreich
plot 🗢 Grundstück	straight ifml. 🗢 heterosexuell
process sth. 🗢 etw. ver-	topic 🗢 Thema
arbeiten; hier: einem natürlichen	t rademarked 🗢 geschützt
Kreislauf zuführen	vessel 🗢 Behältnis
raise (money) ← (Geld) beschaffen	viewing 🗢 Aufbahrung
real estate US Immobilien	want: for ~ of
	 in Ermangelung
sawdust 🗢 Sägemehl	weird ifml. 🗢 bizarr, irre
scatter sth etw. verstreuen	olan, ire

[8] Dialogue: Back to the earth M

Now, it's time to listen to a dialogue based on the text you've just heard. Two friends, Carmen and Dave, consider what they would like to happen to their bodies once they have died. Listen carefully to the dialogue because we'll test your understanding of it in the exercise in the following track.

Dave: Have you ever thought about what you'd like to happen to your body when you die?

Carmen: No, I haven't to be honest. It's not something I like to think about too often. But I suppose I'd probably get <u>cremated</u>. Why are you asking anyway?

Dave: Well, a friend of mine is training to be a <u>death doula</u>, and when she spoke to me about her course, it got me thinking about what I would want to happen to my body when I pass away.

Carmen: I see. Well, the only methods I have heard of are <u>burial</u> and <u>cremation</u>. What else is there?

Dave: Have you heard of terramation? Carmen: No, what's that?

Dave: It's a more environmentally friendly alternative to cremation. You'd be surprised how much toxic waste is actually produced by cremation.

Carmen: What does terramation actually involve though?

Dave: Well, people's <u>remains</u> are put into a <u>ves</u><u>sel</u> that is filled with organic material. Then it takes around two months for people's remains to transform into <u>soil</u>.

Carmen: Soil? Wow! I suppose that is a good way of <u>repurposing</u> the body. Then you could use the remains of your <u>loved ones</u> to give new life to plants in the garden. I like that idea. The <u>circular economy</u> doesn't have to stop with repurposing objects — why not repurpose ourselves?

Dave: You'd effectively be turning yourself into compost. I must say, it took me a while to get used to the idea, but it is <u>growing on</u> me.

Carmen: Well, it might not be the only thing growing on you if you decide to go ahead with it! I suppose there's a reason they say we'll all be pushing up the daisies one day.

Business Spotlight 1/2023, pp. 24-27

burial 🗢 Begräbnis

circular economy

Kreislaufwirtschaft

cremate sb.

jmdn. einäschern

cremation

Feuerbestattung

death doula ← etwa: Sterbebegleiter(in) (doula Geburtshelfer(in)) grow on sth. ← hier: sich mit etw. anfreunden loved one ← geliebter Mensch, Nahestehende(r)

push up the daisies ifml. • sich die Radieschen von unten angucken (daisy • Gänseblümchen) • hier: sterbliche Überreste repurpose sth. • etw. einem neuen Zweck zuführen soil • Erde, Erdreich vessel • Behältnis

[9] Dialogue comprehension questions M

Now, it's time to test your understanding of the dialogue that you've just heard. Choose the correct option to complete the sentences based on the conversation between Carmen and Dave. You'll hear the correct option for each sentence after the ping pause.

- At the start of the conversation, Carmen says she would prefer to be cremated. If someone is "cremated", their body is...
- a) burned and turned into ash.
- **b)** put into the ground.
- The correct answer is a). If someone is "cremated", their body is burned and turned into ash.
- 2. Dave's friend is training to become a death doula. If someone works as a "death doula", then they...
- a) accompany the dying and their <u>loved ones</u> through the end-of-life process.
- b) produce personalized <u>coffins</u>.
- The correct answer is **a**). If someone works

as a "death doula", then they accompany the dying and their loved ones through the end-of-life process.

- 3. "Burial" is...
- a) a religious ceremony that takes place when someone <u>passes away</u>.
- **b**) the process of placing a dead body in the ground.
- The correct answer is **b**). "Burial" is the process of placing a dead body in the ground.
- 4. If a body "transforms into soil", then it becomes...
- a) earth again.
- b) air.
- The correct answer is **a**). If a body "transforms into soil", then it becomes earth again.
- At the end of the conversation, Carmen uses the expression "pushing up the daisies". This expression means...
- a) "to be great at gardening".
- **b)** "to be dead".
- The correct answer is **b**). The expression "pushing up the daisies" means "to be dead".

Kenji: Well done! If you got any of those wrong, listen to the dialogue another time and repeat the exercise. Business Spotlight 1/2023, pp. 24–27

coffin - Sarg loved one - geliebter Mensch, Nahestehende(r) pass away 🗢 sterben

COMMUNICATION

[10] Introduction **E**

When you "<u>pitch</u>" something, you try to convince other people, who are usually either potential investors or your <u>superiors</u>, that your idea or business concept is a good one. This can be a <u>nerve-racking</u> process, but that's why this issue's Business Skills article is <u>dedicated</u> to improving your pitching skills. Listen to the following article to make sure you get your next pitch just right.

dedicated: be ~ to sth. sich mit etw. befassen nerve-racking

pitch
Verkaufsgespräch
superior
Vorgesetzte(r)

nervenaufreibend

BUSINESS SKILLS The perfect pitch

[11] How to make the perfect pitch M

Imagine that you've been asked to make a five-minute presentation to a client about a new service you could offer. How can you explain your proposal in the best way possible? In other words: How can you make the perfect <u>pitch</u>?

A positive impression

As an old Louis Armstrong song goes: "It <u>ain't</u> what you say, it's the way <u>howya</u> say it." Your body language and facial expression should attract the listener's attention (and not be <u>dis-</u>

<u>tracting</u>). If possible, stand up to deliver your message. Use your hands to <u>emphasize</u> points and, when <u>appropriate</u>, smile.

One main message

Concentrate on one clear <u>objective</u>. Write it down in one or two sentences. The more clearly you can specify this for yourself, the more likely you are to get your message across to your listener — for example, "Show the client that they need to improve after-sales service."

Once your objective is clear, make sure everything you plan to say is <u>aligned</u> with it. Unless your ideas and words introduce, <u>reinforce</u> or bring you closer to that, <u>discard</u> them immediately.

Engage your listeners

When an expert presents information, it can be hard to follow, because the listener hasn't had any part in the thought process. <u>Engaging your</u> <u>audience</u> makes it easier for them to concentrate and remember what you say.

Ask open questions to check your listeners' experience or their opinions. And rhetorical questions will stimulate your listeners' thinking.

Use inclusive language. For example: instead of "I want to show you...", say "Let's look at...". Or instead of "I will explain...", say "You will see...".

When listeners are involved, you're more likely to get feedback from them in real time, making the experience much more conversational.

A clear structure

Follow this five-step sequence:

- **1**.Get their interest. Many psychologists say you have just 30 seconds to make a positive first impression, so your first sentences must focus on the listeners' needs. For example:
- "Improving your after-sales service is essential for your future success." This is a "<u>subject heading</u>" start, similar to a headline.
- "Why do you need to improve your aftersales service?" This is a rhetorical question that forces the listeners to think.
- 2.Show the benefit. Now that you've got their attention, make it clear to the audience that they're going to benefit from listening to you:
- "You will see how this approach increases your <u>turnover</u>."
- "Imagine how your sales will increase when you're number one in customer care."
- 3.Supporting messages. <u>Expand on</u> your main idea with three supporting messages. Don't <u>overload</u> your listeners — details can be discussed later. Also, signal clearly when you're moving from one point to the next:
- "Companies that make it easy for customers to contact them have an advantage. First, you need to create an app for your customers. Then, offer specialized advice in online <u>tutorials</u>. And finally, call customers to find out how things are going."

- 4. Have a practical example. Further support your idea by showing how it's been successful in other industries.
- "For example, Lenovo's laptops have a preinstalled app for after-sales service. This lets customers run diagnostics, get updates and contact customer support directly."
- 5.A powerful closing. Your final sentences should be easy to understand and remember. Pause first. Change your voice, emphasis and speed. Make it clear this is important:
- "The app, the specialized advice and calling customers are important improvements. But the most important factor is you and your people. A customer-oriented mindset is the key to your future success."

Business Spotlight 1/2023, pp. 30-32

ain't ifml. 🗢 isn't	howya ifml. 🗢 how you
aligned: be ~ with sth.	mindset 🗢 Denkweise
 mit etw. übereinstimmen 	objective - Ziel(setzung)
appropriate 🗢 angebracht	overload sb jmdn. über-
audience 🗢 Zuhörer(innen)	lasten; hier: überfordern
discard sth.	pitch 🗢 Verkaufsgespräch
 etw. verwerfen, streichen 	preinstalled - vorinstalliert
 distracting ablenkend, störend 	reinforce sth. etw. ver- stärken; hier: untermauern
emphasis 🗢 Betonung	run diagnostics 🗢 Diagnose-
emphasize sth.	funktionen ausführen
 etw. hervorheben 	subject heading
engage sb. 🗢 jmdn. einbinden	 Betreffzeile
expand on sth.	turnover 🗢 Umsatz
► auf etw. näher eingehen	tutorial 🗢 Seminar

[12] Essential phrases for the perfect pitch M

Let's practise some phrases that could come in useful for your next pitch. I'll tell you what to say and give you some of the words that 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 want to engage your listeners.
- Use "what", "most common questions" and "your customers".
- What are the most common questions your customers have?
- 2. You want to direct the listeners' attention to their after-sales service
- Use "what", "your customers" and "say".
- What do your customers say about your after-sales service?
- 3. You want to show how useful a preinstalled app can be.
- Use "you", "soon", "see" and "benefits".
- You'll soon see the benefits of a preinstalled app.
- 4. You point out the central message.
- Use "let's go on", "discuss", "specialized advice" and "online tutorials".
- Let's go on to discuss specialized advice in online tutorials

- 5. You have a practical example.
- Use "some competitors", "provide", "good" and "model".
- Some competitors provide a good model.
- 6. Conclude in a strong and memorable way.
- Use "most important factor", "customeroriented" and "mindset".
- The most important factor is a customeroriented mindset.

Kenji: Excellent. Well done!



[13] Essential words for making the perfect pitch M

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

Ryan: I just made a five-minute <u>pitch</u> to a client. I'd never done that before. It was a bit <u>nerve-racking</u>.

Hazel: And how do you think it went? Did they seem interested?

Ryan: I think it went OK. My central message was that companies that make it easy for customers to contact them have an advantage.

Hazel: What did you say?

Ryan: I said that having a customer-oriented

<u>mindset</u> and approach is the key to their success. I told them about the tech company that uses laptops with a <u>preinstalled</u> app for after-sales service — and that, with that app, customers can <u>run diagnostics</u>, get updates and contact customer support directly.

Hazel: OK. Did you also mention the importance of offering specialized advice in online <u>tutorials</u>? And calling customers to find out how things are going?

Ryan: Yes, and I ended with how this approach would increase their <u>turnover</u>.

Hazel: Sounds like you did a good job, Ryan!

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 again. Repeat the sentence, trying to copy the speaker's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: "client" OR "climate"

Ryan: I just made a five-minute pitch to a [beep].

- I just made a five-minute pitch to a client.
- 2. And here's the next pair of words: "mindscape" or "mindset"

Ryan: I said that having a customer-oriented [beep] and approach is the key to their success.

• I said that having a customer-oriented mind-

set and approach is the key to their success.

3. And here's another pair of words: "preinstalled" or "preloaded"

Ryan: I told them about the tech company that uses laptops with a [beep] app for after-sales service...

- I told them about the tech company that uses laptops with a preinstalled app for after-sales service...
- 4. And here's the next pair of words: "diagnosis" or "diagnostics"

Ryan: ...and that, with that app, customers can run [beep],...

- ...and that, with that app, customers can run diagnostics,...
- 5. And another pair of words to choose from: "educational" or "tutorials"

Hazel: Did you also mention the importance of offering specialized advice in online [*beep*]?

- Did you also mention the importance of offering specialized advice in online tutorials?
- **6.** Here's the last pair of words: "turnout" or "turnover"

Ryan: Yes, and I ended with how this approach would increase their [*beep*].

• Yes, and I ended with how this approach would increase their turnover.

Kenji: Well done. Did you get all the wordsright? If not, go back and listen to the dialogueagain.Business Spotlight 1/2023, pp. 30-32

mindset 🗢 Denkweise	
nerve-racking	
 nervenaufreibend 	
pitch 🗢 Verkaufsgespräch	
preinstalled - vorinstalliert	

run diagnostics ← Diagnosefunktionen ausführen turnover ← Umsatz tutorial ← Seminar

CAREERS

Introduction [14] Introduction to topics M

Now, let's move on to the Careers section. First, we'll hear from Kristen Shenk, who spoke to Business Spotlight correspondent Melita Cameron-Wood about what she has learned from her career transitions up until this point. Then, we'll move on to the Career Coach article, which focuses on the value of role-playing when coming up with innovative new ideas. Ready? Let's go!

CAREER CHANGER Kristen Shenk

[15] Transitions: Kristen Shenk M

Melita: What would you say are the main things that you've learned from the changes that you've made in your career thus far?

Kristen: I would say that <u>mindset</u> is everything. I've worked really hard to cultivate a growth mindset that's both <u>grounded</u> and optimistic, which is something I have to practise every day. And it's not always about the work. It's about cultivating a mindset that helps to support you at all times.

So, one is mindset. Two is that <u>transition</u> moments are hard. Every time you <u>embark on</u> something new, it's a <u>fast-track</u> to growth, and I think self-awareness of how much you can handle is super important, so that you're constantly growing but not getting burned out.

And just having this kind of constant dialogue with yourself on how much can I handle? How much can I push myself at any given time? And knowing that there needs to be a balance between these <u>accelerated</u> growth moments and times where it's calmer and <u>steadier</u>.

So, you know, I've been <u>running</u> this business for about four years now, and it's a constant dialogue that I have to have with myself of, you know, forced rest periods, or you know, "OK, now we're on an accelerated growth moment. I need to kind of <u>stretch out of</u> my comfort zone, you know, stretch out of our <u>core</u> capabilities a little bit more to grow and expand." So, one, mindset, and two, this balance between growth and steadiness during transition moments.

Melita: And is there anything you would have done differently along the way?

Kristen: Honestly, nothing. Even if there were any <u>missteps</u> along the way, that's how you learn. Nothing is permanent, and I believe that success is not linear. So, I'm very happy with the business, the creative work and the lifestyle I'm building with my company, with MLTI NYC. Yeah, I think I've had some very fortunate experiences in the past with Nike and Pepsi, and that's really built a strong <u>foundation</u> for the future.

Melita: And what would you say is your biggest achievement since <u>founding</u> your own company?

Kristen: I mean, I think that the founding of the company is the achievement in and of itself. And, you know, that's not just one singular moment. That's a series of many, many, many moments. That's a series of decisions saying I'm not going to quit. I'm going to keep going. You know, this is hard right now, but I'm going to face adversity, and I'm going to keep going for it. So, it really wasn't that one decision to leave my cushy, corporate, comfortable-paycheck job. It's been a series of decisions since then, you know, where I might be tempted at times. I had an experience a couple of years ago where Apple reached out to me and, you know, we had a few conversations, and they ended up changing the role to a writing role from a visual role, but you know, that was a tempting moment to potentially abandon my dreams and what I've built. So yeah, I think just that persistence and the constant commitment to the decision that I made is my biggest achievement.

Melita: And if you could talk to your younger self, what do you think you would say to yourself at like, say, 20, looking back?

Kristen: Sure. So, I would tell my younger self that it's OK to fail — that failure is inevitable - and as long as you're learning from your failures, it's the path that leads to success.

I would also tell my younger self to stop comparing myself to other people. You know, comparison is such a destructive mindset, and we all bring our own unique experiences to the table, especially within creative work. So, you know, don't try to walk someone else's path - stay in my own lane. And lastly, I would tell myself that I have the ability to accomplish whatever I set my mind to — that as long as I trust the process and trust myself, I can figure it out and I have the ability to figure things out as I go.

Melita: Well thank you very much. I think those are all of my questions for now.

Kristen: Thanks so much for the opportunity. Melita: All right, take care. Bye-bye.

Kristen: Bye-bye.

Melita: Bye.

abandon sth.

etw. aufgeben

accelerated - beschleunigt accomplish sth.

- etw.erreichen.schaffen

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achievement

 Leistung, Errungenschaft adversity - Schwierigkeit; hier auch: Rückschlag core - Kern: hier: zentral corporate - Unternehmens-

cushy ifml. 🗢 bequem,	persistence
gemütlich	 Ausdauer, Beharrlichkeit
embark on sth.	quit ifml. 🗢 aufgeben
🗢 mit etw. beginnen	run sth. 🗢 hier: etw. leiten
face sth. 🗢 hier: sich etw.	stay in one's (own) lane ifml.
stellen	 sich um seine eigenen An-
fast-track	gelegenheiten kümmern;
🗢 schneller Weg, Überholspur	hier: zielgerichtet vorangehen
figure sth. out ifml.	steady 🗢 stetig
🗢 etw. ergründen	stretch out of sth hier:
found sth. 🗢 etw. gründen	sich aus etw. hinauslehnen
foundation - Grundlage	table: bring sth. to the ~
foundation Grundlage grounded bodenständig	table: bring sth. to the ~ etw. beisteuern
grounded 🗢 bodenständig	 etw. beisteuern
grounded • bodenständig inevitable • unvermeidlich	 etw. beisteuern tempted geneigt, versucht

CAREER COACH Role-play

[16] Acting up!

If you'd like to stress out your team instantly, then ask them for "the best ideas" Ask them for example, what the ideal team meeting should look like. I used to be a manager, so I've been on both sides of the table when a question like that came up. Sometimes, I had to come up with the best ideas. Sometimes, I was the one asking for them.

Of course, it's part of every team leader's job to look for the best solutions and continuously improve. But sometimes, this direct way of asking for what you need doesn't produce the results you want. Why is that?

Something happens to people when you ask for ideas in this way. They want to appear smart. They don't want to say the wrong thing, or anything that could make them look, you know, stupid. Let's <u>assume</u> that you're unhappy with your team meetings. People aren't <u>showing up</u> <u>on time</u>, they don't switch their cameras on, they're looking at their phones half of the time and don't seem to be listening properly. This may sound familiar to you.

If you ask them how to improve the meetings, not only do they get stressed about having to come up with ideas, but they might also feel that you're criticizing them for their behaviour in past meetings. That's clearly not the best <u>foundation</u> for a <u>fruitful</u> discussion and lasting improvement.

Turn the question around

As a team coach, I take a different approach when faced with the task of improving a situation like this. I use a powerful combination of a creative technique and acting. Yes, you heard (or read) correctly: Acting! I let them <u>act out</u> a scene or two or three. You could even call it role-playing.

Sometimes, when people in creative jobs are stuck on a problem — like looking for the next innovation in their market — they use a technique called "worst-case scenario" or "worst-possible idea". Instead of trying to come up with the best new soap, car, app or whatever it is, they turn the question around: What would be the worst soap, car or app? How could we change our existing product so that our customers would hate it and write angry <u>reviews</u>? What do we have to do to win the award for <u>Lousiest</u> Innovation of the Year?

Stop. What happened when you read those questions? Did you laugh? Did you think it's a crazy approach? One thing's for sure: you didn't feel stressed out. Not being stressed — or better, being relaxed or amused — is a good <u>breeding</u> <u>ground</u> for creativity, and for learning and personal change as well. Do you see where I am going?

So, what do I do with a team that needs to improve their meetings? You guessed right: I let them act out the total team-meeting disaster. (You could also call it "Worst Team Meeting Ever".)

If possible, I split the team into groups. It's helpful to have two or, ideally, three groups. That way, you'll get more perspectives on the <u>topic</u>, and members can sit in the <u>audience</u> twice as often as they are on stage. This provides a bit of <u>relief</u> for those in your team who feel shy. **I give the groups the following tasks:**

1. Write down everything that would make a team meeting the worst ever.

2. Prepare to present the scene "The Worst Team Meeting Ever". Write a <u>rough</u> script of who says and does what. Every team member plays a role.

3.Act!

Allow 10 to 15 minutes' preparation time. Normally, a scene should be two to five minutes long. If it takes longer, I ask the group to bring the scene to a <u>conclusion</u>, but that's not usually necessary, as they can sense it themselves.

If it's OK with your team, have somebody in the audience record the scenes. The recording will definitely be useful in the future, when the team needs a good laugh to <u>cheer everybody up</u>.

At the end of a two or three-day workshop, I often ask what the highlight was, and there are always some people who say the meeting disaster. I enjoy watching these scenes. There are people who sit in a meeting and, by the end, realize that they've been in the wrong meeting. People are reading the newspaper. In virtual meetings, people forget to switch off their microphones during the <u>break</u>. And some don't listen to others but then complain that people aren't listening to them.

Once every group has acted out their disaster, I let them share their experience and thoughts. I always ask how much was <u>exaggerated</u> or <u>made up</u>, and how much was taken from their own experiences at work. Astonishingly, people usually answer that 80–90 per cent was real or only slightly exaggerated.

Then, we list all the <u>don'ts</u> of a team meeting. There are lots of them! But, and here's where the magic happens, we <u>reverse</u> the don'ts into <u>dos</u>, and there they are: at least 20 ideas on how to improve team meetings.

Lasting improvement

Now, you might be thinking that it would be faster just to ask the team what to improve and they'd come up with the same list. You're right! It would be faster, but I doubt the list would be so extensive. And, even more importantly, the atmosphere after the "disaster" is <u>transformed</u> — people are much more relaxed and open to change.

If you ask which of the don'ts people have been <u>guilty</u> of in the past, you'll see that they start thinking about their own behaviour. The next step could also be to ask which of the don'ts they'll stop doing from now on. You are sure to see the initial improvement in your meeting the following week.

At the end of this session, you'll have the <u>in-</u> <u>gredients</u> of a successful team meeting. And you'll have some fun with your team in future, even when you discuss a serious matter. This alone will have a positive influence on team spirit and your meetings, too. So, go out with your team and act!

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Acting up! ← etwa: So ein Theater! (act up ifml., Theater machen, verrücktspielen) act sth. out

etw. darstellen, spielen

assume sth. • etw. annehmen audience • Publikum break • Pause

breeding ground i
 Nährboden
cheer sb. up ► jmdn. aufheitern
 come up with sth. sich etw. einfallen lassen
conclusion - Abschluss
don'ts: the ~ was man nicht tun sollte dos: the ~
 was man tun sollte
exaggerated 🗢 übertrieben
foundation - Grundlage
fruitful - fruchtbar; hier auch: ergebnisreich
guilty: be ~ of sth.
 an etw. schuld sein; hier: für etw. verantwortlich sein
ingredient ● Bestandteil, Zutat

instantly augenblicklich, unmittelbar lousy ifml. miserabel, schlecht made up – erfunden on time – pünktlich relief – Erleichterung reverse stb.
lousy ifml. ← miserabel, schlecht made up ← erfunden on time ← pünktlich relief ← Erleichterung
 miserabel, schlecht made up erfunden on time pünktlich relief Erleichterung
made up ← erfunden on time ← pünktlich relief ← Erleichterung
on time pünktlich relief Frleichterung
relief - Erleichterung
<u>v</u>
reverse sth
reverse sui.
🗢 etw. umkehren
review
 Rezension, Bewertung
rough - grob; hier auch:
konzeptionell, ungefähr
show up ifml. 🗢 erscheinen
stress sb. out ifml.
 jmdn. stressen
topic 🗢 Thema
transform sth.
 etw. verwandeln

[17] Say it with a synonym M

If you decide to do the worst-possible-idea exercise that was mentioned in the article that you've just listened to, then it might be useful to learn a few synonyms for the word "bad". Listen to the following example sentences and explanations of the words used to expand your vocabulary. Repeat the words to help you memorize them.

- That's an atrocious idea. "Atrocious" is a formal word that means "very bad or unpleasant".
- That's an awful concept for a business. "Awful"

also means "very bad or unpleasant".

- That's a really crappy product. "Crappy" is an informal word that means "of poor quality" or "not good or pleasant".
- •That was a dreadful presentation. "Dreadful" means "very bad or unpleasant".
- That was a lousy thing to say. "Lousy" is an informal word that means "very bad".
- •The sales figures reveal the company's poor performance last year. In this context, "poor" means "bad or of low quality".
- · His time-management skills were shocking. In this context, "shocking" means "very bad".
- That meeting was terrible. The word "terrible" means "very unpleasant". It is often used when something affects people's feelings and makes them upset, unhappy or frightened.

Kenii: Make a list of the words used and memorize them. Synonyms will make your speech and writing more interesting, so learning them certainly isn't a bad — or should I say "dreadful"

— idea

Business Spotlight 1/2023, pp. 38–41

affect sth.	dreadful 🗢 fürchterlich
 sich auf etw. auswirken 	lousy ifml. 🗢 miserabel,
atrocious 🗢 grauenhaft	schlecht
awful 🗢 schrecklich,	poor 🗢 hier: dürftig
entsetzlich	upset
crappy ifml. 🗢 beschissen	 aufgebracht, verärgert

LANGUAGE

[18] Introduction M

Now, it's time to practise your language skills. We'll start by practising the necessary language for a visit to a medical centre, and then, we'll move on to vocabulary related to companies. Ready? Here we go!

ENGLISH FOR... A medical centre

[19] Dialogue: At a medical centre M

First, listen to this dialogue between Joanna and Jessica. Then, we'll test your understanding of what you have heard with a quick exercise. Joanna has just got a job at her local medical centre and Jessica, who has been working there for ten years, is giving her a tour of the centre.

Jessica: You'll be working as a <u>receptionist</u> here, so it's really important you know where everything is, as patients will come to you to ask for information.

Joanna: Yes, thanks so much for agreeing to show me around. I will try my best to remember everything as quickly as possible.

Jessica: No worries. You'll soon know this place like the <u>back of your hand</u>. And if you forget where anything is, there is a map of the building on the information board, so you can always refresh your memory by looking at that. Joanna: Oh, that's a great tip. Thanks!

Jessica: So, this is the ground-floor waiting area. Many patients on this floor will either be here for eyesight tests or hearing tests. Down the corridor on the right, we have the <u>ophthalmologist</u>. And on the left, we have the <u>ENT doctor</u>. Now, let's go upstairs, and I'll show you the medical laboratory.

Joanna: Great! Wow, this place is bigger than I realized!

Kenji: Now, let's test your understanding of some of the words that were used in the dialogue that you've just heard.

- 1. An "opthamologist" is another word for an...
- a) eye doctor.
- b) ear specialist.
- The correct answer is **a**). An "opthamologist" is another word for an eye doctor.
- 2. An "ENT doctor" specializes in...
- a) elbows, nerves and tendons.
- b) the ear, nose and throat.
- The correct answer is b). An "ENT doctor" specializes in the ear, nose and throat.
- 3. A "medical laboratory" is...
- a) a place where patient <u>samples</u> are tested.
- **b**) a special type of toilet where urine samples are collected.
- The correct answer is **a**).A "medical laboratory" is a place where patient samples are test-

ed. Do not confuse the word "laboratory" with the word "lavatory", which is another word for "toilet". The two words might look similar, but they are pronounced differently and have very different meanings.

- **4.** "Information boards" are used to provide people with...
- a) useful and practical advice.
- b) their appointment times.
- The correct answer is a). "Information boards" are used to provide people with useful and practical advice.

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

back of one's hand: know sth. like the ~ ← etw. wie seine Westentasche kennen ENT (eye-nose-throat) doctor ← HNO-Arzt/Ärztin ophthalmologist ← Augenarzt/-ärztin receptionist ← Rezeptionist(in), Sprechstundenhilfe sample ← Probe

[20] Exercise: Tricky translations M

Now, let's continue by doing a vocabulary exercise. The German word *Termin* is translated into English differently, depending on the context. Mixing up these translations could cause misunderstanding. In this exercise, we'd like you to translate this German word into English in the context of the sentences given. Be careful to avoid confusion. Ready?

The first meaning of the German word Termin refers to an organized meeting or visit at a particular time. In this context, the word is used in connection with professional services. Translate this word in the context of the following sentence.

German: Ich habe heute Nachmittag einen Termin beim Arzt.

English: I have a doctor's appointment this afternoon.

Another meaning of *Termin* is used to refer to "a fixed point in time when something is going to happen". Translate this word in the context given in the following sentence.

German: Der Termin für das Firmenjubiläum ist der 1. Mai nächsten Jahres.

English: The date of the company anniversary is 1 May next year.

Kenji: Well done.

[21] Exercise: Don't confuse M

In this exercise, we'll practise the use of the different translations of *Termin*. First, you'll hear a sentence with a beep. In the pause, decide whether you need "appointment" or "date" instead of the beep. Then you'll hear the correct sentence again. Ready?

- 1. Do you know the [beep] of the next audit?
- Do you know the date of the next audit?
- 2. She has another dental [beep] because her filling fell out.
- She has another dental appointment because her filling fell out.
- 3. There are two beeps in the next sentence. What's the [beep] of your [beep] with your new client?
- What's the date of your appointment with your new client?

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

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audit - Wirtschaftsprüfung

dental - Zahn-, Zahnarzt-

SKILL UP! **Company language**

[22] Exercise: Essential company words M

OK, let's "skill up" on our language now with some words that are essential when talking about your company. 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. The department of a company that is in **b** publicly traded company. 22

charge of staff matters is called ...

- a) HR.
- b) R&D.
- a) is right. "HR" is short for "human resources". This is the department that deals with staff matters "R&D" which is short for "research and development", is involved in the development of new products.
- 2. The department that deals with salaries is called
- a) booking.
- b) accounts.
- b) is right. The "accounts" or "accounting department" is responsible for the distribution of salaries. "Booking" refers to reserving a flight or hotel.
- 3. The department that takes care of juridical issues is the...
- a) legal department.
- b) lawyer's department.
- a) is right. Juridical issues are the responsibility of the "legal department". A "lawyer" is a person trained and qualified to advise people on legal matters.
- 4. A company that is listed on the stock exchange is a ...
- a) private limited company.

- b) is right. A "publicly traded company" is a company which has <u>listed</u> its shares on the stock exchange. A "private limited company" or a "limited company", in short "Ltd", is a type of British company, which is similar to a German "GmbH".
- 5. A company that is in control of another company is a...
- a) parent company.
- b) subsidiary.
- a) is right. A "parent company" is in control of the <u>assets</u> and operations of another company, whereas a "subsidiary" is a company that belongs to another company and is controlled by it.

Kenji: Well done. Did you get all those words right? If not, go back and try the exercise again. Business Spotlight 1/2023, pp. 42-43

asset 🗢 Vermögenswert	list sth.
department - Abteilung	► etw. (an der Börse) notieren
issue	research 🗢 Forschung
 Problem, Angelegenheit 	stock exchange 🗢 Börse
juridical 🗢 juristisch, rechtlich	

[23] Exercise: Collocations M

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 text about a start-up before we do an exercise on it.

My company develops software that digitalizes management processes for <u>small and medium-sized enterprises</u>. I <u>founded</u> the company in 2015 with a group of friends. We really wanted to build a company that would make a positive <u>impact</u> and be a great place to work. Our expansion began when we acquired a company in Spain, and we saw the opportunity to grow internationally. An <u>IPO</u> is definitely possible, but for now, I'm having too much fun just <u>running</u> the company.

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 correct verb from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- 1. The person who starts a company is the person who...
- founds a company. The person who starts a company is the person who founds a company.
- 2. Someone who purchases a company...
- acquires a company. Someone who purchases a company acquires a company.
- **3.** Someone who founds and develops a company...

- builds a company. Someone who founds and develops a company builds a company.
- 4. Someone who is in charge of the management of a company...
- runs a company. Someone who is the manager of a company runs a company.

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

Business Spotlight 1/2023, pp. 42-43



run sth.

hier: etw. leiten, betreiben
 small and medium-sized
 enterprises (SMEs)

 kleine
 und mittlere Unternehmen

CONCLUSION

[24] Until next time... E

We've come to the end of another issue of Business Spotlight Audio. I hope you enjoyed practising your business English with the help of these articles, exercises and dialogues. Take care and keep up the good work! Bye-bye!

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