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Praktische LERNKARTEN in jeder Ausgabe

→ JETZT GLEICH ONLINE BESTELLEN UNTER:
How can you motivate people to work as effectively as possible? One obvious answer might be to pay them more. Money certainly can be a motivator, but its impact tends to wear off relatively quickly. The same is true of giving people fancy job titles such as “senior,” “head of” or “vice-president”. There’s another way to motivate others, however, that costs only your time and attention: talk to people, listen carefully to what they say and, by asking intelligent questions, understand how they really feel about their job. In this way, you can take the necessary steps to increase their motivation, for example by reorganizing their job duties or encouraging them to take on new challenges. In his latest Business Skills article, the fifth part of our current series on leadership, Bob Dignen looks at the often underestimated motivating power of conversations (pp. 36–43).

We also focus on older workers in this issue, by which we mean those aged 60 and above. In her How to... column (p. 76), Margaret Davis looks at how this group can stay relevant at work — for example by learning new skills or mentoring younger colleagues. And in our Careers feature, “Life begins at 60” (pp. 70–75), Lois Hoyal examines the steps that those who are approaching retirement can take to ensure that this phase of their life is as enjoyable and enriching as possible. After all, there’s much more to life than work!

P.S. Our latest Skill Up! booklet focuses on the topic of marketing. And be sure to check out our bundle of ten Skill Up! booklets on communication skills (p. 53).
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Intercultural Communication
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Technology
The complexity of ordinary things

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Language in Business Spotlight

Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked.

Articles that use American style, spelling, punctuation and pronunciation are marked with "US".

EASY
Approximately at CEF level A2

MEDIUM
Approximately at CEF levels B1–B2

ADVANCED
Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

ifml.: informal word or phrase
vulg.: vulgar word or phrase; sl.: slang word or phrase
non-stand.: non-standard word or phrase
UK: chiefly British usage; US: chiefly North American usage

READERS’ SERVICE
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In Japan, pearls are given to women who are about to marry. These necklaces, earrings or rings are then passed on to the next generation. Because natural pearls are rare, the Japanese developed cultured pearl farms beginning in the 1890s. The country continues to dominate the cultured pearl market.

The first commercial pearl farm was established in 1893 in Ago Bay, where the Sakaguchi family has been operating the Akoya pearl farm for three generations. In the natural world, pearls grow from tiny grains of sand or shell. In the farmed variety, round polished balls of shell are inserted into the oyster’s flesh. The animal responds by producing layers of nacre, or mother-of-pearl, which surround the ball.

Only about five per cent of farmed oysters produce pearls of marketable quality. During the 1980s, Japan produced about 70 tonnes of cultured pearls. That number has fallen to about 20 tonnes, worth ¥16.6 billion (€133 million). Pearl farmers hope to increase production again, to reach ¥20 billion (€160 million) by 2027.
Mention Newfoundland, Canada’s easternmost province, and the first thing most people think of is fishermen. And yet, despite lacking windswept prairies, the island is currently producing cowboys — iceberg cowboys, that is.

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

During the month-long spring iceberg season, cowboys like Captain Ed Kean and his crew use a tugboat to search for icebergs. After throwing a rope around it, they use a winch to bring the iceberg close to the boat. Kean then operates a backhoe with a mechanical claw to break off pieces of ice, which is crushed and placed in holding tanks.

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

For people living in Newfoundland outports, where jobs are hard to find, iceberg harvesting has replaced cod fishing. “It’s the way to make a living,” Kean says. “That’s it.”
Misty Copeland was already 13 when she took her first dance lessons. But Copeland, one of the few women of colour in international ballet, has made up for lost time. Now 36, she is not only a principal dancer at the American Ballet Theater, but has acted as an adviser for Barack Obama and been invited by Spike Lee to appear in his films.

Copeland says that racism in the dance world is both overt and subtle. Overt racism has meant that she has not been chosen for certain roles because of her skin colour. Subtle racism can be seen in the fact, until recently, “nude” tights and pointe shoes could be found only in pink. “What does it mean that we’re wearing pink tights? It’s because that’s the colour you’re expected to be,” she told The Guardian.

In 2018, Copeland appeared in The Nutcracker and the Four Realms, together with Keira Knightley, Helen Mirren and Morgan Freeman. She has also set up her own production company. “The times are changing and we have to catch up,” she explains.
Good ideas

Die beiden Ideen, die wir hier vorstellen, haben eins gemeinsam: Sie wollen unser Leben verbessern oder zumindest leichter machen.

Full marks to...
...The King’s Singers,
for setting up a charity to bring music and music education to a wide variety of people. The six-member a cappella music group was founded at King’s College, Cambridge, in 1968. In addition to performing in concerts all over the world, The King’s Singers give workshops to amateur choirs, for example at the Schleswig-Holstein Music Festival.

To mark their 50th anniversary, the group set up The King’s Singers Global Foundation. “It’s not just through more teaching that we want to do this, but through a wider variety of activities, all of which are designed to bring people together and enrich the world of music and the arts, for both musicians and non-musicians alike,” they write on their website.

In addition to their musical goals, the group says they want to use singing as “a tool to find unity in a world which is more divided than it has been for a long time”. They add that singing is “a language that can be spoken by anyone and we believe that the combination of multiple voices in harmony, to create something more beautiful than the sum of its parts, could be an effective tool in helping people learn to talk to each other again”.

The King’s Singers are all in their 20s and early 30s. Five are from Britain and one is from New Zealand. www.kingssingers.com

Full marks to...
...Dresden Vision of Sydney, Australia,
for making prescription glasses more affordable and sustainable. Co-founders Bruce Jeffreys and Jason McDermott both wear glasses. And both were frustrated by how expensive and breakable their glasses were. They also believed that the production process was wasteful.

To cut costs, they designed a single frame style in four sizes, available in a number of colours. Because glasses most often break at their metal hinges, they created plastic hinges that are integrated into the front of the frames. This means that arms can be changed without having to use tiny screws or tools. Lenses are also interchangeable.

Dresden says its glasses are made from recycled materials or “eco-friendly nylon”. The company notes that they are produced in Australia rather than being made in a country with lower labour costs. Lenses are made from “precision German optics”.

“We believe glasses are an essential product that should be accessible to everybody, not an expensive fashion item to be cherished,” Jeffreys told Today.design. “So our mission is to democratize this item — make it affordable — so that everybody can maintain their eyesight, be more independent and engage fully with society.”

https://dresden.vision/au

Full marks to...
...The Bestnote
for Die Bestnote erhält...

amateur
[ˈɛmətoʊ]
[vg Aussprache]
chor [ˈkwɔːr]
design sth. [dɪˈzaɪn]
etw konzipieren
enrich sth. [ɪnˈrɪtʃ]
etw bereichern
foundation [ˈfaʊndən] etw gründen
goal [ɡɔʊl] Ziel
mark an anniversary [ˈmɑrk ən ˈænɪˈvɜrsəti] ein jubiläum feiern
set up a charity [ˌset ʌp ə ˈtʃærəti] eine karitative Einrichtung gründen
unity [ˈjuːnɪtɪ] Verbundenheit; hier auch: Eintracht

accessible [əkˈsesəbl] hier: erschwinglich
cherish sth. [ˈtʃɜːrɪʃ] hier: als lieb und teuer erachten
co-founder [ˌkəʊ ˈfaʊnda] Mitgründer(in)
engage with sb./sth. [ɪnˈɡeɪdʒ wið ʃb./ʃθ] hier: mit jmdm./etw. interagieren
eyesight [ˈaɪsaɪt] Sehkraft
frame [frem] hier: Brillengestell
hinge [hɪndʒ] Scharnier
item [ˈaɪtəm] Artikel
lens [lɛnz] Brillenglas
maintain sth. [ˈmeɪnten] etw behalten
prescription [prɪˈskrɪpʃn] hier: auf Rezept
sustainable [səˈstɪrəbl] nachhaltig
A failing industry revived

Almost two years ago, when the paper mill (and largest employer) in Combined Locks, Wisconsin, closed down, most townsmen feared the 128-year-old company was gone for good. So, it came as a surprise when the mill reopened under new ownership in March of this year — no longer producing fine white paper as it had before, but recycling cardboard to be used to make the brown paper needed by the packaging industry.

Workers can thank Amazon and other e-retailers, which require huge quantities of cardboard to package and ship their products, for the unexpected revival of their fortunes, as well as the Chinese government, which has stopped accepting used cardboard from the U.S. This means that American paper mills have a surplus of raw material: scrap cardboard, which now costs 70 percent less than it did before China’s policy change.

In order to reopen the mill, the owners had to convince the union to accept new working conditions; although the hourly wage remains the same, the company no longer contributes to a pension scheme, and workers have more responsibilities. “Everybody is doing multiple jobs now,” HR representative John Corrigall, head of “people, legal, and environmental affairs,” told The New York Times.

The average professional in the US spends 28 per cent of their time reading and answering emails. For someone working full-time, this means 2.6 hours — and 120 emails received — every day.


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In the US, the average hourly wage of non-supervisory workers in residential construction rose to $25.34 in January of 2019. That is up more than two per cent over January 2018.


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Japan’s natural population (not counting immigration) fell by more than 430,000 in 2018. This figure is projected to increase until 2030. It is the result of an increase in the number of deaths among those born before the Second World War.

Sources: Financial Times; Ministry of Internal Affairs and Communications (www.soumu.go.jp)
In the UK, the acronym “BAME” refers to people of black, Asian and minority ethnic backgrounds. (The term “BME” is also used; it stands for “black, minority ethnic”.) Although BAME was originally intended to show awareness of Britain’s multiracial heritage, not everyone agrees that it should be used, as in: “Conservative MP Priti Patel, herself of Indian heritage, told the BBC that she does not like the term BAME.”

In standard English, if you “own” something, it belongs to you. Increasingly, however, the verb is being used as an expression of pride, as in: “You worked hard to get that job, so now you should own it!”

 heritage [ˈhɛrɪtɪdʒ]  ➜ Erbe
 MP (Member of Parliament) [ˈem ˈpiː] UK  ➜ Abgeordnete(r)
THE RIVALS

Verbraucher, die auf gesunde und nachhaltige Nahrungsmittel setzen, rücken nun auch in den Fokus großer Hersteller von Nahrungsmitteln. EAMONN FITZGERALD vergleicht die beiden Giganten der Branche.

NESTLÉ S.A.

**FOUNDED** 1866

**HEADQUARTERS** Vevey, Vaud, Switzerland

**CEO** Ulf Mark Schneider

**PRODUCTS** Baby food, bottled water, breakfast cereals, coffee, ice cream, frozen food, snacks

**BRANDS** Buitoni, Carnation, KitKat, Maggi, Nescafé, Nespresso, Vittel


**RESPONSE** Nestlé’s Incredible Burger is 100 per cent plant-based, with protein from soy and wheat.

**OPPORTUNITY** Foundry Foods is an innovation centre established by Nestlé that supports emerging brands to create new and unique food products. Example product: Wildscape frozen meals in reusable containers.

**LOGO** The original logo showed a bird sitting in a nest. This was a reference to Henri Nestlé’s family name. The modern logo shows three birds.

**WEBSITE** www.nestle.com

**308,000 Employees**

**SFR 91.4 BILLION (€80.1 BILLION)**

**Revenue 2018**

**100% Food and drink make up almost 100 per cent of Nestlé’s revenue**

**241,000 Twitter followers @Nestle**

UNILEVER PLC

**FOUNDED** 1929

**HEADQUARTERS** London and Rotterdam

**CEO** Alan Jope

**PRODUCTS** Soups, desserts, peanut butter, salad dressings, ice cream

**BRANDS** Bovril, Hellmann’s, Knorr, Lipton, Magnum, Maille, Pfanni

**THREAT** Beyond Meat is a Los Angeles producer of plant-based meat substitutes. Signature product: the Beyond Burger, which has no cholesterol.

**RESPONSE** Unilever bought the meat-substitute company The Vegetarian Butcher, popular with vegetarians and vegans.

**OPPORTUNITY** The Unilever Global Foods Innovation Centre in Wageningen in the Netherlands is expected to create breakthrough foods and drinks. Example product: Breyers® delights, which is a high-protein, low-sugar ice cream.

**LOGO** The U-shaped logo consists of 25 symbols representing the company’s values. The logo expresses Unilever’s aim to add vitality to life.

**WEBSITE** www.unilever.com

**155,000 Employees**

**€50.9 BILLION**

**Revenue 2018**

**40% Food and drink make up almost 40 per cent of Unilever’s revenue**

**202,000 Twitter followers @Unilever**

**100% Food and drink make up almost 100 per cent of Nestlé’s revenue**

**241,000 Twitter followers @Nestle**

**308,000 Employees**

**SFR 91.4 BILLION (€80.1 BILLION)**

**Revenue 2018**

**100% Food and drink make up almost 100 per cent of Nestlé’s revenue**

**241,000 Twitter followers @Nestle**

**155,000 Employees**

**€50.9 BILLION**

**Revenue 2018**

**40% Food and drink make up almost 40 per cent of Unilever’s revenue**

**202,000 Twitter followers @Unilever**
Das U-Bahn-System in Hongkong bietet günstige Fahrpreise und macht die Betreiber finanziell unabhängig. Wäre das auch eine Lösung für den verlustreichen öffentlichen Nahverkehr anderer Städte? MATTHEW KEEGAN stellt das Konzept vor.

Hong Kong underground: busy and profitable
"Once we build the railway, the value of land rises and we capture the increase in value," says Jacob Kam, managing director and chief executive of Hong Kong’s Mass Transit Railway (MTR) Corporation.

This “rail plus property” model allows Hong Kong’s public transport company to be self-financing — unlike most of its counterparts around the world, many of which are loss-making and need to be government-subsidized. In February 2019, MTR Corporation reported a net profit for 2018 of HK$ 16.01 billion (about €1.8 billion).

Civic Square, part of a sprawling outdoor development above Kowloon Station, shows the model in action. The 118-storey skyscraper, luxury shopping mall, 6,300 flats and two five-star hotels that sit above the station were all developed or are now owned and managed by the MTR.

The MTR makes just as much profit above ground, from property development, as it does from rail operations, making it one of the most profitable metro operators in the world.

At a time when rail services in cities globally continue to frustrate passengers with disruptions, delays and fare increases, the MTR manages an almost perfect 99.9 per cent on-time rate, while carrying an average of 5.8 million passengers daily. Fares are kept relatively low, ranging from HK$ 4 (€.46) to HK$ 59.50 (€6.80), but nevertheless cover 170 per cent of the system’s operating costs. The cheapest ticket will take you a few stops and the most expensive the entire length of the city.

Could loss-making metro systems in other cities learn lessons? Transport for London covers only £4.8 billion (€5.6 billion) of its £10.2 billion budget from revenue, according to figures on its website, and the New York City subway spends $2.6 billion (€2.3 billion) yearly just to service its debt.

"The MTR makes as much profit from property development as it does from rail operations"
A much younger model

Karol Zemek, editor of Metro Report International, sounds a note of caution. “It is worth remembering that the metro in Hong Kong is much younger than those in London and New York,” he says. “A lot of problems, especially in New York at the moment, come from ageing infrastructure. Parts of the London and New York networks are among the oldest examples of metros in the world.”

The MTR’s model is made possible by the Hong Kong government. “The government gives us the land and development rights for the greenfield price — the price of the land before the railway is built,” says Kam, who became CEO in April, when former CEO Lincoln Leong retired early after a scandal over the construction of the HK$ 97.1 billion (£11.1 billion) Sha Tin-Central line. The government is also the MTR’s majority shareholder.

The model sees the MTR constructing the new rail line and tendering for private developers to build residential and commercial properties above its stations, then taking a share of the resulting sale or rental income. This provides the capital for operations and maintenance, as well as for funding new projects.

For example, revenues from developments along MTR’s Tseung Kwan O line, opened in 2002, financed the extension of that line to serve a new town that has since grown to a population of 380,000. Importantly, the model also spares the MTR from having to compete with every other public agency for state funding, allowing it to be self-sustaining and to implement rail projects relatively quickly.

Since the MTR’s first “rail plus property” development in 1980, the model has been expanded extensively throughout the city. In total, MTR manages 47 developments above its 93 stations and depots. In 2018, its property management and rental in Hong Kong generated revenue of HK$ 5 billion (£571 million), with property development turning a pre-tax profit of HK$ 2.57 billion (£294 million).

In addition to being a successful source of income, the model improves the city’s urban development, says Kam. “The model gives us the incentive to make good use of the land,” he says. “If we design well, plan well and build well, then we get that increase in value.”

“No matter how much land you have in rural areas, you don’t have enough land in cities”
Multiple use of land

The result is what are often high-quality living environments with seamless transport connections. The Kowloon Station development has at least six uses of land: rail, a bus interchange, retail, residential, hotels and offices.

“No matter how much land you have in rural areas, you don’t have enough land in cities,” Kam says. “So a lot of city officials are now finding that it’s actually very useful to make multiple use of land this way. Using the transport network, especially the railway network, they can increase the intensity of development, making land use in cities much more efficient.”

But all does not run smoothly. The MTR’s property development model has come under fire for building private instead of public housing, to maximize profits. Critics say contracts to build property over stations should be open to tender and not just given to the MTR.

“While the ‘rail plus property’ model is somewhat positive for financial sufficiency and urban modernization, we must admit that there are ongoing issues of housing affordability and income disparity around stations,” says Jinn Murakami, a city planner and academic researcher. “This was not programmed in the model originally and is something Hong Kong citizens are increasingly concerned about.”

Hong Kong’s former transport and housing minister, Anthony Cheung Bing-leung, last year urged the government not to grant MTR property development rights at new stations. He feels the MTR’s construction of only private housing makes it difficult to meet public housing targets. “To be fair, they should be open for tender,” he told the South China Morning Post. “The government should not favour one company only, unless the company always thinks of the public interest.”
Public and private housing

The MTR says it is attempting to address this criticism. A number of new schemes the MTR is discussing could involve the government assigning 30 per cent of new residential properties to public housing, with 70 per cent private. “Some would prefer it the other way round, with 30 per cent private and 70 per cent public,” says Kam. “But that would result in the private housing being extremely expensive.” Either way, Kam says it is within the government’s power to make this happen. “There is no theoretical barrier why we cannot have mixed development on top of stations and depots.”

The MTR is now keen to export its sustainable rail and urban development model around the world. “If cities want a sustainable railway, they will need to resolve the loss-making issues that plague so many of them,” says Kam. “Each country has a different land policy, so they might not be able to implement ‘rail plus property’ in the same way that we do in Hong Kong, but they are thinking about a very similar approach. We believe there are possibilities in Australia, Sweden and the UK.”

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Up, up and away: tower blocks
Should we eliminate small-denomination coinage?


ADVANCED AUDIO
**YES**

**“Demand for these coins has declined dramatically”**

*Sarah Coles*

The idea of getting rid of coppers was suggested last year, but after a short public backlash, the government was quick to reassure people that their 1p and 2p coins are here to stay. Beyond our nostalgic attachment to the coins, however, there are very good reasons to stop producing them.

There comes a point with every coin when it costs more to produce and distribute than it’s worth, and demand for coppers has declined dramatically, as people increasingly use debit cards and contactless payments for low-value spending. Cash was used for 7.2 billion transactions of under £1 in 2006, and just four billion in 2016. Meanwhile, shops are using rounded pricing to save the inconvenience of handling low-value coins. Eliminating small change saves taxpayers money. In Canada, the decision to stop producing the penny saved an estimated Can$ 11 million (£7.3 million) a year.

Supporters of coppers might argue that scrapping them will cause inflation. This was a popular argument before the halfpenny went at the end of 1984, but the Bank of England calculated that it had no impact at all on inflation. In Canada, pennies were removed from circulation as they were returned to the banks. They remain legal currency, which means there have been no changes to prices. When people pay by card or digitally, they pay the exact price of each item. When they pay by cash, the total cost is rounded. This has a marginal impact: a 2p increase in price on £40 of shopping is nothing compared to a 2p increase on each individual item. Bank of England researchers looked into whether rounding to the nearest 5p would work in the UK and decided that, on average, rounding up and down will leave people no better or worse off. In some cases, large retailers will always round down, which means prices will fall rather than rise.

The 1p now has less buying power than the halfpenny had when it was withdrawn in 1984. The Bank of England has found that 60 per cent of 1p and 2p coins are used in a transaction only once. Some eight per cent of those leaving circulation are thrown away. History shows that sometimes we need to present an argument several times over a number of years until people get used to the idea. There will be plenty of opportunity to argue about the value of coppers before anything is actually done.

**NO**

**“The penny has been around since the late eighth century”**

*Phil Mussell*

There is no logical or economic reason to get rid of the 1p or 2p coin. Other countries that have got rid of their small coins, such as Canada, Australia and New Zealand, did so because those coins were not economically viable. In the case of the current British 1p and 2p, the Royal Mint assures us that they are not costing more to produce than they are worth. The only argument for getting rid of them is that they’re a bit inconvenient.

The penny has been around since the time of Offa, King of Mercia, in the late eighth century. To lose it would be a great shame. For 1,200 to 1,300 years, pennies have been the basic currency of this country. Five pence, ten pence, 20 pence, 50 pence. Not half a pound, or half a dollar, as Americans would say.

Culturally and linguistically, we have expressions such as “spending a penny”, “a penny for your thoughts” and all those other wonderful idioms. It’s not a question of hanging on to history for the sake of it. Charities will suffer if we scrap small change — there’s no doubt about that. Charity boxes in service stations and newsagents will lose out. If we get rid of the pennies and twos, doubtless, the fives will go as well, and the charities will again lose out.

Then there is the aspect of inflation, because people will quite probably ignore official rounding systems. There are no guarantees. Getting rid of the 1p and 2p will push prices up. If you get rid of the penny, then things will no longer be priced at 99 pence; they will simply be one pound and everyone will round up.

It’s disgusting that young people in particular throw away small change. Give it to charity instead. Why throw money away? If they don’t want them, refuse them at the till or give them to the next person in line. Throwing them away is reprehensible. The problem is that the younger generation is now used to cashless payments. So, when they do have cash on them, the smaller the cash, the more annoying it is. There is a very vocal segment in society that would like to move to cashless, to get rid of cash entirely. Certainly, the social-media generation aren’t using cash like they used to. There’s nothing wrong with that, but to put that on the rest of the population and say, “Well, no one should be using cash”, is rather disturbing.

---

**annoying [ə’nɔːnɪŋ]**

- lasting

**attachment (to)**

[ə’tætʃ.mənt (tu)]

- Binding (an)

**backlash [ˈbaʊklæʃ]**

- Gegenreaktion

**better or worse off: be no**

[ˈbɛtər ər wɔr] “red”

- nicht besser oder schlechter dran sein

**circulation: remove (money) from**

[ˌsərkəˈleɪ.ʃən ˈfrəm]

- (Geld) aus dem Verkehr ziehen

**copper [ˈkɒpər]**

- hier: Kapferrünze

**disgusting [ˌdɪs.ˈɡʌstɪŋ]**

- empörend

**for the sake of it**

[foʊ daː ˈseɪk av ɪt]

- um der Sache selbst willen

**item [ˈaɪtəm]**

- Artikel

**lose out**

[laʊz ˈaut]

- hier: die Verlierer sein

**Mercia [‘mɜːsɪə]**

- Mercian, Südhumbriken

**mint [mɪnt]**

- Münzprägeanstalt

**newsagent [‘njuːz.ɛndʒənt]**

- Zeitungsladen

**p (penny/pence)**

[piː] UK

- Penny, Pence

**reprehensible [ˌreprɪˈhensəbl]***

- verwerflich

**retailer [rɪˈteɪər]**

- Einzelhändler(in)

**scrap sth.**

[skræp]

- hier: ausmustern

**small change**

[smɔːl] “fünfzehn
den

- Kleingeld

**spend a penny**

[spend a ‘peni] UK /ˈfɛn.lɪŋ/ aufs Klo gehen

**viable [ˈvaɪəbl]***

- rentabel

**vocal [ˈvəukəl]***

- lautstark

**withdraw sth.**

[wɪdˈdrɔː] etw. zurückziehen, hier: aus dem Verkehr ziehen
GOOD FOR BUSINESS
**What do you think of when you hear the word “diversity”? Gender equality? Quotas? Political correctness? Yet another trendy buzzword from the US? The United Colors of Benetton?**

Promoting diversity is increasingly being seen by business people not just as something you should do, but as something you must do if you want to survive. It is being taken more seriously than ever before by more and more companies. Diversity departments are being established and they are appointing **chief diversity officers (CDOs)**, with influence beyond HR, to play a strategic role in business development. Ambitious diversity targets are being set, **key performance indicators (KPIs)** implemented and initiatives launched.

What lies behind all this activity? Is there a real **business case** for diversity?

**Monocultures and bananas**

As a farmer, you may be tempted to grow just one **crop**. This can be highly lucrative, as you can benefit from **economies of scale**. If the crop fails, however, it can be disastrous, as you will lose everything. A current example is the banana. We are heavily dependent on one type of banana, the seedless Cavendish, which is under threat from the fusarium **wilt fungus**. If it spreads, bananas will be in extremely short supply or even become **extinct**.

The danger of monocultures is also evident in the world of finance. As an investor, you may be tempted to invest everything in an exciting start-up company that seems to have great potential in the market. The trouble is: if it fails, you lose everything.

The same principle applies to business. If you employ only one type of person, focus on one type of customer and rely on one type of supplier with a limited range of services or products, you may be successful in the short term. But your company will probably not survive in the long run in a fast-changing business environment.

**What is diversity and why promote it?**

According to the **Cambridge Dictionary**, “diversity” is “the fact of many different types of things or people being included in something; a range of different things or people”.

Promoting and supporting diversity in the workplace is about valuing everyone in the organization, so that everyone feels able to participate fully and achieve their potential. This is not only a moral obligation; it also makes business sense.

**Beyond gender**

In many companies in Western Europe and the US, the focus of diversity initiatives is on gender. Getting a balance of male and female employees at all levels of an organization is obviously important, but so are other diversity dimensions. Which dimensions are particularly relevant will vary widely across the globe. For instance, in China, you may find a relatively high proportion of women in management positions, but the lack of representatives of particular regional groups is more likely to be a key issue.

At the **core**, there are internal dimensions to an individual that are hard or impossible to change. These include gender, sexual orientation, world view, physical and mental ability, ethnic origin, nationality and age.

External dimensions are easier or possible to determine or change. These include family status, parenthood, physical appearance, educational background and socio-economic status.

Organizational dimensions are easiest to influence and include function (such as sales, procurement, HR, finance), job

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**PROMOTING AND SUPPORTING DIVERSITY IN THE WORKPLACE MAKES BUSINESS SENSE**

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**ADVANCED**
grade, field of work, length of service, place of work and membership of organizations (for example, trade unions).

These dimensions can be visualized as a diversity wheel, which can be used as a basis for the diversity policy in your organization.

**Legal requirements**

In many countries, there are laws about diversity and discrimination that businesses have to follow. In some cases, a business will have to prove that it has implemented a diversity policy in order to be considered as a bidder for a government contract.

A famous case was the London Olympics. The London Organizing Committee of the Olympic Games and Paralympic Games (LOCOG) had a clear policy of using a diverse pool of suppliers. This seems to have been successful, with the heads of 18 per cent of UK companies involved coming from ethnic minority groups, while 20 per cent were run by women, two per cent by LGBT people and 1.7 per cent by people with a disability.

**Financial performance**

More and more research is linking diversity with financial performance. The non-profit organization Catalyst summarizes the research in an infographic titled “39 Reasons Why Diversity Matters” (see “For more information”, p. 25). Harvard Business School researchers examining venture capital have concluded that “diversity significantly improves financial performance on measures such as profitable investments at the individual portfolio-company level and overall fund returns”.

**Innovation**

Although multicultural teams may be able to perform more efficiently than multicultural ones, they are less likely to be innovative. Research carried out by the Technical University of Munich and the Boston Consulting Group into 171 German, Swiss and Austrian companies showed a clear relationship between the diversity of companies’ management teams and the revenues they receive from innovative products and services.

Frans Johansson, in his bestseller The Medici Effect, shows why innovation happens at the “intersection” where ideas and concepts from diverse industries, cultures and disciplines meet.

**Customers**

If you want to understand how diverse customer groups think, and market your products and services successfully, then you need to involve people from the target group. If you don’t do this, mistakes can be expensive. Dolce & Gabbana’s recent advertising campaign in China, featuring ads showing a Chinese woman struggling to eat Italian food with chopsticks, is an example of how a brand can be seriously damaged overnight. No doubt more involvement of the target group in the marketing team could have **saved the day**.

**Employees**

As a result of demographic trends, there is a serious shortage worldwide of skilled workers, particularly those with a background in STEM (science, technology, engineering and mathematics) subjects. Employers cannot afford to exclude potential candidates on the basis of their gender, physical ability, sexual orientation, ethnic background or any other diversity dimension.

And it is not just about recruiting. If you are to retain employees from diverse backgrounds in your company, there needs to be an inclusive environment and development opportunities. If employees believe that this is not the case, they will leave and your investment in them will be lost.

**Diversity management**

To be successful, diversity in a company has to be managed in a systematic way. The German association Charta der Vielfalt recommends a five-step approach to increasing diversity in organizations, whether they are small and medium-sized enterprises (SMEs), large corporations or public-sector bodies:

1. Define objectives
2. Determine current situation
3. Plan implementation
4. Carry out implementation
5. Measure success

They suggest asking a number of important questions:

- How and where can diversity management be helpful for your business as regards, for instance, customers and clients, suppliers or business partnerships?
- What is the composition of the workforce, the customers and the supplier companies? What diversity measures already exist without organizations being aware of them?

**Diversity is being invited to the party, inclusion is being asked to dance**

**Summary**

As a result of demographic trends, there is a serious shortage worldwide of skilled workers, particularly those with a background in STEM (science, technology, engineering and mathematics) subjects. Employers cannot afford to exclude potential candidates on the basis of their gender, physical ability, sexual orientation, ethnic background or any other diversity dimension.

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- What is the composition of the workforce, the customers and the supplier companies? What diversity measures already exist without organizations being aware of them?
Can we overcome our differences? The modern workplace is complicated

- How can diversity be introduced or strengthened in the organization?
- What steps lead to the goal? In what time period does one intend to implement specific measures? How are they communicated in the company?
- What effect have the measures had? How can each of them be optimized, stopped or expanded to other areas?

From diversity to inclusion

“Diversity is a fact, inclusion is a choice.” “Diversity is being invited to the party, inclusion is being asked to dance.” These are popular sayings that stress the need not only to focus on recognizing diversity but to look beyond that by creating an inclusive environment. As the world becomes more and more interconnected, this is increasingly needed at all levels in teams, organizations and society as a whole.

Companies launching international diversity initiatives are, of course, faced with the challenge of balancing international standards and respecting widely differing local attitudes to diversity. To be successful, we need to be ambitious and not just aim for everyone to be invited to the party and asked to dance, but also for everyone to have the chance to choose the music.

FOR MORE INFORMATION

BOOKS
- Inclusion: Diversity, the New Workplace & the Will to Change, Jennifer Brown (Publish Your Purpose Press)
- The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off, Mark Kaplan, Mason Donovan (Routledge)
- The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies, Stephen Frost (Kogan Page)

WEBSITES
- Charta der Vielfalt: www.charta-der-vielfalt.de/en
A PERSON OF INFLUENCE

Teamleiter brauchen für ein Projekt nicht nur fachliche Kompetenz, sondern müssen durch ihre Persönlichkeit auch das Vertrauen und Engagement der Mitarbeiter gewinnen. Mit den Übungen von DEBORAH CAPRAS können Sie Ihre emotionalen Fähigkeiten testen.

THE SITUATION

Lina Danling is the Swedish head of production at a design agency in London. She leads several teams of international web designers and programmers. Sue Schröder, a German web designer, and Mike Freeman, a British programmer, are working on an important project together. However, the project is not going well. Lina needs to use all her interpersonal skills to influence both the team and the client to complete the project on time.
Lina arranges a meeting with Sue and Mike to discuss the project. She wants to create a cooperative atmosphere. Complete these sentences with the missing nouns. We’ve given you the first three letters.

**2. Be open to all viewpoints (8 points)**

Lina: So, what (A) iss would you like to discuss today?
Sue: The client still hasn’t chosen a final design, but they want everything by September.
Mike: We already have less time for programming. It’s just not possible.
Lina: We’ll need to figure out a (B)sol that meets all of our needs and the client’s interests. Sue, what’s your (C) per on this?
Sue: We need to get the client to change the deadline.
Lina: Mike, are there any other (D) ave you’d like to explore?
Mike: We could meet the original deadline if we had more programmers.
Lina: OK, that’s an option. Is there anything else that we should take into (E) con?
Mike: I’ve already spoken to the other teams. If the client pays, we can have two more programmers on this project next week.
Lina: So, what’s your (F) pre, Sue?
Sue: More time, or more people?
Mike: I’m OK with that, too.
Lina: Remember, if you need any (H) sup, come and talk to me. My door is always open.

**1. Trust me (5 points)**

What should Lina do to build trust with the members of her team and with her client? Choose the correct options.

A. Be a good listener and show interest in other people’s needs and feelings.
1. Pay attention when someone is talking about something important.
2. Ask questions and check everyone’s understanding regularly.

B. Show that she is a person of integrity and principles.
1. Be consistent. If she promises to do something, she has to do it.
2. Insist on her position, resist change and push back hard if she meets resistance.

C. Build trust by reacting appropriately in a crisis.
1. Admit any mistakes and commit to finding a solution.
2. Make a good excuse when things go wrong.

D. Show authority and credibility.
1. Highlight other people’s weaknesses and poor track record.
2. Make appropriate use of real social proof: refer to references and recommendations from people who have worked with her before.

E. Show the client that what she is offering is truly unique and the best option available.
1. Exaggerate the company’s exclusivity.
2. Highlight the company’s strengths, values and reputation.

**TIP**

We say yes to power, passion and persuasive personalities. If you have earned a “bigger” title, influence often comes automatically and naturally. Even without a title, however, you can exercise influence. Show passion for your ideas and learn how to communicate them clearly.

**TIP**

We say yes to people we trust. Being consistently honest, open and kind to other team members helps us to build trust. If you are seen as a cooperative member of a team, people will often trust you more and, as a result, allow you to influence them more easily. Generally, you can persuade people that there is a good reason to do something if they believe the work you do is in their interests, too.
3. Show empathy, get input (8 points)

Before Sue meets the client, she thinks about how she will show empathy and find out more about their needs. Rearrange the words to create statements and questions she might use. The first word is in the correct position.

A. I'd / your / hear / of / view / like / to / point.

B. Tell / mind / on / what's / me / your.

C. How / you / this / see / do?

D. I / you / how / imagine / feel / can.

E. You / have / a / there / point / may.

F. I / concerns / your / understand.

G. To / feel / same / honest / I / the / way / be.

H. I / must / it / realize / difficult / have / how / been.

4. Show strength (8 points)

Lina presents her recommendations to Nick Bates, who is the project head on the client side. Unscramble the letters to form the missing adjectives.

A. Our own ni-thdep research with consumers clearly shows that people prefer the red design. I think that's the one that will be more effective.

B. I'd also like to share with you some uavalble insights I gained from working on a project that was very similar to this one.

C. I feel there is a rasidconeble danger that we could miss your final deadline.

D. Even if you decide this week, my stif-r-dahn experience of such projects tells me we won't finish in time.

E. I'd like to make one uctstrivecon suggestion. We should increase the programming budget.

F. It's a dafuntalmen change, but a necessary one.

G. The owinghelmver advantage of these programmers is that they have all worked with you in the past. They know your company.

H. If you want to be ready in September, there is simply no other blviae alternative.

TIP

We say yes to people who show an interest in us. So if you wish to influence others, you first need to listen to their concerns. By taking their needs seriously, you show that their feelings are important. At the same time, this technique gives you the chance to learn more about what's important to them. That way, you can adapt your influencing tactics and your focus to their needs and feelings.

TIP

We say yes to nice experts. You can persuade someone with expertise and relevant facts if you present them in a pleasant way. You need to show that you strongly believe in your capabilities and knowledge. This influencing technique works best with strong language. So, become a strong and persuasive communicator of expert knowledge.
... and then I“ – das amüsante Spotlight-Essay jetzt als Buch.

**ZWEISPRACHIG:**
Alle englischen Texte ins Deutsche übersetzt.

... and then I stepped into the Fettnäpfchen
Oder: Wie eine Schottin Deutschland entdeckt
Dagmar Taylor

Schon bei der Ankunft merken die meisten Menschen schnell, dass in Deutschland vieles anders läuft. Dagmar Taylor lebt seit über 20 Jahren in Deutschland. Obwohl sie das Leben im schönen Bayern sehr zu schätzen weiß und sie sich an viele der schrägen Traditionen und Bräuche schon längst gewöhnt hat, scheint ihr die Art und Weise, wie hierzulande die Dinge gemacht werden, manchmal immer noch gegen den Strich zu gehen. Begleiten Sie sie dabei, wenn sie versucht, den Sinn der sprachlichen und kulturellen Hürden ihrer Wahlheimat zu verstehen...

Taschenbuch mit 148 Seiten | Erscheint im August 2019
12,95 € (D) / 13,40 € (A) | Artikel-Nr. 1866093
TIP

We say yes to people who are like us. How do you get people to like you? One way is to show that you like the person you are trying to influence. When people feel that they are liked and respected, they might like you back — and be more open to persuasion. If they sense you don’t respect them, it’s unlikely that they will be influenced by your words or your actions.

TIP

We say yes to people we like. How do you get people to like you? One way is to show that you like the person you are trying to influence. When people feel that they are liked and respected, they might like you back — and be more open to persuasion. If they sense you don’t respect them, it’s unlikely that they will be influenced by your words or your actions.

6. Make connections (7 points)

Lina takes time to make small talk with the client. The words in bold are not where they should be. Put them where they belong.

Nick: Well, it’s been a hard week.
Lina: You can say that (A) _______ more! Nick: Personally, I can’t wait for the weekend.
Lina: Me (B) _______ here. Are you going anywhere special?
Nick: Stockholm.
Lina: No (C) _______ again! You know that’s where I grew up, don’t you?
Nick: I thought so, but I wasn’t certain. My wife thinks it’s a beautiful city.
Lina: I couldn’t agree (D) _______ neither. That’s interesting. I try to go back as often as I can.
Nick: I prefer it in winter, though.
Lina: Really? Same (E) _______ what! This might seem like a crazy question, but do you like meat?
Nick: Of course I do. Why?
Lina: Then you should book a table in Jureskog. It’s so trendy. And it has incredible burgers.
Nick: That’s funny you should say (F) _______ way. We’re going there on Saturday with friends.
Lina: (G) _______ that a coincidence. Well, I hope you have a great time.
Nick: Thanks. I’m sure we will.

5. Great job! (8 points)

The right compliments show that you respect someone — and like them. Match the sentence halves to create compliments and positive statements that Lina can use when talking to her team and the client.

To the client:
A. I’m looking forward...
B. It’s been a pleasure...
C. I genuinely enjoyed this meeting. Thank you...
D. It’s been great to...

To team members:
E. I really appreciate how...
F. Your contribution to...
G. I see you’ve put a lot of...
H. You’ve made huge progress. Keep up...

1. the design is vital.
2. the good work!
3. talking to you today.
4. work into making this a success.
5. work with you again.
6. for meeting us today.
7. to working with you.
8. hard you have worked.

A-  , B-  , C-  ; D-  
E-  , F-  , G-  ; H-  

TIP

We say yes to people who are like us. We are more likely to be persuaded by people we see as being similar to ourselves. This is why small talk can play an important role in building relationships and trust.
TIP

We say yes for many reasons. You will need to combine different techniques to develop your influencing skills. For instance, if you can make people feel that what you are offering is rare, special or difficult to get, they are more likely to want to be persuaded. This is called the "scarcity principle". If you can get someone to say or write that they are committed to doing what you ask, they will also be more likely to follow through. Combine both "commitment" and "scarcity" techniques, and you’ll be extremely persuasive.

Subject: Good news and celebration today!

Hi everyone

The client has officially (A) _off on the extra programmers and the design. As expected, they chose the red design. I think we all feel it’s the best option, as it really (B) _out. There’s nothing like it online right now.

Congratulations everyone! I’d like to thank you all for (C) _in such long hours. I know it hasn’t been easy.

We don’t want to (D) _out on this opportunity to show Nick and his team what we are capable of. I know I can (E) _on you to meet the deadlines. And you know you can call me if you ever need any support.

Let’s (F) _off the next stage of the project with a glass of Prosecco at 4.30 p.m. today in the lounge.

See you there!

Lina
Up to 17

Could do better
Being a persuasive communicator is a practical skill to have, whatever your profession or job. It can be useful in your private life, too. Try the test again next week to see if you can improve your results.

HOW DID YOU DO?

Note: So that you can compare your language knowledge across different areas of business English, all Business Spotlight tests have a maximum possible score of 50 points.

40–50
Excellently!
Congratulations! You've already persuaded us that you are a person of influence!

30–39
Well done!
You can influence most people to see your point of view. But you could benefit from more practice. Focus on the exercises where you had difficulties and adapt the language to your personal circumstances.

18–29
Good
Not bad, but you need to work on your interpersonal skills. Could we persuade you to try the test again? Make a note of any new vocabulary and expressions.

Up to 17
Could do better
Being a persuasive communicator is a practical skill to have, whatever your profession or job. It can be useful in your private life, too. Try the test again next week to see if you can improve your results.

LANGUAGE TEST

FOR MORE INFORMATION
Our Skill Up! booklets — now available as a bundle (see p. 53) — offer vocabulary on key areas of everyday business life.
Ms Winslow investigates – Die besten Abenteuer der scharfsinnigen Detektivin von James Schofield

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“The death of the high street must be fought”

Viele Faktoren – nicht nur das Einkaufen im Internet – sind die Ursache dafür, dass in Innenstädten immer mehr Geschäfte schließen. Dagegen muss etwas getan werden!

**MEDIUM**

There is a famous line in *Peter Pan* that tells us: “Every time a child says: ‘I don’t believe in fairies,’ there is a little fairy somewhere that falls down dead.”

I feel like that every time I shop online — another high street store will die. Since I shop online quite often, the guilt is significant.

Each week brings news of more shops closing on Britain’s high streets. Research published in April by Pricewaterhouse-Coopers (PwC) found that 2,481 banks and shops disappeared from Britain’s top 500 high streets in 2018. That’s 40 per cent more than in 2017 and the largest-ever yearly decline.

That can’t all be down to me, right?

No, not quite all. The reasons are various. Yes, we are shopping more via the internet. Britons spend more online than any other nation: £3,041 (€3,529) per head a year. This compares with £2,593 in the US and £1,403 in China, according to data from Search Laboratory.

It is also true that money is tight. Physical shops are more expensive to run and we have too many of them (perhaps twice as many as we need, according to Sir John Timpson, who published a report last year on the future of UK high streets). There are also a lot of out-of-town malls.

The death of the high street must be fought. High streets — in the local sense, rather than as a synonym for the sector — have been at the heart of our communities for centuries. They provide jobs close to home and are a familiar place for us to interact with our neighbours. They are inclusive.

Once a week, I shop in our small nearby town and I’m practically in heaven. It has a bank, delicatessen, hardware store, electrical store, grocer, independent clothes shops and gift shop, two florists and even a clock-mender. I feel lucky. Elsewhere around the UK, there are now towns where a third of the shops are boarded up. They are ghost towns.

Experts see the answer in bringing more homes and offices into the centres, which makes great sense at a time when towns are empty while green fields are being covered in new houses — and in providing less traditional products. “The high street of the future will be a more diverse space, not solely dependent on stores,” says Lisa Hooker of PwC. “The analysis reflects this with the net growth of gyms and sports clubs, ice-cream parlours and cake shops, in addition to initiatives to bring more shared office spaces and homes into what were traditionally shopping areas.”

My commitment is to halve my online spending this year and check that nothing I click to buy is available locally. Of my last 20 orders, one fails the test. I should have spent that £50 on dog food at my local pet shop. I apologize and — before anything else bad happens I do believe in fairies, too.
Besser mit Sprachen
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...weil jeder Mensch wertvoll ist!
Motivate me!

Im fünften Teil unserer Serie zum Thema „Führung“ geht es um Motivation. Denn unmotivierte oder gar frustrierte Mitarbeiter können ein Unternehmen teuer zu stehen kommen. BOB DIGNEN erklärt, wie Sie andere motivieren und auch selbst motiviert bleiben.

Companies worldwide are facing a crisis when it comes to employee motivation. An estimate by the polling organization Gallup put the cost of low motivation in the US at between $450 and $550 billion per year as a result of lower productivity. Gallup also found that in 2012, only 30 per cent of employees in the US were engaged at work, and just 13 per cent of all employees worldwide. Therefore, companies that manage to create a motivated and engaged workforce can significantly outperform their competitors.

Motivating others and remaining self-motivated should be top priorities for everyone at work, and particularly for leaders. It is also essential to understand the factors that can lead to demotivation — and to engage in conversations that can re-energize people and help them to increase their productivity, performance and happiness.

I. The importance of conversations

Most people have colleagues with whom they have several conversations each day. Such conversations are important moments for getting and giving the information needed to solve problems and complete tasks.

But conversations are, fundamentally, always about people. In our conversations, we consciously and unconsciously reveal our feelings and inner motivations. We express confidence and focus concerning some tasks, and uncertainty and boredom in the case of others. We communicate a desire to get involved in some areas of work and reluctance to participate in others.

If we are prepared to listen carefully, conversations at work represent an ideal opportunity to engage with the motivations of others. We can hear their preferences, sense their priorities, notice their possible desire to change and recognize their wish to be fulfilled or their need to feel appreciated.

KEY TIPS!

Conversations at work provide the ideal opportunity to understand what motivates people.

People express their motivations both through what they say and what they don’t say. Ask questions to find out more.

People’s motivation can be increased if they feel understood and appreciated, and if they are provided with development opportunities.

appreciate sb. [əˈprɪʃi:ət]  
≈ jmdn. anerkennen, schätzen

engage in sth. [ɪnˈgɛndʒɪn]  
≈ an etw teilnehmen; hier: etw führen

engage with sth. [ɪnˈgɛndʒwɪð]  
≈ sich mit etw befassen

estimate [ˈestɪmeɪt]  
≈ Schätzung

fulfilled: be - [fʌl/faɪld]  
≈ hier: sich verwirklichen können

outperform sb. [ˌaʊtˈpɜːrfərn]  
≈ jmdn. (an Leistung) übertreffen

polling organization [ˈpɔlɪŋ ,ˈpɔlɪŋ, zɔrəlizən]  
≈ Meinungsforschungs-institut (poll (sb.) = Meinungs-umfrage; jmdn. befragen)

reluctance [rɪˈlʌktəns]  
≈ Zurückhaltung, Widerwille

reveal sth. [rɪˈvɪəl]  
≈ etw offenbaren

workforce [ˈwɜːkfoʊrz]  
≈ Belegschaft
Case study: “I’m not sure I can work with him any more”

Ulrich Janssen is talking to his boss Ylva Scott about his experience of working in an international project led by Jacques. The project involves a lot of travel for Ulrich.

Ylva: So, Ulrich, how is the project going?
Ulrich: To be honest, I’m not sure if it’s for me. I’m feeling a bit demotivated. The workload is much more than I expected. So is the travel. And there doesn’t seem to be any leadership from Jacques. Also, no matter how hard I work, we don’t seem to make any progress.

Ylva: Why is that?
Ulrich: Well, the project was under-resourced from the start. We just don’t have enough people to do the work that needs to be done. It’s such an inefficient way of doing things.

Ylva: I know it can feel like that at times, but this is the reality these days for most companies. We all have to learn to prioritize and understand where we really need to deliver 100 per cent quality and where not. I know you tend to try to do the maximum all the time. That’s amazing, but it won’t work. I learned that a long time ago. You need to focus on the really important things.

Ulrich: OK, that’s an interesting way of looking at it.
Ylva: Look, you need to stop relying on leaders to make things happen for you. Make it happen for yourself. Be your own motivator. The organization is not perfect; you are overloaded and don’t get the feedback you deserve. But if you want to develop a career in this environment, you need to start leading yourself.

Ulrich: Thanks, Ylva. You’re right. I need to stop feeling sorry for myself. I’ll have a think about what you said, but I feel a lot better about things now. I think I just needed someone to listen to me, and get a few ideas.
Ylva: OK, no problem.

What to think about
- Why is Ulrich feeling demotivated?
- In what ways does Ylva suggest that Ulrich needs to change his working style, and why?
- What does Ylva suggest Ulrich should do to become more motivated?

✶ You will find our feedback on page 40
Motivating others: a complex task
2. Types of conversations
In this section, we will look at five typical types of workplace conversations that relate to motivation. We will also explore strategies that can be used to engage with the different types of motivation that are revealed to us by such conversations.

a) "I have too much to do"
How many times do you have conversations with others at work that focus on them telling you that they have too much to do? This is a type of conversation that often infuriates senior leaders, who generally work longer hours. The last thing they want to hear from a team member who they think should actually be contributing more is that they are overworked.

Leaders often see such comments as statements of inefficiency that really mean: “I’m not able to prioritize the tasks I have to do in the time available to me.”

Some team members may also find such statements irritating and see them as a claim for unfair recognition that those who “just get on with it” in silence don’t make. But what else might be the motivation for statements claiming that people have too much to do?

›› Such statements might be an appeal for help. It could be that the person really does have too much work, is stressed and would love support to get through a peak period of work. Not everyone is a superhero. We all need help sometimes. If this is the case, then you should offer to help them. Find ways to take some tasks off the person to alleviate their stress.

›› They might mean that the person has too many boring tasks. The person could be communicating a desire for more engaging tasks. Perhaps they would even do more work if it were the right type of work. An effective leadership response would be to discover what types of work the person enjoys and then look to reorganize their job to make it more motivating.

›› They might signal a desire for more recognition. Such a statement could simply mean: “Hey, I’m doing a lot of work. I enjoy it. It motivates me. But from time to time, it would be great if you saw how much work I did and said something nice to me about that.” Perhaps all that is needed here is to listen. Let the person feel heard, understood and appreciated. It also doesn’t hurt simply to say: “I know, and you’re doing a great job.”

b) “It’s not my job”
Many leaders have encountered this response when asking people to take on an extra task. It is often frustrating for leaders because the motivation behind the statement feels defensive and suggests a lack of willingness to collaborate. It sounds like an “I don’t care” message based on a mindset that says, “this is not in my job description, therefore, I don’t have to do it”. But in an age of fuzzy organizations and fuzzy responsibilities, where the watchword is “agile”, such statements feel both out of place and out of date.

There could, however, be more positive motivations behind such statements:

›› Such statements might reflect a belief in the value of structure and a clear definition of roles and responsibility. The person might believe that clear structures and roles lead to greater efficiency and effectiveness. Many sports teams and the emergency services make very clear who is responsible for what as they attempt to win their competitions or keep people alive. It may therefore be necessary to make clear that your request for someone to take on an extra task is an exception to the normal structure, or to consider making the role extension more permanent and part of a new structure.

›› They might reflect a positive sense of priorities and “local loyalty”. The motivation behind the comment might be: “I hear what you are saying, but this is not my priority as agreed with my boss right now. If you have a conversation with my manager and change these priorities, I am happy to help.” In such cases, the “resistance” may actually be feedback that you have asked the wrong person and need to engage with a higher authority to unlock this person’s time.

›› They might come from a sense of respect for others. The underlying message could be: “This is not technically my job. You need to ask another person, as I don’t want to do their job without permission. And there may be legal problems if I access their data.” Perhaps you are trying to execute a shortcut that is against certain legal or compliance rules or, at the very least, against protocol. Leaders should treat such comments as useful feedback.

c) “I’m not very good at…”
Particularly for those who lead relatively small organizations, it can be a constant
battle to engage their staff in the activity of sales. Back-office staff frequently have contact with clients on the phone and by email and are therefore a useful source of intelligence about clients’ attitudes and needs. And as a result of the excellent service they provide to clients, they are often in a trusted position to propose additional products or add-on services. Leaders can quickly become frustrated if they perceive such staff as lacking the motivation to engage in essential sales activities.

What might be the underlying motivation behind such statements as “I’m not very good at…”? And how can leaders create self-belief?

Such statements might be the cause of a misunderstanding. In the case of sales, “I’m not very good at…” responses often derive from a misconception of selling as some form of magical, manipulative influencing process that requires special skills. Once sales is understood as a desire to help, a willingness to listen and to provide good advice, many people find themselves motivated to sell.

The simple response to “I’m not good at…” statements is therefore to ask questions to uncover the underlying assumptions and any misunderstandings.

In the case of sales, you could ask: “So what is sales for you?” or “What skills do good salespeople need?” You can then link the skills you have observed in your staff to the task in question. For example, you could say, “You are a really good listener”, “You’re really good with people” or “You’re very honest”. In this way, you can demystify many tasks and create self-belief and increased motivation.

They might reflect a desire to be perfect. Fear of working in a new area of responsibility may reflect a desire to be perfect and a fear of failure. It may also represent a powerful self-limiting belief that could be linked to an underlying—and possibly unconscious—low level of self-esteem. Paradoxically, this can create a desire to underperform in order to prove that the conscious lack of confidence is justified. The link between conscious and unconscious motivations is often complex and invisible to individuals. The most appropriate response may therefore be a sensitive, coaching-based approach to allow slow reflection and gradual engagement with change.

d) “I can’t work with these people” One of the realities of modern working life — particularly when working internationally — is that you increasingly work with people who are different to you. Whether these differences are due to work with people who are different to me? And how can leaders create self-belief?

The following comments are provided as food for thought. Different interpretations are, of course, possible.

Why is Ulrich feeling demotivated?

Ulrich is feeling demotivated as a result of his high workload, which he feels is caused mainly by a lack of resources for the project he is working on. He also feels that the lack of leadership given to the project by Jacques is a real problem. He feels that Jacques participates too little in the project and gives almost no motivating feedback.

In what ways does Ylva suggest that Ulrich needs to change his working style, and why?

Ylva suggests that Ulrich needs to learn to focus more and prioritize more clearly. She points out that it is normal nowadays for projects to be under-resourced. In particular, she suggests that Ulrich should decide which aspects of his work require 100 per cent quality and which ones don’t. Ulrich should also decide which things he doesn’t need to do at all. Also, Ylva provides a more positive interpretation of Jacques’s hands-off leadership style. She says this is a sign of trust in people and wanting them to think for themselves.

What does Ylva suggest Ulrich should do to become more motivated?

Ylva suggests that Ulrich needs to focus more on motivating and leading himself if he wants to develop his career. She says this is the reality of working life today and suggests that Ulrich needs to accept this. Some people might find Ylva’s message a little harsh and direct. But Ulrich accepts the message, which suggests that Ulrich and Ylva have worked together for some time and have developed trust in their working relationship.
to personality or culture actually matters little. The challenge is the same: you will have to work with people whose values, preferences, behaviours and attitudes may be very different to yours.

A common response to this diversity (see also pages 22–25) is not to use the experience as an opportunity to learn, but rather to find excuses for blaming the shortcomings of others.

Why might people react in this way to working with others who are different? >> The reason might be partly biological. In order to survive, we are hard-wired to suspect those who we don’t know and to distrust and attack first rather than to embrace.

>> Some individuals prefer things that are familiar, predictable and risk-free. This shouldn’t necessarily be seen as negative. Working within our comfort zone can have the advantage of meaning that we can work effectively on things we are familiar with — without the stress of new challenges.

>> It might reflect a strong task-and-result orientation. Some people have a preference for technical analysis and have less highly developed skills in the area of emotional intelligence. They are more focused on getting results than being open to new people and ways of working.

To support people in dealing with the challenges of working with new people and engaging with different values and working practices, it can be important to provide training and coaching in topics such as diversity and cognitive bias (see Business Spotlight 4/2018). Building motivation to embrace the unfamiliar as a means of growing individually and being more innovative collectively, is seen as essential in many organizations.

Feedback is also critical as a way of challenging negative assumptions about others. People often confuse their emotional responses and biased interpretations with descriptions of actual behaviour, and struggle to realize that their own feelings are generated by themselves and not by others. For example, when someone tells you that “you’re wrong”, they may actually mean: “I want the best for this project and I appreciate your idea, but I believe that the opposite is the case, and I am saying this because I want us to succeed.” Unfortunately, people seldom say fully what they think. Patience and
clarification are required. So an appropriate response in this case could be simply to say: “OK, that’s interesting. Why do you think I’m wrong?”

e) “I don’t want to work at that level. I hate the politics”

In many organizations, some of the most talented middle management look upwards and say, “Thanks, but no thanks”, dismissing the opportunity to work at more senior levels. What might the motivation be for such comments?

Such statements might result from a fear of failure. Some people “block” themselves from taking on greater responsibility through a conscious or subconscious belief that they are not good enough. It is important to listen carefully to discover whether such lack of self-belief is the real motivation, to focus on the skills the person has and to demystify the role of senior managers.

They might reveal a fear of the impact on the speaker’s private life. Many people see the long hours involved in upper management as demotivating. They regard the loss of work-life balance as unacceptable. This may actually be a rational life decision and should be taken seriously as feedback for your organization. But senior leadership doesn’t necessarily imply a loss of work-life balance. The key is to learn the art of delegation and “let go of the detail”. Freeing yourself to take strategic decisions will deliver more value to your organization than focusing on full stops and commas in presentations.

Such statements might result from a fear of political games at senior-management levels. The word “politics” should, however, be challenged. The desire to operate in a conflict-free environment, where people are completely aligned and communicate totally honestly, is partly admirable, but mainly delusional. It reflects a dangerous disconnect from the realities of senior management in most organizations. Managers have to work together in a team, even when they hold different and strong beliefs about the direction and management of the company. This is not politics, just different perspectives.

Mentors can provide useful insights into the realities of senior leadership and mentoring should be encouraged as a personal development process for all middle managers. It is essential that people not
be discouraged from senior management positions as a result of misunderstandings about their future role. They should also appreciate the potential advantages of being able to influence the culture within an organization and make it a happier place for others to work. We always have a choice in life: to lead or to be led. If you choose the latter, is it reasonable then to put the blame on others?

3. Using conversations to connect

What people say at work doesn’t always reflect what they mean, what they want to say or what they should be saying. But everything they say tells you something about their motivation, professional needs, identities and feelings about you.

Leaders need to listen carefully not just for the “what” but also for the sometimes complex and contradictory “whys” behind what people are saying. In her book Fierce Conversations, Susan Scott points out the opportunities and potential of every conversation: “While no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life... any single conversation can.”

The opportunity to motivate someone else is available in the next conversation you have at work. Take that opportunity!

Language reference

Here are some examples of the language you can use in different types of conversations with staff members about their motivation, as discussed in the main text.

a) “I have too much to do”

Offer help:
• How can I help?
• Can you offload anything on to me?

Enrich the other person’s role:
• So, what do you enjoy doing?
• How can we reorganize your role?

Show appreciation:
• You’re doing a great job.
• The team really admires what you do.

b) “It’s not my job”

Make an exception:
• Could you do it just this once?
• This is an exception for this particular project.

Check accountability:
• OK, whose role is it?
• Is there someone else I should ask?

Accept objections:
• Good point. I will ask...
• Yes, from a legal point of view, I guess I should talk to...

Challenge the idea:
• I think... really means...
• For me, it’s not really that. It’s more about...

Challenge the self-view:
• I don’t agree. I think you’re very good at...
• But you have excellent... skills and that’s what really important.

d) “I can’t work with these people”

Clarify perceptions:
• Why do you say that he was unprofessional?
• Do you think that’s what she really meant?

Provide an alternative interpretation:
• Maybe he was simply trying to be creative?
• Maybe she just prefers clear structures.

Encourage clarification:
• Why don’t you ask him why he thinks...?
• You could ask her directly what her reasons were.

e) “I don’t want to work at that level. I hate the politics”

Encourage self-belief:
• I have no doubt that you could be a very good manager.
• You have the skills needed to be successful in senior management.

Discuss work-life balance:
• So, how could you maintain a healthy work-life balance?
• Maybe you could delegate more of your tasks.

Provide alternatives:
• I don’t think this is really about “politics”. It’s simply alternative viewpoints.
• I think mentoring can be a great solution because...

Ask about the consequences of taking no action:
• And what happens if you don’t go for this promotion?
• Wouldn’t you prefer to be the one making the decisions?
Ken Taylor: Sean, you’re British. You work for a German company. You run that German company’s operations in the United States. That’s an interesting cultural and business mix! How did that come about?

Sean Bailey: After graduating from Portsmouth University in the UK, I joined OKW Enclosures Ltd, the British subsidiary of OKW Gehäusesysteme. Four years later, they decided to set up an American subsidiary based on the experience of the UK company. I was asked to go to the States for two years to set up this new enterprise, and over 20 years later, I’m still here!

Taylor: Many foreign start-ups in the US fail. Why do you think you were successful?

Bailey: Of course, you need to have good products. But besides that, we decided to start small and to grow slowly in a cost-effective way.

Taylor: That sounds sensible. Many companies make the mistake of investing too heavily before they really know the market.

Bailey: That’s right. And we also realized that to sell in the States, it helps enormously if you do it the American way. We employed Americans to be our face outwards — people who could easily build good business relationships, who could chat about the latest football games or the weather in Pittsburgh compared to California.

Taylor: People who understand their customers’ way of thinking and talking.

Bailey: And I had to learn how to do this, too. Now, after 20 years, I find it easier!

Taylor: However American your face outwards is, you still sell German products. How are German products perceived in the US in general?

Bailey: Americans are familiar with German cars. Many of them aspire to drive a BMW or Mercedes. Many of them aspire to drive a BMW or Mercedes. They are seen as

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An open-air festival

Auf diesen Seiten präsentieren wir nützliche Begriffe aus der Arbeitswelt.

Von HILDEGARD RUDOLPH

1. spotlight ['spɔltlaɪt]  ➔ Scheinwerfer
2. screen ['skriːn]  ➔ Leinwand
3. light-show installation ['laɪtʃəʊʃəʊnɪstəl]  ➔ Lichtinstallation
4. sound engineer/technician ['sɔnd ɪndʒɪnɪər/tekˈnɪʃən]  ➔ Tontechniker(in)
5. mixing console ['mɪksɪŋ ˈkɒnsəl]  ➔ Mischpult
6. amplifier ['æmplɪfɪər]  ➔ Verstärker
7. musician ['mjuːzɪʃən]  ➔ Musiker(in)
8. singer ['sɪŋər]  ➔ Sänger(in)
9. stage [steɪdʒ]  ➔ Bühne
10. lighting engineer/technician ['laɪtɪŋ ɪndʒɪnɪər/tekˈnɪʃən]  ➔ Lichttechniker(in)
11. roadie [ˈroʊdɪdʒ]  ➔ Roadie
12. sanitary facilities ['seɪntərɪ fəˈlɪtɪz]  ➔ sanitäre Anlagen; mobile Toilette
13. ambulant vendor [ˈæmbjʊlənt ˈvendər]  ➔ ambulante(r) Händler(in)/Verkäufer(in)
14. ticket booth ['tɪkɪt bʊθ]  ➔ Ticketschalter
15. audience [ˈɔːdɪns]  ➔ Publikum
16. security staff [ˈsektərɪ stɑːf]  ➔ Sicherheitspersonal
17. stage barrier [ˈsteɪdʒ ˈbærɪər]  ➔ Bühnenbarrikade
18. stall [stɔːl]  ➔ Stand
19. food truck [ˈfuːd trʌk]  ➔ Imbisswagen
20. first-aid centre [ˈfaɪst ˈeɪd ˈsentʃə]  ➔ Sanitätsstation

* This symbol marks standard US pronunciation.
quality products. We can capitalize on this. We can claim the same of our German products.

**Taylor:** Did you have any negative reaction to the fact that you are a German company?

**Bailey:** Many of our customers don’t really know that we are a German company. And those who do, see our products as stylish and as being of good quality and — dare I say it? — better than those of our American competitors.

**Taylor:** You have American staff and a parent company in Germany. Do you see yourself as some kind of cultural go-between?

**Bailey:** To a limited extent. Our American subsidiary is extremely customer-focused and adaptable. It has to be to survive. Many German companies are more risk-averse. Luckily for me though, our German leadership is very open-minded and flexible. This means we have a very similar outlook.

**Taylor:** It sometimes helps to be a third party in this situation. I worked for a Swedish company in a project in Vietnam and could help bridge some of the cultural differences as a “neutral”.

**Bailey:** It’s so important to have an open-minded approach. The world is changing all the time. You can’t afford to stand still. You have to change with it.

**Taylor:** Change is not easy to manage. If it’s managed in the wrong way, people can become very defensive and demotivated.

**Bailey:** This is a challenge for us at the moment. The internet is changing the way people buy — and the way we have to sell. Our online presence is becoming increasingly important and some people can see this as threatening. They can feel that their skills are becoming redundant.

**Taylor:** In my opinion, the best way to manage change is through a series of small, simple steps that make the process more manageable.

**Bailey:** You also need to believe that the changes are necessary. That requires a leadership that is enthusiastic and able to learn from internal and external best practice.

**Taylor:** OKW is a global organization. No doubt, your global partners can learn a lot from each other.

**Bailey:** We certainly can. I wear a second hat in the organization — working with business development for the international markets. Part of this role is to help spread best practice throughout the organization, so that OKW can face future challenges effectively.

**Taylor:** That sounds like a very sensible approach. And talking about facing challenges, I’d be interested to hear your advice to any small or medium-sized German company that wants to set up an operation in the US.

**Bailey:** Be as American as you can. Employ Americans who know the business culture. Adapt to the American market. Small things can make a difference. For example, don’t use marketing materials from Europe. Use US English in your written texts. Use US English spelling rather than British English. Write the date in the American way. If it’s the 10th of June, write 6/10/2019 not 10/6/2019. That’s the 6th of October to an American.

**Taylor:** Having said that, in our business, we deal mainly with engineers. And we’ve found that engineers are engineers all over the world. What they are looking for is a product that solves their practical problems in an effective and elegant way.

**Bailey:** So, in this case, the similarities are greater than the differences.

**What’s your challenge?**

Would you like to have a conversation with Ken Taylor about your current work challenges? If so, send an email with your name, company and the subject you would like to discuss to business.trainer@spotlight-verlag.de

In each issue, we will choose one reader who will talk to Ken, and the dialogue will be published in Business Spotlight.

**bank transfer**

verb [bank łaz_transfaz] — Überweisung

**best practice**

verb [best práktis] — bewährte Praktik(en)

**capitalize on sth.**

verb [kapstlalaz on] — aus etw. Kapital schlagen

**challenge**

noun [tjalindis] — schwierige Aufgabe

**competitor**

noun [kampet ita] — Mitbewerber(in), Konkurrent(in)

**currency**

noun [karaensi] — Währung

**engineer**

noun [enjiniar] — Ingenieur(en)

**face sth. [feis]**

verb [etw. gegenüberstehen]

**go-between**

noun [gau bu twiin] — Mitteiler(en)

**having said that**

verb [havvin ‘sed dat] — allerdings

**make a difference**

verb [meik a ‘diftrnas] — etw. ausmachen

**open-minded**

verb [open manids] — aufgeschlossen

**operation**

noun [operaIdEnt] — hier: Niederlassung

**outlook**

noun [autluk] — Einstellung

**parent company**

noun [parent kampani] — Muttergesellschaft

**redundant**

verb [rIdEntEnt] — überflüssig

**risk-averse**

verb [risk a vza] — risikoscheu

**second hat: wear a ~**

verb [sekand ‘hat] — hier: eine zweite Funktion haben

**small or medium-sized**

verb [smAl o: midEm saId] — klein oder mittelständisch
### Other useful vocabulary

**Nouns**

- backing vocalist ['ba:kɪŋ vəuskəlɪst]  – Backgroundsänger(in)
- bag search ['bæg sɑːs]  – Taschenkontrolle
- concertgoer ['kɒntərkˈɡeə]  – Konzertbesucher(in)
- drummer ['drʌmə]  – Schlagzeuger(in)
- lead singer ['liːd ˈsɪŋə]  – Leadssänger(in), Frontmann/-frau
- live concert ['laɪv ˈkɒntɪnt]  – Live-Konzert
- lyrics ['laɪris]  – Lied, Songtext(e)
- microphone ['mɪkroʊfaʊn]  – Mikro, Mikrofon
- score [skɔːr]  – Partitur
- security gate ['sɪkjʊəri ˌgæt]  – Einlassschleuse
- singer-songwriter [,ˈsɪŋər ˈsɒŋrɪtə]  – Liedtexter(in)
- soloist ['səʊliːst]  – Solist(in)
- supporting act [,səˈpɔːtɪŋ ækt]  – Vorgruppe, -band
- tent [tent]  – Zelt
- tune ['tuːn]  – Melodie, Lied, Weise

**Verb phrases**

- accompany sb. on the piano ['ækəmən ɔn ðə ˈpiənəʊ]  – jmdn. auf dem Klavier begleiten
- applaud sb. ['æpləʊd]  – jmdn. applaudiert
- compose sth. ['kɒməz]  – etw. komponieren
- conduct an orchestra ['kɒnˌdaʊnt æn əˈkoʊstreɪə]  – ein Orchester dirigieren
- hum sth. ['hʌm]  – etw. summen
- listen to music ['lɪsten tə ˈmjuːzɪk]  – Musik hören
- perform [pərˈfɜːm]  – auftreten
- play the guitar ['pleɪ ði ɡɪtər]  – Gitarre spielen
- sing in tune ['sɪŋ ɪn 'tjuːn]  – (harmonisch) richtig singen
- tune sth. ['tjuːn]  – etw. stimmen

**Adjectives**

- catchy ['kætʃɪ]  – ins Ohr gehend
- deafening ['defiŋɪŋ]  – ohrenbetäubend
- melodic ['mɛlədik]  – melodisch, melodios
- musical ['mjuːzɪkəl]  – musikalisch
- out of tune ['aʊt ʌv 'tjuːn]  – verstimmt

**Musical instruments**

- (bass) guitar [ˈbæs ˈgaɪtər]  – (Bass-)Gitarre
- brass instrument [brɑːs ˈɪntərˈmɛnʃt]  – Blechblasinstrument
- clarinet [ˈklærɪnɛt]  – Klarinette
- drum [dram]  – Trommel
- grand piano [ɡrænd ˈpiənəʊ]  – Flügel
- pan flute [ˈpæn flʌt]  – Panflöte
- percussion [pɜːkʂən]  – Schlagzeug(e)
- saxophone [ˈsæksəfaʊn]  – Saxofon
- stringed instrument [ˈstrɪŋd ˈɪntərˈmɛnʃt]  – Saite(n)-, Streichinstrument
- (transverse) flute [trænˈzɜːvəs ˈflʌt]  – Querflöte
- trumpet [ˈtrʌmpɪt]  – Trompete
- violin [ˈvaiəlɪn]  – Geige

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### Exercise 1: What is it?

Choose the correct options without looking at the vocabulary list.

A. The stage is separated from the audience by a…
   - 1. screen.
   - 2. stage barrier.
B. A mixing console is an essential part of the equipment of a…
   - 1. sound technician.
   - 2. light technician.
C. The people who travel with the performers and take care of their equipment are the…
   - 1. roadies.
   - 2. audience.

**Answers**

- A. 2
- B. 1
- C. 1

---

### Woodstock & Co.

The legendary **Woodstock** Festival was held from 15 to 18 August 1969, on a dairy farm near White Lake in Bethel, New York, some 70 kilometres south-west of Woodstock. Whether the festival’s 50th anniversary will be celebrated in August 2019 remains to be seen, as plans were cancelled by investors.

The “British Woodstock”, as it is sometimes called, is a festival of music and performing arts organized on a farm in **Glastonbury**, near Bath, every year.

The **Coachella** Festival is one of the most popular arts and music festivals in the world, with different musical genres. It is usually held in April in Coachella Valley, southern California.

---

### Exercise 2: Music is in the air

Unscramble the words in bold, all of which are listed on page 46.

Dear Christine

Guess where George and I went last weekend! To the open-air festival in Glastonbury! You know that George is a(n) (A) **tinghlig enerquine**  — and he was in charge of the (B) **thlig-wsho lationstains** there.

It was like a revival of the past to me, and I remembered when we used to go there every year. Lots of young people were queuing at the (C) **etkkti soboth**  — hoping there would be some tickets left. There were (D) **dofo kruccst**  — offering delicious snacks and (E) **tallss**  — selling festival items. The (F) **nirytsata citifalies**  and a(n) (G) **trifs-ida rentec**  weren’t missing either. The (H) **dieunauce**  was mixed: young people, of course, but also “oldies” like me full of memories of the past…

As George had to check the (I) **renses**  and (J) **tightslsp**  beforehand, we arrived early, and I managed to get a place at the (K) **estag rebirar**  close to the (L) **tages**  and (M) **sinasmuc**  . There were initial problems with the (N) **tiflearnche**  but the (O) **dunso cliannitechs**  fixed them very soon.

I bought a “Best of Glastonbury” DVD from one of those (P) **lantubma sorvend**  — we should watch it together sometime.

Take care!

Megan
Technical problems during conference calls

Anita is having problems dialling into the conference call.

**1. Dialling into a call**
Anita: Hi, Dieter. I can’t access the call. I can’t find the code. Can you send it to me? Thanks. A.

**2. Dialogue**
The conference call

**Dieter:** Right, it looks like Anita’s here now, too. Anita, can you hear and see us OK?

**Anita:** Yes, I can. Sorry I’m late. Everyone had trouble accessing the call.

**Dieter:** OK. We’ve been discussing the first point on the agenda and have agreed to move the project timeline back by a week. Any objections, Anita?

**Anita:** No, that’s fine.

**Dieter:** Good. So, let’s move on to the second point on the agenda.

**Craig:** Sorry, Dieter, you’re breaking up.

**Dieter:** I said let’s move on to the second agenda point — our office layout.

**Craig:** OK. Got it. The connection’s not great.

**Dieter:** Sorry about that. I’m just out of a client meeting and still on my way back to the office. Let me dial in again… OK, I’m back. Is that better?

**Craig:** Yes, that’s great now. Very clear.

**Dieter:** Good. Anyway, Anita, can you share your screen with the others and show them the office plan I sent you earlier?

**Sophie:** Sorry, did you send a file? I didn’t get it. [Dieter and Anita talk over each other]

**Dieter:** I sent it to Anita earlier.

**Anita:** I have it here and am sharing it now.

**Craig:** Sorry, what? I didn’t catch any of that.

**Dieter:** Sorry, Anita. We were talking over each other there. Craig, I was just saying I’d shared the file with Anita earlier. Anita, you go ahead.

**Anita:** I thought I was… How about now?

**Sophie:** Yes, I can see it now.

**Craig:** Me, too.
Answers
Here are the answers to the three questions we asked:

1. Anita could have checked beforehand that she had the access details and then planned to join the call earlier in case there were any difficulties.

2. First, Craig actively points out that there is a problem. Then Dieter hangs up and dials into the conference call again.

3. Again, Craig points out that there is a problem and that he does not understand (or “catch”) what Dieter and Anita have said. Dieter repeats what he had said before, and then hands over to Anita.

“Have been” + “-ing” verb form
You can use the structure “have been” + “-ing” verb form to talk about ongoing activities that started in the past and continue into the present. Look at these two examples from the dialogue of the conference call:

- We’ve been discussing the first point on the agenda.
- As you know, we’ve been running out of space.

Grammar

**Have been** + **“-ing” verb form**

**Useful phrases for talking about technical problems**

**A. Having access problems**
- I can’t access the call.
- I can’t find the access details.
- I don’t have the access code.
- I need to install the program to access the call.

**B. Having audio/video problems**
- Sorry, I can’t hear/see you.
- Sorry, I didn’t catch that.
- Your voice is muffled / too loud / too quiet.
- I think your mic is on mute.
- You’re breaking up.
- Sorry, I got only half of that.
- The connection is really bad / not great.
- Your picture is very dark/bright / pixelated / blurry.

**C. Organizing the call**
- Can you see the pointer on the screen?
- I can’t see what you’re looking at.
- Could you share your screen with me?
- I can’t access the file.

**D. Managing the discussion**
- Sorry, I didn’t mean to interrupt.
- We’re talking over each other.
- You go first.
- Could you repeat that, please?
- Are you following me?
- Did you hear/understand that?

**E. Solving problems**
- If necessary, use the chat field or send a text message to communicate.
- Sorry, this isn’t working.
- Let me call you back.
- Let me dial in again.
- Let me try again.
- I’ll send you an email.

**KEY TIPS!**

Be prepared when accessing the conference call. Make sure you have the necessary codes and try to join the call early.

- Don’t speak too quickly.
- Don’t talk over other people. Help everyone to have their say ("turn taking").
- If there’s a problem with the sound, mention it immediately. Don’t just let it continue.
- Share key documents before the call so that — even if technical problems do occur — everyone has the information.

**TEXT MESSAGING**

If you have ongoing activities or need to communicate with others, you can use text messaging to send quick updates, confirm details, or provide support.

**Example:**

- "Just wanted to let you know that we’re running out of space. Can we finish our discussion later?"
- "I’ve found the document you need. Let’s review it together after the call."
Don’t confuse…

**bring, take**

If you **bring** something or someone somewhere, the object or person is moved towards the location of the relevant person (bringen, (mit)bringen, herbringen):

- “I’m just going to the cafeteria. Shall I bring you a coffee?” — Ich gehe gerade in die Kantine. Soll ich dir einen Kaffee mitbringen?

If you **take** something or someone somewhere, the object or person is moved away from the current location of the relevant person and is transported to another place ((hin)fahren, (hin)bringen, wegbringen, mitnehmen):

- “Shall I take you to the airport?” — Soll ich Sie zum Flughafen bringen?
- “Every morning, I take my son to school on my way to work.” — Jeden Morgen bringe ich auf meinem Weg zur Arbeit meinen Sohn zur Schule. / ... nehme ich ... zur Schule mit.
- “Please take the empties out before you go home.” — Bitte bringe das Leergut raus, bevor du nach Hause gehst.

---

**Tricky translations**

**How do you say “track” in German?**

A “track” can be a narrow and often uneven path or road. It is translated as **Weg** or **Pfad**:

- “The road to their house is more like a dirt track.” — Die Straße zu ihrem Haus ist eher ein Feldweg.

In sports, “track” is the course around which athletes or cars race. It is translated as **Bahn**:

- “The track was wet and slippery.” — Die Bahn war nass und rutschig.

In rail transport, “track” refers to the metal lines along which trains travel (Schiene, Gleis):

- “The night train departs from track six.” — Der Nachtzug fährt von Gleis sechs ab.

As a verb, “track something” means “follow the movements of something”, such as a ship, or, in online shopping, a parcel. We translate it as **(nach)verfolgen**.

- “I track parcels online.” — Ich verfolge Pakete online.

If you “track someone/something down”, you look long and hard to find the person or thing (aufspüren):

- “I tracked him down on Facebook.” — Ich habe ihn auf Facebook aufgespürt.

---

**How do you say unter in English?**

When we are talking about a lower location or position, unter is **under, underneath, below or beneath**:

- Unter deinem Schreibtisch sind noch Essensreste. — “There are still food remains under your desk.”

Note that **beneath** can also express a sense of not being good enough for someone:

- Das war unter seiner Würde. — “It was beneath his dignity.”

Unter also means “being in a group”. It is translated as **among** or — mainly in British English — **amongst**:

- Wir waren unter Freunden. — “We were among friends.”

Unter vier Augen is translated as **privately or in confidence**:

- Können wir das unter vier Augen besprechen? — “Can we discuss that privately?”

The phrase **unter uns (gesagt)** is best translated as **(just) between you and me**:

- Unter uns gesagt, die neue Strategie ist keine gute Idee. — “Between you and me, the new strategy is not a good idea.”

---

**Questions and Answers**

**1. Make your choice**

Complete these sentences with the correct form of “bring” or “take”.

A. I didn’t need to book a taxi, as my wife me to the airport.
B. Please me the file with the sales figures; I need to check something.
C. My family doesn’t like it when I work home from the office.
D. We are not allowed to client files out of the office.

**2. How would you say that?**

Translate the following sentences.

A. We can’t track down your suitcase unless we know which track your train arrived at.
B. Unter uns gesagt, er ist ein bisschen arrogant. Er arbeitet ungern unter jüngeren Vorgesetzten.
<table>
<thead>
<tr>
<th>Phrasal verb</th>
<th>Business Spotlight 5/19</th>
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<th>Business Spotlight 5/19</th>
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<tbody>
<tr>
<td>What does the speaker mean?</td>
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<td>What does the speaker mean?</td>
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<tr>
<td>“Although David does not always go along with Sue, they have been close friends for years.”</td>
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<td>“It is often difficult to get along with people who think they know everything best.”</td>
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<tr>
<td>What’s Vieh in English?</td>
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<td>What’s ”outlandish” in German?</td>
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<tr>
<td>Translate this sentence into English.</td>
<td></td>
<td>Translate this sentence into German.</td>
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<tr>
<td>Große Bauernhöfe haben oft mehrere hundert Stück Vieh.</td>
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<td>“This interior designer is known for his outlandish lighting systems.”</td>
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<th>Abbreviation</th>
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<tr>
<td>What does ”EMS” stand for?</td>
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<td>What does ”EGM” stand for?</td>
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<tr>
<td>“Fortunately, the EMS arrived ten minutes after he had called them.”</td>
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<td>“Shareholders will learn details about the takeover at the EGM next month.”</td>
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<tr>
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<td>How do you pronounce these words?</td>
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<td>How do you pronounce these words?</td>
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<tr>
<td>“More and more people no longer use cash, even to pay small amounts. They prefer the use of credit or debit cards instead.”</td>
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<td>“She bought the robotic lawn mower that was presented at the trade show as a present for her elderly parents.”</td>
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<td><strong>EGM</strong></td>
<td>is short for &quot;extraordinary general meeting&quot;. Such a meeting is called if urgent matters need to be discussed that cannot wait until the next annual general meeting (AGM).</td>
<td>EGM = außerordentliche Hauptversammlung (AHV)</td>
<td></td>
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<tr>
<td><strong>EMS</strong></td>
<td>is the abbreviation for &quot;emergency medical service(s)&quot;, also known as &quot;ambulance service(s)&quot; or &quot;paramedic service(s)&quot;. The EMS provides urgent medical assistance in the case of an accident or illness.</td>
<td>EMS = ärztlicher Notdienst; Rettungsdienst</td>
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<td>Dieser Innenarchitekt ist für seine ausgefallenen Beleuchtungssysteme bekannt.</td>
<td>Don’t say ausländisch here. This is translated as &quot;foreign&quot;. The English word &quot;outlandish&quot; is used to describe something that is very unusual or bizarre.</td>
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<tr>
<td>If you <strong>get along (well) with someone</strong>, you have no problems dealing with them. In British English, you can also say &quot;get on with someone&quot;. <strong>get along/on (well) with sb.</strong> = mit jmdm. (gut) aus-, zurechtkommen</td>
<td>The literal meaning of <strong>go along with someone</strong> is &quot;accompany someone&quot;. Here, however, the phrase is used figuratively and means &quot;agree with someone&quot; or &quot;have the same opinion as someone&quot;. <strong>go along with sb.</strong> = jmdn. begleiten; sich mit jmdm. einig sein, mit jmdm. der gleichen Meinung sein</td>
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</tr>
<tr>
<td><strong>Present</strong></td>
<td>= Geschenk</td>
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<tr>
<td><strong>Use</strong></td>
<td>is a verb and is pronounced [ju:z]. In the second sentence, it is noun, and the pronunciation is [ju:s].</td>
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“Used to”, “be used to” and “would”

EXPLANATIONS
Past habits and past states
For things that you did regularly in the past, but not any more (past habits), and for things that were true in the past, but not any more (past states), you can use “used to” + infinitive:
- I used to share the office with two colleagues.
- The three of us used to have so much fun.

The “d” in “used to” is dropped in negative statements and questions:
- We didn’t use to have computers.
- Did you use to work full-time?

For past habits, but not for past states, you can also use “would” + infinitive. “Would” can be shortened to “’d”:
- We ’d go to the park for a sandwich and a stroll.
- Sometimes, our boyfriends would join us.

The form “would” + infinitive is often used with time expressions, such as “sometimes”, “often”, “in those days”, “when we were young”, etc.:
- Sometimes, our boyfriends would join us.

Note that “would” + infinitive is not normally used in negative statements or in questions.

Remember: don’t use “used to” or “would” for single actions or events in the past. Instead, use the past simple:
- I didn’t switch to part-time until a few years ago.

Present habits and present states
Don’t confuse “used to” + infinitive with “be used to” + “-ing” verb form. If you “are used to doing something”, you already do something regularly or you live with it, so it is normal for you:
- I’m used to working on my own.
- She’s used to living in town.

If you “get used to doing something”, you could become familiar with it, because you will do it regularly or you will live with it:
- I don’t know if I’ll ever get used to not working.
- Do you think you’ll get used to living in town?

Exercise: Get used to it!
Underline the correct options. In one sentence, both are correct.
A. Our boss used to / would be a heavy smoker, but fortunately, he quit.
B. Back then, we used to / would send urgent letters by fax, but now we use email.
C. We didn’t use to have / weren’t used to having computers back in the 1970s.
D. Using a computer was difficult at first, but I quickly was / got used to it.

Answers
- Break [break] → hier: Pause
- Cramped [krämpt] → beengt
- Drop sth. [drop] → hier: etw weglassen
- Quit (sth.) [kwIt] → (mit etw.) aufhören
- Stroll [strEUl] → Spaziergang
- Those were the days [)DEUz w§: DE (deIz] → das waren noch Zeiten

After working as a secretary for nearly 50 years, Susan is about to retire. Her younger colleague Polly is taking over.

Susan: So, this is the office. In the early days, I used to share it with two colleagues. There was far more staff, of course, because we didn’t use to have computers. You’ll have the office all to yourself. I hope you won’t feel lonely.

Polly: Oh, I don’t think so. I’m used to working on my own. And anyway, there’s not really enough room for another desk, is there?

Susan: No, I suppose not. We didn’t mind the cramped conditions though. The three of us used to have so much fun. Every lunch break, we’d go to the park for a sandwich and a stroll, and sometimes, our boyfriends would join us. Ah, those were the days!

Polly: Did you use to work full-time?

Susan: Yes, 48 hours a week. Can you believe it? I didn’t switch to part-time until a few years ago. I don’t know if I’ll ever get used to not working.
A volatile situation

Unbeständigkeit ist ein wesentliches Merkmal des Finanzmarktes und wird nicht von allen als negativ betrachtet. IAN MCMASTER erklärt den Grund.

Let’s do a simple thought experiment. Imagine you have a monthly salary of €3,000 gross. This means that, ignoring any special payments, you are paid €36,000 over the year.

Now, imagine that, instead of having the same salary each month, you are given the option of having a monthly salary that varies between €0 and €6,000 — and you never know in advance what you will earn each month. But over the year as a whole, you are still guaranteed to earn €36,000.

Which option would you choose? Most people would go for the constant salary, even though the annual salary is the same in both cases. They would prefer the certainty of knowing what they will earn each month — not least because they almost certainly have fixed monthly outgoings — to the monthly (though not annual) uncertainty and the potential salary fluctuations.

If we go further with this thought experiment and remove both the limits within which the salary can fluctuate and the annual guarantee — your annual salary could be higher or lower than €36,000 — the uncertainty increases further. Only those who really like taking risks would go for the variable and potentially highly volatile option rather than the fixed payments.

Something — or someone — that is “volatile” is likely to change quickly and unpredictably, often in a way that is seen as negative. So “volatility” is simply the tendency to change quickly and unpredictably.

Volatility is a key factor in economic life, not least in the stock, bond and currency markets. Here, it refers to the actual — or expected — swings in asset prices within a particular time period.

A number of indexes attempt to measure such volatility. One of the best known is the Volatility Index, or VIX, created by the Chicago Board Options Exchange (Cboe). This index measures the market’s expectation of volatility over the next 30 days of the S&P 500 index, or SPX, a key US stock market index. As the website Investopedia says, the index “provides a measure of market risk and investors’ sentiments”. It is also known as the “fear gauge” or “fear index” and is analysed by portfolio managers before taking investment decisions.

Since the crisis of 2007–08, the financial world has experienced a period of relatively low volatility. There have, however, been periodic spikes in the VIX, sparked recently, for example, by the uncertainty over the trade dispute between the US and China.

Although most of us regard volatility — both in asset prices and people — as negative, this view is not universally shared. When asset prices change rapidly, this creates investment opportunities for traders to buy and sell assets instantaneously and thereby make enormous profits in a short period of time.

On the other hand, long periods of low volatility can also be dangerous, as they encourage investors to take excessive risks, which, in turn, can cause the next financial crisis.
Good morning, Morris! Hi, Tracey!” said Dr. Haverstein with a smile as she entered the room and sat down next to Morris’s hospital bed. “I’m Dr. Rachel Haverstein, Morris. I expect Tracey warned you I’d be visiting. How are you doing?”

Morris looked thoughtfully at his right leg, covered in plaster and hanging above the bed in a complicated traction system. “Not that cool, Dr. Haverstein,” he said finally. “My leg is broken in two places, my apartment burned down, and, after crashing the company servers, I’m not sure if I still have my job at Amazoogle.”

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

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

“Like what?” Dr. Haverstein asked.

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

“I went back to college after Thanksgiving with some brownies my mom had baked. I walked into our room one day and caught him eating one. He was totally apologetic for taking some without asking me, but he said they smelled so good that he couldn’t resist. I said it was OK.”

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

“Ahh!”

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

“Did you tell him why he’d gone so wild?”

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

“So, why are you telling me?”

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

“…help him lighten up, got it! How, though?”

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

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

“LISTEN, guys,” said Chip as they leaned on the rail of Morris’s balcony that evening. “I’m sorry for being so difficult last night.”

“No problem,” said Tracey. “Forgive and forget.”

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

“He may need a little fine-tuning,” said Morris as Chip disappeared.
“But a definite improvement,” added Tracey. “Oh, by the way, Morris,” said Chip, “tech support called to say there’s some unusual activity on the Amanuensis servers and you should give them a call. I told them you’d be too busy trying to get Miss Tracey into…”

“Chip! When was this?”

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

Morris and Tracey looked at each other. “I think he’s high,” said Tracey.

“Oh, man! How did that happen?” asked Morris. “And what’s with the servers? We’d better find out you ever realized that ‘star’ spelled backwards is ‘toppled over the balcony and fell onto the ground Morris on the back of his head. With a loud cry, he fell. Then he spent the entire trip home complaining. ‘Everything I’ve done for you … all my sacrifices … no consideration … what have I done to deserve this?’ I started arguing and forgot I’d turned the autopilot off and that I was supposed to be steering. So, when we came to a curve, instead of turning, we went straight into the water…”

***

Tracey stayed a while after Dr. Haverstein had gone. “Mom, call the fire department now! This is not a drill!”

Dr. Haverstein asked. "Mom, call the fire department now! This is not a drill!"

"Meaning every Amanuensis bot got high and that crashed the server?", asked Dr. Haverstein. They nodded.

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

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

***

Exercise: Differences of opinion

Did our short story inspire you to think about how trying to change someone else’s behaviour can end badly? Here are some questions you might want to answer.

A. What other differences of opinion do you think Morris and Chris may have had?

B. What is “spring break” in the US?

C. If you were the HR director of Amazoogle, would you fire Morris and Tracey? Why? Why not?

Answers

A. Differences of opinion

B. What is “spring break” in the US?

C. If you were the HR director of Amazoogle, would you fire Morris and Tracey? Why? Why not?
Massage at work

When Sie bei Rückenschmerzen oder Verspannungen an Nacken und Schultern keine Massagepraxis aufsuchen können, kommt der Masseur eben zu Ihnen an den Arbeitsplatz. Englische Begriffe dazu finden Sie hier.

Exercise: What a pain!

Complete each of these common health problems with the best word from the list below.

ache | pulled | stiff | tennis | throbbing | twisted

1. My feet ________________ because I’ve been standing all day.
2. That last presentation has given me a(n) ________________ headache.
3. My shoulders feel really ________________ after four hours at the PC.
4. I need a new mouse. This one’s given me ________________ elbow.
5. Ow! I think I ________________ a muscle lifting those files.
6. I fell over the cables and ________________ my ankle.

Studies have shown that massage can reduce major stress hormones such as cortisol, which is linked to high blood pressure, and increase serotonin, which relaxes stress and makes us feel happier. Having a longer, relaxing massage — perhaps in a calm environment with aromatherapy oils — the evening before a presentation or important meeting can help you sleep better and leave you feeling refreshed and ready to deal with the next day’s tasks.

So, next time you feel like your work situation is getting to be too much for you, instead of reaching for cigarettes or coffee, consider getting a massage. And if you don’t think you have time for a massage, then you definitely need one!

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So, next time you feel like your work situation is getting to be too much for you, instead of reaching for cigarettes or coffee, consider getting a massage. And if you don’t think you have time for a massage, then you definitely need one!
Useful vocabulary

Expand your vocabulary with these terms relating to workplace massage.

**TYPES OF MASSAGE**

- Acupressure ['ækjʊpre:s] - Acupressure
- Ayurvedic massage [ə'vɜːrdɪk 'məsərɪdʒ] - Ayurveda-Massage
- Chair massage ['tʃeər 'məsərɪdʒ] - Stuhlmassage
- Deep-tissue massage [dɪp ˈtɪzər 'məsərɪdʒ] - Tieffugewebmassage
- Foot reflexology ['fʊt, rifliˈɡepl] - Fußreflexzonen-massage
- Full-body massage [fʊlˈbɒdi 'məsərɪdʒ] - Ganzkörpermassage
- Hawaiian massage ['hæwənɪən 'məsərɪdʒ] - Hawai-Massage
- Overclothing massage ['əʊvəklɪtɪŋ 'məsərɪdʒ] - Overbein-massage
- Seated massage ['siːtɪd 'məsərɪdʒ] - Gefahrbein-massage
- Thai massage ['θaɪ 'məsərɪdʒ] - Thai-Massage

**VERBS**

- Calm down [ˈkæm dəʊn] - sich beruhigen
- Energize sth. ['ɛŋərˌzaɪz] - etw. anregen, energetisieren
- Flow ([fɔʊl]) - fließen
- Let go [let ˈgoʊ] - loslassen
- Release sth. ['reɪsl] - etw. freigeben
- Pull a muscle ['pʊl ə ˈmʌskl] - einen Muskel zerrn
- Relax (sth.) ['rəlaks] - sich entspannen
- Sit up ['sɪt ʌp] - sich aufsetzen
- Stimulate the metabolism ['stɪmljuət ə di ˈmɑːtəboʊlɪzəm] - den Stoffwechsel anregen
- Stretch (sth.) [streθ] - sich dehnen; etw. dehnen, strecken
- Tear a muscle ['tiər ə ˈmʌskl] - einen Muskelfaser erleiden
- Turn over ['tɜːn əv] - sich umdrehen
- Twist one’s ankle ['twɪst ən ənkl] - sich den Knöchel verstauchen, sich den Fuß vertreten

**THE BODY**

- Ankle ['æŋkl] - Fußknochel
- Blood pressure ['blʌd prɛsə] - Blutdruck
- Bone ['bɔ:n] - Knochen
- Cartilage ['kɑːtɪdʒ] - Knorpel
- Connective tissue ['kənˈtɪniv tʃɪzl] - Bindegewebe
- Elbow ['ɛlbʊ] - Ell(en)bogen
- Fascia ['fæsɪə] - Fascie
- Hip ['hɪp] - Hüfte
- Jaw ['dʒɔɪ] - Kieler
- Joint ('dʒɔɪnt] - Gelenk
- Metabolism ['mɛtəboʊlɪzm] - Stoffwechsel
- Muscle ['mʌskl] - Muskel
- Musculoskeletal system ['mjuːskəuloskətəl ˈsɪstəm] - Muskel-Knochen-System, Bewegungsapparat
- Neck ['nek] - Nacken
- Palm ['pælm] - Handfläche
- Rib cage ['rɪb kæʤ] - Brustkorb
- Scalp ['skælp] - Kopfhaut
- Shoulder ['ˈʃɔʊldər] - Schulter
- Skeleton ['ˈskeɪlətən] - Skelett
- Sole of the foot ['sɔʊl əv də ˈfʊt] - Fußsohle
- Spine ['sprain] - Wirbel säule
- Tendon ['tɛndən] - Sehne
- Tissue ['tɪʃəs] - Gewebe
- Vertebral (pl. vertebrae) ['vɜːtəbrə 'vɜːtəbrəz] - Wirbel

**EQUIPMENT & TOOLS**

- Adjustable massage table [ədˈzæljəbl ˈməsərɪdʒ] - verstellbarer Massagetisch
- Base oil ['beɪs ˈɔɪl] - Basisöl
- Blanket ['blander] - Decke
- Disposable cloth [daɪˈspəʊzəbl] - Einmaltuch
- Essential oil ['ɛsənʃəl ˈɔɪl] - ätherisches Öl
- Foldable massage chair [ˈfɔldəbl ˈməsərɪdʒ] - zusammenklappbarer Massagestuhl
- Footstool ['fʊtstʊl] - Fußhocker, -bank
- Oil-resistant sheet [ˌɔɪl ˈrɪzɪstənt] - glattzweckende Tuchauflage
- Portable massage chair [ˈpɔːrtəbl ˌməsərɪdʒ] - tragbarer (klappbarer) Massagestuhl
- Practice room [ˈpræktɪks rʊm] - Behandlungsräum
- Sheet ['ʃiːt] - Tuchauflage

**REASONS FOR A MASSAGE**

- Accident ['ækʃənsdənt] - Unfall
- Anxiety ['ænɪstəri] - Angstlichkeit
- Bad posture ['bæd ˈpɔːstɪ] - schlechte Körperhaltung
- High blood pressure ['hɑː ˈblʌd prɛsə] - Bluthochdruck
- Injury ['ɪndʒəri] - Verletzung
- One-sided strain ['wʌn ˈsʌɪdn strɛn] - einseitige Belastung
- Overstrengthening ['əʊvərstrɛŋθ] - Überforderung
- Repetitive strain injury (RSI) [rɪpətrɪs 'streɪn ˈɪnjəri] - RSI-Syndrom (chronische Beschwerden durch einseitige Belastung)
- Scar tissue ['skaːr ˈtʃɪːə] - Narbengewebe

**FOR MORE INFORMATION**

Interview with a workplace massage therapist: www.thriveglobal.com/stories/17459-chair-massage-in-the-workplace

Stress statistics for the US: www.stress.org/stress-research

Useful relaxation techniques: www.helpguide.org/articles/stress/relaxation-techniques-for-stress-relief.htm

You can practise your vocabulary at www.business-spotlight.de/vocabulary
Taking a minicab

Oft bleibt einem nur das Taxi, um rechtzeitig zum Flughafen zu gelangen. Lesen Sie in diesen Dialogen, wie es auf Englisch vorzubestellen ist.

**Talking to the driver**

**Dieter:** The traffic seems very heavy.

**Driver:** It’s always bad at this time — rush hour.

**Dieter:** I have relatives in Frankfurt — a cousin and his family. I like the city. I can imagine it’s not a bad place to live.

**Driver:** It’s fine, but I prefer to live in the countryside and drive to work.

**Dieter:** Then you should be grateful that you don’t drive in traffic like this every day!

**Paying and booking the return**

**Driver:** Here we are. This is terminal 2. And we’re right on our ETA.

**Dieter:** Perfect timing. How much do I owe you?

**Driver:** The fixed rate is £50.

**Dieter:** Here’s £55. Could I get a written receipt, please?

**Driver:** Certainly. And thanks.

**Dieter:** I’m coming back again next Wednesday. Could you pick me up?

**Driver:** Sure. I’ll make a note of the details and tell Omar. But it would be good if you could send him a mail to confirm. Here’s our business card. It’s got our email address on it.

**Dieter:** Thanks for a good, safe journey. I’ll probably see you next week.
## Vocabulary trainer

Use our Key Words list to learn vocabulary from this issue of Business Spotlight. The definitions will help you understand the words — and build your vocabulary.

### Nouns and Noun Phrases

<table>
<thead>
<tr>
<th>English</th>
<th>German</th>
</tr>
</thead>
<tbody>
<tr>
<td>carry-on case</td>
<td>Kabinenkoffer</td>
</tr>
<tr>
<td>chopsticks</td>
<td>(Ess-)Stäbchen</td>
</tr>
<tr>
<td>circuit board</td>
<td>Platine</td>
</tr>
<tr>
<td>go-between</td>
<td>Mittler(in)</td>
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<tr>
<td>mic</td>
<td>Mikro</td>
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<tr>
<td>mint</td>
<td>Münzprägeanstalt</td>
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<tr>
<td>tender</td>
<td>Ausschreibung</td>
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<tr>
<td>travel bug</td>
<td>Reisefieber, -lust</td>
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</table>

### Verbs and Verb Phrases

<table>
<thead>
<tr>
<th>English</th>
<th>German</th>
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<tbody>
<tr>
<td>aspire to sth.</td>
<td>nach etw. streben</td>
</tr>
<tr>
<td>beg sb.</td>
<td>jmdn. (inständig) bitten</td>
</tr>
<tr>
<td>boss sb.</td>
<td>jmdn. gängeln</td>
</tr>
<tr>
<td>outperform sb.</td>
<td>jmdn. (an Leistung) übertreffen</td>
</tr>
<tr>
<td>plague sb.</td>
<td>jmdn. plagen</td>
</tr>
<tr>
<td>resonate with sb.</td>
<td>bei jmdn. Anklang finden</td>
</tr>
<tr>
<td>stockpile sth.</td>
<td>etw. horten, ansammeln</td>
</tr>
<tr>
<td>subsidize sth.</td>
<td>etw. subventionieren</td>
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### Adjectives and Adverbs

<table>
<thead>
<tr>
<th>English</th>
<th>German</th>
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</thead>
<tbody>
<tr>
<td>blurry</td>
<td>verschwommen, unscharf</td>
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<tr>
<td>gloomily</td>
<td>niedergeschlagen</td>
</tr>
<tr>
<td>impaired</td>
<td>beeinträchtigt</td>
</tr>
<tr>
<td>inevitably</td>
<td>zwangsläufig</td>
</tr>
<tr>
<td>prudent</td>
<td>unsichtig</td>
</tr>
<tr>
<td>reprehensible</td>
<td>verwerflich</td>
</tr>
<tr>
<td>risk-averse</td>
<td>risikoscheu</td>
</tr>
<tr>
<td>seedless</td>
<td>kernlos</td>
</tr>
</tbody>
</table>

### Idioms and Expressions

<table>
<thead>
<tr>
<th>English</th>
<th>German</th>
</tr>
</thead>
<tbody>
<tr>
<td>a penny for your thoughts</td>
<td>ich würde zu gern wissen, was du gerade denkst</td>
</tr>
<tr>
<td>be down to sb.</td>
<td>an jmdm. liegen</td>
</tr>
<tr>
<td>be gone for good</td>
<td>endgültig verschwunden sein</td>
</tr>
<tr>
<td>be self-sustaining</td>
<td>sich selbst tragen</td>
</tr>
<tr>
<td>come under fire</td>
<td>unter Beschuss geraten</td>
</tr>
<tr>
<td>get one’s way</td>
<td>seinen Willen bekommen</td>
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</table>

Photographer Todd McLellan says he was “kind of a weird kid”. As an eight-year-old, the Canadian had a workbench in his bedroom, where he would use a hammer, a soldering iron and an oscilloscope to tinker around with household objects.

He particularly enjoyed taking apart his brother’s toy cars to try to see what was inside. “I thought the little seats were so cool,” he says now. “But it was so disappointing there were no pedals or steering wheel. I was like, ‘What? Is that it?’”

McLellan rarely experiences the same disappointment now. For the past decade, the 42-year-old has been taking apart everyday objects, carefully aligning their components, and photographing the
The man who looks inside
Wiens, co-founder of iFixit, a free online repair community that teaches users how to fix products.

"To the unquestioning and indifferent among us, advancing technology inevitably becomes more and more like magic," Wiens writes. "What happens when we do not know how things work? We are cut off, trapped in a modern wasteland where we can only try to solve problems with our credit cards rather than with our hands and brains." For his own part, McLellan says repairing the Amazon Echo was actually quite easy.

Increasingly complicated
Yet you’d be forgiven for being overwhelmed at the idea of repairing the modern technology pictured in McLellan’s book. How could the average person hope to repair a digital SLR camera (580 tiny pieces)? McLellan admits that things have become infinitely more complicated over the past decade.

"When I was taking apart a product [for the first book], I could understand how it worked. I’d press a button and you’d see it move a mechanism," he says. With the new book, he was exposed to “minuscule transistors, resistors and capacitors” that he couldn’t remove without them “looking like dust” on camera.

Still, McLellan argues, just as tech has evolved, so has our ability to fix it. "I think most people should give it a shot," he says. "People are evolving to learn how to repair things. The knowledge is opening up and there are companies, like circuit board recycling places, that there weren’t capa-

capacitor kapa'rasita] = Kondensator

circuit board [kaskit bO:d] = Platte

fix sth. [fiks] = etw. reparieren

flip clock radio [flIp klQk (reIdiEU] = Klappzahlenradiowecker

gadget [’gædʒIt] = Gerät

give sth. a shot [’gIv E (SQt] = etw. ausprobieren

invariably [in’evEarbil] = zwangsläufig

inner workings [’I:nEr ’wa:kInz] = Innenleben

manual [’mEnju:zIt] = Leitfaden

minuscule [’ma:nju:skju:l] = winzig

overwhelmed [’oerverEml] = überfordert

rotary telephone [’rotEri (telIfEUn] = Wählscheibentelefon

schedule sth. [’sEdju:l] = etw. einplanen

take sth. for granted [’teIk fE (grA:ntId] = etw. als selbstverstän-
dlich betrachten

tape [teIp] = Klebeband

tear down manual for modern living" the artist photographs the components of a digital camera, an Amazon Echo speaker, a laptop, a 3D printer and, of course, a smartphone.

Internal realities
The effect is as surprising as ever. The 1,465 parts of a 1960s accordion contrast with the unexpected simplicity of Amazon’s 2014 home speaker, which has just 50 components (the same number as a 2006 Apple computer mouse). McLellan makes the invisible visible, exposing the internal realities of the everyday tech that we take for granted. Who knew there was tape inside an iPad?

Yet despite the book’s title, Things Come Apart 2.0 is as much about putting things back together as it is about pulling them apart.

“When the first book came out, the idea of repair technology was very new,” McLellan says. “There weren’t many people doing it. Now, people seem to want to get back to understanding and repairing what you have, which has been great.” The book includes an essay by Kyle

The 42-year-old takes apart everyday objects and photographs the results

Results. “Some of them, I think there’s going to be nothing to it, and I schedule two, three hours of my day to take them apart,” he says. “And then I get started, and it’s like, ‘Oh, no. So many pieces.’”

In his 2013 book, Things Come Apart, McLellan focused on older gadgets — showing the inner workings of rotary telephones, mechanical pencils, typewriters and flip clock radios. In 2019, he has moved from the mechanical to the digital. In Things Come Apart 2.0, “a tear-down manual for modern living”, the artist photographs the components of a digital camera, an Amazon Echo speaker, a laptop, a 3D printer and, of course, a smartphone.

The 42-year-old takes apart everyday objects and photographs the results

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A 2012 Sony digital SLR camera (580 components)
before. There are clinics where you can repair screens and exchange certain components.” McLellan’s photographs help make the impossible seem possible: surprisingly, a 1970s toaster has more parts than a 2013 virtual-reality headset.

McLellan’s favourite object to take apart was a 1985 cassette tape (24 parts). “Visually, that one is the coolest for me,” he says. “And I think that’s why a lot of the images resonate with people, [it’s] the nostalgia value.” Yet while anyone born before the year 2000 has probably taken apart a cassette themselves (usually in frustration, after the old pencil rewinding trick failed), not many of us have tried it with modern tech. Will we feel the same nostalgia for our smartphones as for our tapes?

“There’s not a lot of physical attachment to things,” McLellan comments. “With a phone, maybe it’s about an app. If you saw a picture of an app you remember, that might affect you more. I don’t know if people will have the same feeling in 20 years about an Apple iPhone.”

Perhaps not, but perhaps — if the repair revolution succeeds — we will. McLellan is quick to note that comparing mechanical and electronic devices is often a specious exercise. By romanticizing the mechanical — claiming it is better built, or built to last — we might ignore the real value of our current tech.

Asked what the one message is that he wants readers to take from his book, McLellan’s answer is simple. “I think it’s about understanding your everyday life,” he says. He pauses, then laughs. “Or at least thinking about it.”
A 1999 Sega games console (326 components)
Here’s one person who won’t be playing Fortnite: Archie Harrison Mountbatten-Windsor. “The game shouldn’t be allowed,” said Prince Harry, his father, back in April. Why? “It’s created to addict, an addiction to keep you in front of a computer for as long as possible,” the Duke of Sussex added.

Fortnite is a global gaming phenomenon with more than 250 million registered players. It’s successful because it’s free to download and can be played on every gaming and computing platform. That’s important because we live in a world of platforms now.

Then, there are networks. You can play Fortnite alone, but most people play as part of a four-person group or a 20-member team, either with friends or with people they don’t know. That’s important, too, because we live in a world of networks.

The most skilled Fortnite player in the world today is Richard Tyler Blevins, from Detroit, who’s better known by his online name, Ninja. Now, I’m sure you’ll find the next two statistics hard to believe, but they’re true: Ninja makes more than $500,000 (€447,000) a month playing Fortnite on the video-streaming social network Twitch. And, in March, Reuters reported that Ninja was paid $1 million by Electronic Arts to promote the Apex Legends game.

Yes, it all sounds crazy, and maybe it is, but 250 million people, which is more than the combined populations of Germany and Japan, play Fortnite.

So, can the success of Fortnite teach us anything about the changing world of work and play? Perhaps. Let’s consider skills and networks.

Like the footballer Lionel Messi or the singer Ariana Grande, Ninja’s success is a
result of years of practising, performing and learning new skills. In the same way that Ninja had to upgrade his skills for Fortnite, our careers now require many of us to continually develop new skills to stay competitive.

Workers and jobseekers must also understand the art of managing and scaling their real-world and digital networks. If you’re looking for a job that best suits your skill set, Xing and LinkedIn can help. Both networks allow you to see which skills are in demand. As I write this, a company in Vienna is looking for a “Product Manager — Social Gaming” and a company in Munich is hiring an “E-sports and Alliance Manager Gaming”.

Quick question: what’s the difference between “gaming” and “e-sports”? Gaming means “playing games”, while e-sports is a shortened form of “electronic sports” and refers to individual and team-based competitive (video) gaming competitions held on multiplayer platforms. Both terms will be used when describing the Fortnite World Cup, which takes place in New York from 26 to 28 July. There’s a total of $30 million to play for, including $3 million for the champion.

Parents should note that participants of the Fortnite World Cup must be at least 13 years old. If the Duke of Sussex has his way, Archie Mountbatten-Windsor will never become an e-sports Messi. But his mother, Meghan Markle, who has her own opinions, might give the boy a phone some day when Harry isn’t looking and he might grow up to be the king of gaming.

For non-royal children and their parents, gaming and e-sports will soon be a serious business. Along with the prospect of interesting jobs, there’s always the chance that little Jack or Jill could be the next Ninja.

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“For non-royal children, gaming and e-sports will soon be a serious business”

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**KEY TERMS AND DEVELOPMENTS**

**FUTURE-PROOFING**

“Future-proofing” is the strategy of preparing for the future by developing solutions and systems to minimize disruption. Planning for climate change is one example. Very few things are truly future-proof, however. Cloud computing is sometimes said to be a future-proof industry but while it gives the appearance of being both dynamic and stable, the reality is that teams of developers must work 24/7 to make sure the cloud is constantly secure — even if the end user never notices the updates. Being future-proof in any field depends on technology, a constant cycle of change is the new normal. Trying to make sure that a mousetrap is future-proof is practically impossible, because it’s sure to be replaced as soon as someone creates a better version.

**VR FOR STEM**

The Copenhagen-based start-up Labster builds virtual-reality laboratories for students of STEM — science, technology, engineering and mathematics. More than 150 universities and schools around the world use Labster’s VR labs, putting the software in the hands of 200,000 students, many of whom would otherwise never have access to expensive, high-tech labs for experiments in biology, chemistry, physics and engineering. The key is the company’s algorithms. “We combine these with gamification elements such as an immersive 3D universe, storytelling and a scoring system which stimulates students’ natural curiosity and highlights the connection between science and the real world,” Labster says. www.labster.com

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**THE NEXT BIG THING**

Technology pundits often use the expression “the next big thing” when writing and talking about the latest trend or fad. When Harald Zapp decided to create an incubator for Internet of Things (IoT) and blockchain services in Berlin in 2016, he needed a name for it, so he called the business Next Big Thing. Zapp gets big things done and last year, he sold his IoT start-up Relayr to Munich Re for €300 million. So, what kind of jobs does Next Big Thing offer? “Venture Developer — Business (m/f/x)”, for example. This is a job for someone “who enjoys and excels at creating companies at the forefront of digital innovation”. The “(m/f/x)”, by the way, means “male, female or intersex”. www.nextbigthing.ag

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**EAMONN FITZGERALD**

He uses social media to build relationships for organizations.
Contact: eamonn@eamonn.com

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**note (sth.) [naut]**

> hier: (etw.) beachten

**scale sth. [skeilv]**

> etw. skaliieren; hier: einordnen

**skill set** [skil set]

> Fähigkeiten

**way: have one’s** [wei] > sich durchsetzen

---

**access** [‘akses] = Zugang

**at the forefront** [‘æt ðə ‘fɔ:frnt]

> an der Spitze

**disruption** [dɪs(rɪˈpɜːrʃən]

> hier etwa: Beeinträch-

tigung durch Innovation

**engineering** [ˈendʒɪnərɪŋ]

> Ingenieurwesen

**excel at sth.** [ɪksˈkɛl æt]

> in etw. sehr gut sein

**fad** [fæd]

> Modeerscheinung

**future-proof (sth.)** [ˈfjuːtʃə prəf]

> (etw.) zukunftsfähig; auch: Leistungs-

glanz, Wettbewerbsfähigkeit

**gamification** [ˌɡeɪmɪfɪˈkeɪʃən]

> Gamifizierung

**highlight sth.** [ˈhaɪliət]

> etw. hervorheben

**incubator** [ɪnˈkʌbətər]

> hier: Zentrum, (Innova-

tions-)Schmiede

**industry** [ˈɪndəstri]

> hier: Branche

**lab** [læb] flml.

> Labor

**mousetrap** [ˈmaʊstræp]

> Mausefalle

**pundit** [ˈpʊndɪt]

> Experte/Expertin

**scoring** [ˈskɔːrɪŋ]

> Spielergebnis

**stable** [ˈsteɪbl]

> stabil, hier: sicher

**venture** [ˈventər]

> Projekt
Armed with medical advances and a healthy lifestyle, we’re living longer than ever before: global life expectancy at birth was 72 years in 2016, according to the World Health Organization. Indeed, human life expectancy in developed countries is increasing by some two years per decade.

So just how long could the average person live in future? Rudi Westendorp is a professor of medicine of old age at the Health and Medical Sciences Faculty of the University of Copenhagen and co-author of A Guide to Growing Older. Westendorp expects millennials in rich nations to be the first generation to become centenarians as the norm. In fact, in his opinion, the first person to live to the age of 135 is probably being born about now.

Increasing longevity is changing the face of retirement. In the past, retirement didn’t exist because people died before they had the chance to give up work. In today’s Western world, we enjoy the luxury of better health, and can retire at an age that allows us to enjoy many post-retirement years.

This means that we need to start approaching retirement differently. Retirement shouldn’t mark the beginning of the end, but rather the start of a new era, and possibly even the best years of your life. After all, retirees’ residual lifespan will average another two decades.

Mit steigender Lebenserwartung gibt es nicht nur mehr Rentner und Rentnerinnen, es erhöht sich auch die Dauer des Ruhestands. Umso wichtiger ist es, rechtzeitig darüber nachzudenken, wie man diesen Lebensabschnitt gestalten möchte. LOIS HOYAL informiert.

**Retirement planning tips from retirees**

- Monitor your investments before you retire
- Talk with your spouse or partner about retirement spending
- Focus on physical health
- Create a budget and follow it
- Hire an investment expert
- Control travel expenses in retirement
- Pay off your mortgage
- Work additional years to cushion your nest egg

Source: Nationwide Building Society (www.nationwide.co.uk)
LIFE BEGINS AT 60
The joy of work
Not everyone likes the idea of putting their feet up when they reach retirement age. Since compulsory retirement was abolished in the UK in 2011, almost 300,000 more people over the age of 65 have been in employment, according to labour market statistics from the Office for National Statistics (ONS). The ONS expects an additional 4.5 million people over 50 to work over the next decade.

Many continue to work for either financial or emotional reward. After all, continuing to use your grey matter can conquer loneliness, social isolation, poverty and dementia. Few people benefit from going cold turkey and making the transition from working five days a week to sudden-from going cold turkey and making the transition from working five days a week to sudden-

from going cold turkey and making the transition from working five days a week to sudden-transition from working five days a week to sudden-

-transition from working five days a week to sudden-

retirement was abolished in the UK in 2011, almost retirement was abolished in the UK in 2011, almost — I didn’t need to give up work for health reasons, — I didn’t need to give up work for health reasons, so after I passed my state pension age. I continued so after I passed my state pension age. I continued to top up my retirement pot by moving to part-time work in exactly the same role.”

Don’t be ageist
Society in general needs to realize the potential of older people and start investing in them. The German car industry has already understood this, says gerontologist Westendorp. Panicking because of a shortage in the labour force, the automotive industry has invested in plants specifically designed for older workers.

So, how should you best prepare for retirement? First, you need to organize your social life, particularly if you don’t have close family or childcare responsibilities as a grandparent. But re-establishing a social network once you’re out of the workplace can be exhausting, which is why building up a strong social life and hobbies before you retire is a good idea.

 Prepare yourself financially and emotionally for the worst-case scenario
and maintain the lifestyle that I wanted to lead, travelling the world and regularly visiting my children and grandchildren who live in Bangkok and London,” she told Rest Less. “I consider myself 60 years young and I didn’t need to give up work for health reasons, so after I passed my state pension age. I continued to top up my retirement pot by moving to part-time work in exactly the same role.”

Codes and rails
For Dr Peter Jarvis, 86, retirement has been a very rewarding time, which has allowed him to renovate both the wartime home of the British codebreakers and a railway.

Jarvis retired “for the first time” from his role as a general practitioner in 1992. Born in Wales, he was a member of the Welsh national archaeological society and was told by the society’s general secretary to “keep your eyes and ears open” about something unusual near his former workplace of Milton Keynes. Eventually, it became public that Bletchley Park, a nearby 19th-century mansion and estate, was once the top-secret central site of British and Allied codebreakers during the Second World War.

Jarvis became a founder trustee of Bletchley Park’s independent charity and was instrumental in its initial restoration. “My wife, Sue, and a friend manned the office and, with another friend, I took people on tours of the place. It became very popular. Now it’s getting a quarter of a million visitors every year!”

Not stopping at that, Jarvis also renovated Ffestiniog Railway, a narrow-gauge railway and tourist attraction in Snowdonia, North Wales. Ffestiniog, the oldest railway company in the world, had always held a fascination for Jarvis. “I have been interested in Ffestiniog Railway since I was seven. We were evacuated to North Wales from Liverpool during the war and when I arrived by train there were notices about a ‘toy’ railway. I knew it must be special.”

The railway closed in 1946 and lay derelict until 1954. In 1958, Jarvis started working on it at weekends. When he retired at the age of 60, he raised funds and helped manage the railway’s renovation. He even helped build a section. “We set about building a 25-mile (40-kilometre) branch line from Caernarfon over the mountains to Porthmadog. We got in civil engineering contractors to build the bridges and earthwork but reserved for ourselves the pleasure of laying the track. I became a competent plate layer. By the time I was 75, I was a lot fitter than when I was 60!”

FOTO: Lukasiek/Shutterstock.com; Illustration: sorbetto/iStock.com
Decision: retire now or earn more by working longer?
**New opportunities**

Retirement shouldn’t be different from any other stage in life, according to Westendorp. What’s important is to view it as a time of opportunity, whether to develop a second or a third career, or to travel the world or take up a new hobby. Of course, you need to take care of financial arrangements to ensure you’ve got the necessary funds to pursue your dreams and goals. And you need to keep up with personal development and your social life to maintain your emotional balance.

The downside is potential failing health or even a physical handicap. The flip side is the inner strength you’ve developed over the years and the experience to know how to deal with whatever life throws at you — and come out smiling.

**From holiday to structure**

When she retired at 61, Renate Finke’s first impulse was to get on her bike. An avid cyclist, she took a number of one to two-week bicycle tours around Germany. Now firmly in the grip of the travel bug, Finke went on holiday every month of 2017, including a cruise and a trip to Myanmar.

After 12 trips in as many months, Finke started to slow down. “When the feeling is over that you’re on holiday, you have to sit back and think about what you want to do and then structure your life.”

A keen track-and-field athlete, the 64-year-old decided the time was right to earn her trainer’s license for track and field for local gymnastic clubs. She now hopes to become a track-and-field trainer for other retired people. Finke has also become involved with the refugee community, giving German lessons, starting a walking group for refugee women and helping refugee kids with their homework.

Finke can live out her retirement dream largely because she prepared financially for it. “From the age of 50, every five years you should review the saving instruments you have, how much state pension you will receive and whether and how much you have to save in addition,” advises Finke, a former pensions expert at Allianz AG.

**Time to develop a new career? Be sure you have the funds**

For those who are married, it can be a case of too much of a good thing: it can become claustrophobic if both of you are suddenly at home. Having separate hobbies and your own friendships can help prevent you from getting under each other’s feet.

It’s equally important to prepare yourself both financially and emotionally for the worst-case scenario: what is going to happen when you’re no longer able to live by yourself or look after yourself on a daily basis? Will you have to go into a care home? How will you organize care at home otherwise? Will your family help out? Be realistic: you never know when this might happen.

During her 40-year career, former international pensions expert Maureen Lorié, 66, had always been prudent about how she spent her money. “I have always tried never to spend more than I earned and so put some money aside for later on,” Lorié says.

She also realized the importance of good health. “Don’t spend your earlier years just working, but invest in exercise, a healthy diet, building up a social network and solid interests, which will help you at a later stage when you retire.”

Now that she is retired, Lorié is enjoying every minute of it. “Being retired is absolutely wonderful. The freedom to be able to do whatever you like is bliss!”

Her days are now spent taking long walks with her two dogs and going on trips, visiting friends from all over Europe, including her birthplace, the Netherlands.

**LOIS HOYAL**

is a former correspondent for Bloomberg News and has written for many magazines and newspapers, including The Guardian and The Times. She has also published two books. Contact: loishoyal@gmail.com
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Empfehlung der Business Spotlight-Redaktion:
What Are the English Like? / Wie ticken die Engländer?
Hildegard Rudolph, Sprachredakteurin bei Business Spotlight

"Reading this book is like killing two birds with one stone: you improve your English reading skills and find an answer to the question ‘Wie ticken die Engländer?’"

They are polite though a bit eccentric, queue wherever possible, drink warm beer and talk about the weather. And then there’s Brexit, which is currently causing confusion among EU countries. Many topics relating to the English — or should they be called British? — are dealt with here in short, entertaining chapters, written both in English and German.

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Would your boss hire you again with the skills you have now? If you’re an older worker, this is a question you should be asking yourself. And if the answer is no, career experts say it’s time to take action.

Don’t wait too long
Is your department facing layoffs? Or are new employees mainly younger workers with tech skills? Don’t just sit there and expect to be offered a good severance package. “You can’t wait until the axe is falling to get out of the way,” warns Judith Gerberg, a career coach from New York. Instead, start networking now with younger colleagues. You could learn something!

“You have to break through your comfort zone and talk to that 28-year-old hotshot,” consultant Ellis Chase told The Wall Street Journal. “Seek her out and ask, ‘I’d love to learn more about this. Could you spend a half hour with me? I’ll take you to lunch.’”

Lifelong learning
Karen Alber, 54, knows it’s essential to learn new skills. Alber survived cost-cutting and restructuring at three different food companies. She did this by training in supply-chain management, a field that did not exist when she left college in the 1980s. In addition, she took courses in coaching so she could mentor younger employees, and attended professional conferences. “I sometimes thought: ‘Really? I have to get on a plane and go to a conference?’ But then I did it anyway,” says Alber, now a leadership coach in Chicago.

It’s a style thing
You don’t have to dress like a 20-year-old, but you should pay attention to your appearance. “If you’re in your 30s and you have stubble, maybe it’s hunky,” says Peter Cappelli, a management professor at the Wharton School of Business. “But if you’re 70 and you’ve got grey stubble, it looks like you’re homeless,” comments Cappelli, who is the author of Managing the Older Worker.

Develop professional contacts
Jeff Fuerst, 52, spent eight years in inventory management at the US retailer Sears. He kept up with technology but also continued to make contacts with professional organizations. As a result, he was able to leave Sears before it filed for bankruptcy and is now an executive with a merchandising and marketing agency in Illinois. “If you don’t react quickly to change, it’s very hard to keep up,” Fuerst comments.

Judith Gerberg adds that it’s important to have friends inside your company, too. That way, if your department is a candidate for cost-cutting, you have a better chance of finding something in another part of the company.

Stay relevant
Um auch als älterer Arbeitnehmer fachlich mithalten zu können und für den Arbeitsmarkt attraktiv zu bleiben, müssen Sie rechtzeitig agieren. MARGARET DAVIS erklärt Ihnen wie.
“The beta male is the gentle giant, not the roaring giant”


The alpha male is the testosterone-filled, “dick-swinging” king of the jungle. He — and, by definition, it’s always a “he” — is aggressive, competitive and ruthless. Master of all under him, he owns the big car, the big budget and a big ego.

Life around alpha males is about power and politics. It is about being bossed and bullied. He causes stress and distress. When the alpha male appears, all bend in submission.

The alpha male uses size and power to discourage others from challenging his status. He is always ready for a fight, and needs testosterone to react to sudden and unexpected threats. His need for power often overrides his decision-making ability. He does not know when to admit defeat; “reconcile” and “compromise” are not in the alpha male’s vocabulary.

Alpha males are experts in the Machiavellian methods of persuasion, using charm and promises to manipulate. Their energy, determination and almost pathological ambition ensure that they get their way. But they can also be revengeful and resentful. The democratic world of an organized work environment is nothing for them! Alpha males thrive best in an unregulated business world, where others are easily dominated.

There are various types of alpha-male leaders. Some are natural leaders who appear confident, decisive and strong. But good leaders know they must earn respect and keep earning it. The alpha male sees criticism as a threat. The result can be poor decision-making and a less confident organization.

Then there are the alpha males who are visionary leaders. They inspire people through their massively confident — if simplistic — visions of the future. They are great spin doctors.

Other alpha leaders are strong on strategy. But this is not the deeply analytic work of a good strategic thinker. This is the “I know best” strategy. Finally, there are the driven leaders with seemingly unlimited energy. These set an incredible pace, exhausting their followers.

But there is a better version of the alpha male — the “beta leader”, with a bigger brain but smaller balls. One with less of a killer instinct and more killer questions — with less hubris and more humility.

Beta leaders can do both the head and the heart stuff. They use social and cognitive intelligence not only to charm and persuade, but also to lead. The beta male is the gentle giant, not the roaring giant.
As many as half of all Americans have bought at least one self-improvement book, according to Psychology Today. Do they always work? No, says Stephen Joseph, a psychology writer for the website. “The fact is that no self-help book will make a difference until the person is committed to changing their life,” he explains. “Self-help books offer advice, wisdom and guidance that is useful to those who have already made the decision to change.”

So, how to find the right title for you to start that change? Writing for Psychology Today, Professor Susan Krauss Whitbourne makes five recommendations. Check the author’s credentials. Think of the book and author as a therapist rather than a manager. Critically assess the quality of writing. Analyse whether this book will actually motivate you. And don’t be afraid to disagree — not everything in the book is necessarily right for your situation.

It’s also important to choose reading material that is realistic and relevant to your goals, rather than trying to copy someone else’s life, however rich or successful that person may be. “Don’t waste your time stockpiling knowledge for the future,” writes entrepreneur Andrew So on Medium.com. “Learn something that will help you today.”

“Read to understand, read to connect and read to imagine,” says the writer Zat Rana in The Observer. “But let’s not pretend that treating [self-help books] as a ticket to success will make you successful.” Reading at random to “upgrade” is not the solution, he says. “Rather than reading 100+ books a year that reframe the same concepts,” he suggests, “it makes more sense to research and pick ten absolutely great books that start with the fundamentals and that most of the other 90 books build off of.”

The market for self-help books is dominated by male authors and female readers. Research from the University of Calgary shows that men are more likely to read books relating to careers and financial success, while women are more likely to read books about interpersonal relationships and health.

Global influencers such as Bill Gates, Richard Branson and Barack Obama enjoy reading books about leadership and power, while gender issues and business psychology are also popular subjects for self-improvement, according to CNBC.com.

“Self-improvement is the goal of everyone in some way,” says business guru Brandon Gaille. “Some people might put more emphasis on self-development than others, but ultimately the primary goal of humanity is to be a little bit better tomorrow than today.” Others are considerably more sceptical. “The self-help industry manipulates your weaknesses by selling you false hope,” says life coach Matthew Jones, writing on Inc.com. He says that regardless of how many we might purchase, self-improvement books won’t work unless we can deal with overconsumption, overwork and the desire for a “quick fix”.

In the second edition of his self-help bible, Samuel Smiles added a key word to the subtitle: “perseverance”. And perhaps this is ultimately the key to successful self-improvement.

“No self-help book will make a difference until the person is committed to changing their life”
A quick look at the bestseller book shelves will tell you that DIY is back in business. Not home improvement, but self-improvement. Feeling stuck in your career? Want to improve your decision-making ability or your leadership skills? Not since Self-Help was published in 1859 by the social and political reformer Samuel Smiles has there been such demand for self-improvement guides.

Publishers are seeing a big increase in sales of self-improvement titles, with growth in the US of around six per cent per year, according to MarketResearch.com. Dale Carnegie’s How to Win Friends and Influence People has been a bestseller since its publication back in 1936.

“Anyone wanting to damage their intellectual credentials at a stroke need only do one simple thing: confess they read self-help books,” wrote Alain de Botton in The Guardian in 2012. But in uncertain times, it’s perhaps not surprising to find stressed-out Brits seeking ways to think more positively and increase their motivation. Clarity and empowerment, it seems, are key to the success of today’s self-help guides.

“The new batch of writers are saying this is why it works, this is how you can do it and this is my experience,” Marie Moser, owner of the Edinburgh Bookshop, told The Guardian. She believes that the renaissance is partly a result of word-of-mouth recommendations for books such as The Chimp Paradox by Steve Peters. “Even one single lesson from a book is always worth the read,” adds Liz Froment, an author on LocationRebel.com.

Recommended for you

Don’t Make Me Laugh by Anil Shahi (2012)

EXHIBITION

The Weltmuseum Wien is currently showing the largest-ever exhibition of modern and contemporary art from Nepal. Entitled “Nepal Art Now”, the show features works from the 1950s to the present day. The artists examine topics such as the 2015 earthquake, women’s rights and religion. According to the museum, the works show how Nepalese artists deal with local, national and international influences. On display until 6 November 2019. www.weltmuseumwien.at

Primary colours: Hong Kong apartment blocks

WEBSITE

Small and overcrowded, Hong Kong (see also pp. 14–18) has had nowhere to go but up when it comes to providing housing for its 7.4 million inhabitants. The result is a wide variety of apartment blocks known for their colourful surfaces. US photographer and videographer Toby Harriman has created a web page called The Block Tower containing breathtaking photos and videos of these Hong Kong buildings. Harriman, who grew up in Colorado, is now based in Anchorage, Alaska, and San Francisco. https://planetunicorn.com/the-block-tower

VERS. HARRIMAN

 Turns a place of residence into a place of refuge. From MARGARET DAVIS

Don’t Make Me Laugh by Anil Shahi (2012)
WEARABLE ART

Not everyone can afford to buy original works of art, but artwork on silk scarves and pocket squares can be both enjoyable and affordable. The Suffolk-based Baxter & Baxter (https://baxter-baxter.com) sells handmade men’s accessories, including scarves, pocket squares, ties and bracelets. The company, which was founded in 2015 by Alexander James Baxter, works with local artists and designers. Also founded in 2015 is the David Watson British Art Collection. Located in the New Forest village of Burley, Watson specializes in scarves and pocket squares designed and made in the UK. www.davidwatson.uk

DEPORTATION

The picture of British society that Collateral paints is not an optimistic one. First shown on BBC Two and co-produced by Netflix, the four-part television drama was written by award-winning playwright David Hare, who is best known for his stage and film work. Collateral starts with a police investigation into the murder of a pizza-delivery driver in London. That investigation takes the story into the lives of drug dealers, illegal immigrants and refugees. Carey Mulligan stars as the investigating detective and Ben Miles as her ambitious and untrustworthy boss. The always-watchable Nicola Walker plays an Anglican priest attempting to protect her Chinese girlfriend from deportation.

TRAVEL

Fans of the popular TV series Downton Abbey are eagerly awaiting the film version, which will be released in September. Much of the historical drama, which ran from 2010 to 2015, was filmed at Highclere Castle in Hampshire, England. The castle’s owners, the Earl and Countess of Carnarvon, offer a number of Downton Abbey-themed tours and events, as well as separate tours of the house and gardens. www.highclerecastle.co.uk

Wearable silk:
elephants for your pocket

Police drama:
Carey Mulligan in Collateral
Short form, please
I have read your excellent article about my homeland ("Europe’s centre ground", Intercultural Communication, Business Spotlight 4/2019). Please consider using Czechia rather than the Czech Republic to be consistent with using short country names rather than formal (political) names of countries in your publications and on your website.

Czechia has been the official and internationally recognized short geographic name of the Czech Republic since 2016. It is also included in the United Nations’ databases, and is recognized by the EU as well as many other organizations, such as the International Organization for Standardization (ISO) and Google.
Václav Sulista, Aesch, Switzerland

Thank you for your comments and for the useful information about the short form for the Czech Republic. We would also like to make a correction to our recent article. In the “Fast facts” section, we mistakenly wrote that Czechia’s currency is the euro. In fact, the country’s currency is the Czech koruna. We apologize for this error.
The Editor

Unbekannte Vokabeln
Ich bitte Sie daher, dies in Zukunft in Ihren Zeitschriften zu unterlassen und eine korrekte Übersetzung aller Wörter zu geben, auch wenn die Übersetzung ins Deutsche (Österreichische) das gleiche Wort ist.
Walter Kunz, Matzendorf, Austria

JARGON BUSTER

Understand the jargon — be careful how you use it

**Example**
“When will Trump open the kimono on his tax returns?”

**Explanation**
The informal expression “open the kimono” means to “provide inside information, for example about a company or an individual’s business dealings”. The phrase is controversial because the idea of an open kimono can have sexual connotations.
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ONE QUESTION

Will the European Union need English after Brexit?

PHILIPPE VAN PARIJS
is a professor of political philosophy at the Université catholique de Louvain and the Katholieke Universiteit Leuven. His books include Linguistic Justice for Europe and for the World (Oxford University Press).

Interview: Eamonn Fitzgerald

The EU needs to find fair and efficient solutions to the many communication problems across its community. A shared language is the key.

The European Union will not be able to do what it needs to do without its people having a stronger sense of European identity. Not in the sense of an ethnos, a population unified by a single culture closely linked to a native language, but in the sense of a demos, a population united by the flow of information and arguments. For this, the EU requires a lingua franca.

For historical reasons, this language is and will remain English. Even after Brexit? Even more so after Brexit, when English will have a more neutral EU status, as it will no longer be the official language of one of the community’s larger member states.

The Brexit campaign was partly driven by the slogan: “Give us back our country!” Our slogan must now be: “Give us back our language!” English, which is a mixture of continental languages, is a European language. Let us reclaim it and speak it with our wide variety of European accents.

Bilingualism combined with English will give Europeans access to information and an advantage in discussions with anglophones. So, instead of just mumbling and grumbling in our respective languages, we should speak, write, publish and broadcast confidently — in English, so that we can be read and heard clearly throughout Europe and throughout the world.

Learning and using English as our lingua franca is not a betrayal of our national or cultural loyalties or our European identities. It is simply the instrument we need — from Göteborg to Nicosia and from Gdansk to Lisbon — to be able to communicate effectively with one another. Without such an instrument, there is no hope of creating a European democracy sufficiently strong to enable the European Union to do what it needs to do for all of us Europeans — and for humanity as a whole.

Our slogan must now be: ‘Give us back our language!’
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Today’s consumers are constantly on the move. Not just in the real world, but online, too. How do you ensure potential customers see your marketing messages? In this issue of Skill Up!, we provide you with the words and phrases you’ll need to discuss your marketing strategy.

In Word Bank (pp. 4–5), you can learn key vocabulary for talking about marketing in general. The dialogues in the In Context section (pp. 6–11) focus on phrases for identifying target markets and discussing market research, brands, campaigns and cooperations. The phrases from the extracts are listed in Phrase Bank on pages 12–13. In the grammar section (pp. 20–21), we look at how to link contrasting ideas. Try the Test exercises at the end of the booklet, on pages 22–23, to see how well you know the language presented in this issue.

Don’t forget to read the Skill Up! boxes for tips on how to improve your language skills for marketing. You’ll find more such boxes in Business Spotlight magazine.
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Knowledge check
What do you know already?

A. You want to research the market. Would you “do a deep dive” or “take a deep dip”?
B. What is the English word for Meinungsumfrage?
C. What does “CTA” stand for?
D. Is it a good thing or a bad thing when a celebrity endorses your brand?
E. What do marketing teams create to describe the kind of person they believe would buy their brand?

You’ll find the answers on the following pages and on page 23.
Key vocabulary

Here, we present the essential vocabulary for the business of marketing.
### Promotion

<table>
<thead>
<tr>
<th>Term</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>Werbung</td>
</tr>
<tr>
<td>Broadcast Media</td>
<td>Rundfunk und Fernsehen</td>
</tr>
<tr>
<td>Celebrity Endorsement</td>
<td>Unterstützung durch eine bekannte Persönlichkeit</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>Direktvermarktung, -vertrieb</td>
</tr>
<tr>
<td>Media Coverage</td>
<td>Berichterstattung in den Medien</td>
</tr>
<tr>
<td>Native Advertising</td>
<td>Werbung im bekannten Umfeld</td>
</tr>
<tr>
<td>Out-of-Home Media</td>
<td>Außenwerbung</td>
</tr>
<tr>
<td>Print Media</td>
<td>Printmedien</td>
</tr>
<tr>
<td>Product Placement</td>
<td>Produktplatzierung</td>
</tr>
<tr>
<td>Publicity</td>
<td>Werbung</td>
</tr>
<tr>
<td>Social-Media Platform</td>
<td>Plattform in sozialen Medien</td>
</tr>
<tr>
<td>Testimonial</td>
<td>Referenz</td>
</tr>
<tr>
<td>Value Proposition</td>
<td>Leistungsversprechen</td>
</tr>
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</table>

### Market Research

<table>
<thead>
<tr>
<th>Term</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioural Profile</td>
<td>Verhaltensprofil</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Datenerfassung, -erhebung</td>
</tr>
<tr>
<td>Data Mining</td>
<td>Datengewinnung</td>
</tr>
<tr>
<td>Demographic</td>
<td>Zielgruppe, demografische Gruppe</td>
</tr>
<tr>
<td>Engagement Rate</td>
<td>Interaktionsrate</td>
</tr>
<tr>
<td>Focus Group</td>
<td>Fokus-, Schwerpunktgruppe</td>
</tr>
</tbody>
</table>

### Marketing Trends

<table>
<thead>
<tr>
<th>Term</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversion Rate</td>
<td>Umwandlungs-, Konversionsrate</td>
</tr>
<tr>
<td>Customer Journey</td>
<td>Kundenreise</td>
</tr>
<tr>
<td>Holistic Marketing</td>
<td>ganzheitliches Marketing</td>
</tr>
<tr>
<td>Omnichannel Marketing</td>
<td>Allkanalmarketing</td>
</tr>
<tr>
<td>Social Listening</td>
<td>Überwachung sozialer Medien</td>
</tr>
<tr>
<td>Social-Media Presence</td>
<td>Präsenz in sozialen Medien</td>
</tr>
<tr>
<td>Touchpoint</td>
<td>Kontaktpunkt</td>
</tr>
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</table>

### Key Abbreviations

<table>
<thead>
<tr>
<th>Term</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPA (Cost per Acquisition)</td>
<td>Kosten pro Akquise</td>
</tr>
<tr>
<td>CTA (Call to Action)</td>
<td>Handlungsaufforderung (an den Kunden)</td>
</tr>
<tr>
<td>GDPR (General Data Protection Regulation)</td>
<td>Datenschutz-Grundverordnung (DSGVO)</td>
</tr>
</tbody>
</table>

### Marketing Actions

<table>
<thead>
<tr>
<th>Term</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Sth.</td>
<td>etw. als Marke entwickeln</td>
</tr>
<tr>
<td>Build Trust</td>
<td>Vertrauen aufbauen</td>
</tr>
<tr>
<td>Create Customer Loyalty</td>
<td>Kundentreue schaffen</td>
</tr>
<tr>
<td>Create Hype</td>
<td>einen Hype auslösen</td>
</tr>
<tr>
<td>Increase Engagement Rate</td>
<td>die Interaktionsrate steigern</td>
</tr>
<tr>
<td>Increase Market Share</td>
<td>den Marktanteil erhöhen</td>
</tr>
<tr>
<td>Increase Reach</td>
<td>die Reichweite steigern</td>
</tr>
<tr>
<td>Launch Sth.</td>
<td>etw. auf dem Markt einführen</td>
</tr>
<tr>
<td>Manage a Reputation</td>
<td>einen Ruf gestalten</td>
</tr>
<tr>
<td>Rebrand Sth.</td>
<td>etw. ein neues Image geben</td>
</tr>
<tr>
<td>Roll Sth. Out</td>
<td>etw. auf den Markt bringen</td>
</tr>
<tr>
<td>Track Sb./Sth.</td>
<td>jmdn./etw. nachverfolgen</td>
</tr>
</tbody>
</table>
A fresh focus

On the next six pages, we present extracts with key phrases and expressions you can use in marketing situations.

**THE SITUATION:**
Fay is head of marketing at a producer of healthy snacks. She’s presenting market research to Mark, head of business development.

1. How’s the market?
Mark: What do we know already?
Fay: This research shows that healthy snacks are a fast-growth market. In total, the market for natural organic foods is valued at over €900 million.
Mark: Seriously now, can we believe these figures?

Organic ➔ Bio-

2. Who’s new?
Fay: We already deliver a healthy snack experience, but our client base consists of baby boomers.
Mark: So, what are you saying?
What are the main takeaways from this research?
Fay: We’ve identified new consumer buying habits. Going forward, we need to appeal to a whole new demographic: Gen Z. Kids born between the mid-1990s and the early 2000s.

Appeal to sb. ➔ jmdn. ansprechen
Going forward ➔ in Zukunft
Takeaway ➔ Essen zum Mitnehmen; hier: Erkenntnis

3. What’s important?
Mark: What’s our current market share for Gen Z?
Fay: Close to zero. Essentially, they see us as boring. What’s important for this demographic? Basically, we need to tap into their FOMO— their “fear of missing out” — and of getting old, unfit and uncool.

Tap into sth. ➔ sich etw. zunutze machen
4. What do they need and why?

What are the demographics?
- On-the-go Gen Z: fitness fans; single, educated professionals; healthy runners.

What are their needs?
- They want snacks that are good for them and taste great.

What are their fears?
- They watch their diet and worry about how they look. They are confused about what they should eat.

What is their story?
- They want to take an active role in keeping fit. They want clear tips on healthy lifestyles.

Where are the touchpoints?
- They are digital natives, so we need a mobile-first strategy.
- We need to target them on the go: where they train, run, shop, eat out. And online: where they post about their experiences.

How will we capture their attention?
- With meaningful messages from authentic influencers.
- With products that promise a new experience.
Multiple options

Here, we present some more key phrases and expressions you might use to talk about marketing campaigns.

5. Rebranding starts here
Dawn: What’s the goal of the new portfolio and campaign? Do you want to drive penetration or frequency?
Fay: Ultimately, we want to capture a whole new segment: Gen Z.
Dawn: What makes us stand out? Why should Gen Z be interested in our products? Our products should be the top-of-mind brand for health and taste with young people.
Fay: We have clear values. We stand for environmental protection.
Dawn: That means a complete rebranding! How will we differentiate these products from our market leader for baby boomers?

5. Rebranding starts here
Dawn: What’s the goal of the new portfolio and campaign? Do you want to drive penetration or frequency?
Fay: Ultimately, we want to capture a whole new segment: Gen Z.
Dawn: What makes us stand out? Why should Gen Z be interested in our products? Our products should be the top-of-mind brand for health and taste with young people.
Fay: We have clear values. We stand for environmental protection.
Dawn: That means a complete rebranding! How will we differentiate these products from our market leader for baby boomers?

6. New faces, new places
Mark: What’s our go-to-market strategy?
Dawn: We need to look at the whole customer journey and relevant touchpoints. Gen Z shop everywhere — when they are hungry.
Fay: They move between smartphones, computers, social media platforms, events and shops. Where, when and how do we reach these potential customers?
Mark: It’s a big ask. But it’s essential that we target them.
Fay: Dawn, I’ll inbox you some interesting research on Gen Z campaigns after the meeting.
Dawn: I’ll put together a team.

---

differentiate sth. from sth.
⇔ etw. von etw. unterscheiden
penetration
⇔ (Markt-)Durchdringung
stand out
⇔ sich herausheben

---

THE SITUATION:
Mark and Fay talk to Dawn, the creative director in their marketing department.
7. Communicate it!

Mark: How and where will we communicate our value proposition?

Fay: I’ve broken down our campaign into different categories. First, there’s paid media. We’ll capture their attention through strategic media buying. This is a data-driven approach specific to this target audience. It’s all connected to our events.

Dawn: Throughout, we have the same positive message. We want young people to feel confident about themselves.

Fay: Then, we have the events we will sponsor over the next six months.

Mark: Great. Will you be swimming across Lake Geneva?

8. Own it!

Mark: What’s this category “owned media”? What’s that about?

Fay: That’s everything we create, such as our blog and app.

Dawn: Our strategic inbound marketing will expose Gen Z to “how-to messages” linked to these platforms. Everything ties in with our brand image and brand positioning.

Mark: What about social media? The right influencer can be a brand-awareness driver.

Fay: We’ve signed up three influencers to endorse our events, blog and app. And our products.

---

**THE JARGON**

Using marketing jargon helps us feel part of the team. Jargon helps summarize complex ideas, such as “go-to-market strategy” or “brand-awareness driver”. But it can also make others feel they are on the outside. Use with care.
Perfect partners

On these pages, we provide some key phrases and expressions you might need to talk about marketing cooperations.

9. Key deals
Fay: We’ve landed a deal with our favourite sports-apparel stores!
Mark: How many outlets will be involved?
Fay: Around 100 in total.
Mark: That’s impressive.
Fay: And we’ve entered a long-term partnership with Fan&Fit.
Mark: What do they do? How does this channel fit our brand positioning?
Fay: They are one of the leading organizers of sporting events in Europe. They are a perfect fit for us. Their online marketplace is a popular destination for young fitness fanatics, too.
Dawn: The name says it all!

10. Joint initiatives
Fay: We’ve partnered with TOP Events. They will carry our snacks in pop-up stores at events. Their app offers location-based marketing. It shows users where to shop.
Mark: That sounds creepy. They know about GDPR, I hope!
Fay: Absolutely! Anyway, Gen Z will share personal information for a more personalized experience.
Dawn: And it ties in perfectly with our “how-to” fitness blogs. We’ll design new packaging and create new flavours for events.
Fay: Such as green tea and peanut butter for a detox and protein fix.

fit: be a ~ for sb.
zu jmdm. passen
land a deal with sb.
einen Auftrag von jmdm. an Land ziehen
long-term langfristig
sports apparel Sportbekleidung
detox ifml. Entgiftung
fix ifml. hier: Mittel
11. The results are in

Fay: By engaging with our audience, we’ve built a real community. Brand awareness is high!

Mark: What does the research show?

Fay: The events and blogs have pushed up our earned media.

Mark: What do you mean by “earned media”?

Fay: We got a lot of free publicity across mainstream media.

Mark: I see. And how are the consumer online reviews?

Fay: Our average ranking is 4.5.

Mark: That’s excellent. And how likely is it that the average customer will recommend us to their family or friends? In other words, what’s our NPS?

Fay: It’s 50, which is amazing.

12. How satisfied?

How likely are you to recommend our products to someone like you?

(10 = extremely likely / 0 = not at all likely)

10 9 8 7 6 5 4 3 2 1

Would you purchase our product again? Yes Maybe No

What could we improve? Taste Delivery Health tips Events

I would love it if...

What can we do to wow you?

Refer your friends and earn €20! Share this link: https://www...

Phrase Bank

For a list of all the key phrases used in the dialogues, see pages 12–13
In this section you’ll find a collection of the phrases and expressions used in the extracts on the previous pages (pp. 6–11). The numbers (1–12) after each of the phrases refer to the extract it was taken from.

**Discussing market research**
- What do we know already? [1]
- This research shows that… [1]
- The market for natural organic foods is valued at… [1]
- Can we believe these figures? [1]
- What are the main takeaways from this research? [2]
- What’s our current market share for…? [3]
- What does the research show? [11]

**Talking about consumers**
- Our client base consists of… [2]
- We’ve identified new consumer buying habits. [2]
- Why should Gen Z be interested in our products? [5]

**Creating buyer personas**
- What’s important for this demographic? [3]
- What are the demographics? [4]
- What are their needs? [4]
- What are their fears? [4]
- What is their story? [4]
- Where are the touchpoints? [4]
- How will we capture their attention? [4]

**Asking about strategy**
- What’s the goal of the new portfolio and campaign? [5]
- Do you want to drive penetration or frequency? [5]
- What’s our go-to-market strategy? [6]
- Where, when and how do we reach these potential customers? [6]
- How and where will we communicate our value proposition? [7]
- What about social media? [8]

**Talking about strategy**
- We need to tap into… [3]
- I’ve broken down our campaign into… [7]
- We’ll capture their attention through… [7]
- Everything ties in with… [8]

**Stating marketing goals**
- We need to appeal to… [2]
- We want to capture… [5]
- We need to look at… [6]

**Asking about brands**
- What makes us stand out? [5]
- How will we differentiate these products from…? [5]
Describing brands
- We already deliver... [2]
- We have clear values. [5]
- We stand for... [5]

Describing actions
- I’ll inbox you... [6]
- I’ll put together a team. [6]
- We’ll design new packaging and create new flavours... [10]

Checking understanding
- What are you saying? [2]
- What’s this category “owned media”? [8]
- What’s that about? [8]
- What do you mean by “earned media”? [11]

Talking about partnerships
- We’ve signed up three influencers to endorse our... [8]
- We’ve landed a deal with... [9]
- How many outlets will be involved? [9]
- We’ve entered a long-term partnership with... [9]
- They are a perfect fit for us. [9]
- We’ve partnered with... [10]
- They will carry... [10]
- It ties in perfectly with... [10]

Asking questions about partnerships
- What do they do? [9]
- How does this channel fit our brand positioning? [9]

Talking about results
- We’ve built a real community. [11]
- Brand awareness is high! [11]
- How are the consumer online reviews? [11]
- How likely is it that...? [11]
- What’s our NPS? [11]

Asking for feedback
- How likely are you to recommend our products to someone like you? [12]
- Would you purchase our product again? [12]
- What could we improve? [12]
- What can we do to wow you? [12]

ENGLISH ONLY?
Some marketing trends are rarely translated into German. Here are three you need to know:

Outbound marketing “pushes” the brand to the customers through traditional marketing, such as online and TV ads.

Inbound marketing “pulls” customers to the brand with interesting content, such as original blogs, videos and social-media marketing. It’s also called “content marketing”.

Performance marketing uses big data to target specific audiences and measure the success of digital advertising. Companies pay for advertising only when an action is completed, such as a click or a sale. With this kind of marketing companies see ROI in real time.
Counterfeit labels?

There are many words in German and English that sound similar but have very different meanings. They are called “false friends”.

What’s Konterfei in English?
Konterfei = image, likeness, picture
- Putting his image on the beer bottles was a great idea.

What’s Etikett in English?
Etikett = label, tag
- All the labels need to feature our logo.

It’s not counterfeit!
counterfeit = gefälscht; Fälschung
- These cheap counterfeits will destroy our brand.

It’s not etiquette!
etiquette = Umgangsformen, Etikette
- What’s the correct etiquette when meeting royalty?
FALSE FRIENDS

OTHER FALSE FRIENDS

<table>
<thead>
<tr>
<th>You mean…</th>
<th>You should say…</th>
<th>Don’t say…</th>
<th>As this means…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furore ➔ Fantastisch! Unsere Kampagne hat für Furore gesorgt!</td>
<td>sensation, stir ➔ Fantastisch! Our campaign caused a sensation!</td>
<td>furore</td>
<td>Sturm der Entrüstung</td>
</tr>
<tr>
<td>locken ➔ Der günstigere Tarif sollte neue Kunden locken.</td>
<td>attract, lure ➔ The cheaper tariff should attract new customers.</td>
<td>lock</td>
<td>absperren</td>
</tr>
</tbody>
</table>

TRICKY TRANSLATIONS

How do you say Marke in English?

- When Marke refers to a set of products or range of services offered by one company under the same name, we use brand: Nutzen Sie soziale Plattformen, um relevante Inhalte über Ihre Marke zu teilen. ➔ “Use social-media platforms to share relevant content about your brand.”

- When Marke refers to a machine or car, we often prefer make: Welche Automarke wird in England hergestellt? ➔ “Which make of car is manufactured in England?”

- If Marke refers to clothes and other products from a fashion house, we can talk about a brand, but we also use label: Viele Prominente haben ihre eigene Modemarke. ➔ “Many celebrities have their own fashion label.”

- Eigenmarke is translated as own brand, or own label, in the fashion industry: Eigenmarken verkaufen sich gut in den Baumärkten. ➔ “Own-brand products sell well in DIY stores.”

- When used as a legal term for a registered name or design of a particular company or product, Marke (Handelsmarke) is translated as trademark: Unser Firmenname wurde als Marke registriert. ➔ “Our company name was registered as a trademark.”

- For Briefmarke, we use stamp: Wieviel kostet eine Briefmarke für einen Standardbrief? ➔ “How much does a stamp for a standard letter cost?”
Trust our brand

How many word partnerships do you know that sound natural with “brand”? Take a closer look at our overview of common collocations and learn how to use them.

“Brand” with nouns

brand advocate
- Fürsprecher(in)/Verfechter(in) einer Marke

brand ambassador
- Markenbotschafter(in)

brand awareness
- Markenbewusstsein, -bekanntheit

brand equity
- Markenwert

brand extension
- Markenerweiterung

brand identity
- Markenidentität

brand image
- Markenimage, -auftritt

brand leader
- Markenführer(in); Spitzenmarke

brand loyalty
- Markentreue

brand name
- Markennname, Handelsbezeichnung

brand perception
- Markenwahrnehmung

brand positioning
- Markenpositionierung

BRANDING AND REBRANDING

Originally, the word “branding” described the action of burning a symbol or mark on an animal so that it was clear which farm it belonged to. In marketing, branding focuses not just on the symbols, such as a logo, but also on the whole brand identity. When branding or rebranding is a success, customers connect to the brand on an emotional level.

“brand” + noun

advocate
ambassador
awareness
equity
extension
identity

nouns with “brand”
discount brand
- Discountmarke
economy brand
- Budgetmarke
flagship brand
- Haupt-, Vorzeigemarke
store brand
- Eigenmarke

noun + “brand”
discount
economy
flagship
store
### Adjectives with “brand”

<table>
<thead>
<tr>
<th>Adjective</th>
<th>German Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>aspirational</td>
<td>anspruchsvolle</td>
</tr>
<tr>
<td>leading</td>
<td>führende</td>
</tr>
<tr>
<td>no-name</td>
<td>Gattungsmarke, namenlose Marke, günstige Eigenmarke</td>
</tr>
<tr>
<td>popular</td>
<td>beliebte / gut eingeführte Marke</td>
</tr>
<tr>
<td>top-of-mind</td>
<td>Marke, an die man zuerst denkt</td>
</tr>
<tr>
<td>upmarket</td>
<td>gehobene Marke</td>
</tr>
</tbody>
</table>

### Verbs with “a brand”/“brands”

<table>
<thead>
<tr>
<th>Verb</th>
<th>German Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>advocate</td>
<td>für eine Marke eintreten</td>
</tr>
<tr>
<td>build</td>
<td>eine Marke aufbauen/entwickeln</td>
</tr>
<tr>
<td>endorse</td>
<td>eine Marke unterstützen; für eine Marke werben</td>
</tr>
<tr>
<td>promote</td>
<td>eine Marke fördern; für eine Marke werben</td>
</tr>
<tr>
<td>recognize</td>
<td>eine Marke (wieder) erkennen</td>
</tr>
<tr>
<td>strengthen</td>
<td>eine Marke stärken</td>
</tr>
<tr>
<td>switch</td>
<td>seine Marke wechseln</td>
</tr>
<tr>
<td>trust</td>
<td>einer Marke vertrauen</td>
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</tbody>
</table>

### Adjective + “brand”

<table>
<thead>
<tr>
<th>Adjective</th>
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</thead>
<tbody>
<tr>
<td>aspirational</td>
</tr>
<tr>
<td>leading</td>
</tr>
<tr>
<td>no-name</td>
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<td>popular</td>
</tr>
<tr>
<td>top-of-mind</td>
</tr>
<tr>
<td>upmarket</td>
</tr>
</tbody>
</table>

### Top of mind?

Kate: We’ve signed a new brand ambassador. He’ll endorse our brand on Instagram.

Mark: Why him? How will he help strengthen our brand?

Kate: He was already using our flagship brand, so it feels authentic. He will help us to create a brand identity that is attractive to young people.
First, the idiomatic way
Ann: Thanks for touching base.
Tim: I needed to update you. We’ve finished doing a deep dive into our most loyal customers. You’ll be blown away by the insights!

Now, more simply
Ann: Thanks for contacting me.
Tim: I needed to update you. We’ve finished doing extensive research into our most loyal customers. You’ll be impressed by the insights!

First, the idiomatic way
Tim: How do we best spread the word about the new products?
Ann: We need to think outside the box.
Tim: Really? Tell me, will it cost us more if we do?

Now, more simply
Tim: How do we best inform a lot of people about the new products?
Ann: We need to think of something surprising that has never been done before.
Tim: Really? Tell me, will it cost us more if we do?

touch base (with sb.) ifml.
⇒ jmdn. kontaktieren
do a deep dive into sth. ifml.
⇒ sich in etw. vertiefen
blown away by sth.: be ~ ifml.
⇒ von etw. hin und weg sein
spread the word about sth.
⇒ die Nachricht über etw. verbreiten
think outside the box ifml.
⇒ unkonventionell denken
First, the idiomatic way
Ann: This design really helps us to stand out from the crowd. It’s created a buzz on social media.
Tim: I saw. We’re trending again!
Ann: The whole campaign has helped us get our message across.

Now, more simply
Ann: This design really helps us to look so different from everything else that people notice us. It’s created a lot of positive feeling and activity on social media.
Tim: I saw. We’re trending again!
Ann: The whole campaign has helped us communicate our ideas clearly.

First, the idiomatic way
Tim: Since our video went viral, the new design has been flying off the shelves.
Ann: It’s incredible how one simple video could put us on the map.
Tim: It’s awesome!

Now, more simply
Tim: Since the new video was shared and reposted all over the internet and social media, the new design has been selling as fast as we can restock the shops.
Ann: It’s incredible how one simple video could make us famous.
Tim: It’s awesome!

stand out from the crowd
- sich von der Masse abheben
create a buzz
- Aufsehen erregen
get one’s message across
- seine Botschaft / was man sagen will, rüberbringen
put sb./sth. on the map
- jmdn./etw. bekannt machen
go viral
- sich rasend schnell (im Internet) verbreiten
fly off the shelves
- sich zu einem Renner entwickeln
When discussing market research and marketing activities, it’s important to be able to clearly link contrasting ideas and situations, especially when the differences between them are surprising or unexpected. We can do this by using a number of different structures and phrases.

1. “Although”, “though” and “even though”
We use these conjunctions to contrast ideas or situations. When we start a sentence with them, we make the statement in the main clause that follows sound more interesting, surprising or unexpected. Even though is often used for more extreme contrasts, and though is a more informal variant of although:
- Even though we are both in the restaurant business, we have a completely different client base.
- I feel we’ve improved the online experience, although we could make it even more interactive.
- They don’t want to use this influencer, even though they all like her blog.
- We won’t launch the product now, though everything is ready to go!

2. “Although” + “still”
If you want to place more emphasis on the surprising nature of a contrast, add still to the main clause after a subordinate clause introduced by although. This shows that what you are saying in the main clause may be surprising or unexpected, but it is true:

Knowledge of the basics of English grammar will help you to communicate clearly and confidently. Here, we review how to link contrasting ideas.
- **Although** we offer everything online, we **still** sell most of our products in supermarkets.

3. **“Although” + “just the same”**
For a more informal type of emphasis, add **just the same** to the end of the main clause. This phrase is often used when the statement starts with a negative message to emphasize something that is surprisingly positive:
- **Although** we’ve had some bad online reviews, we’re getting an equal number of bookings **just the same**.

4. **“Despite” and “in spite of”**
We can also use the prepositions **despite** and **in spite of** to make a contrast. They are followed by a noun or noun phrase. They can both go either at the beginning or the end of the sentence:
- **Despite** the cost, the print campaign seems the better option.
- It appears we attracted more users in the 50+ age group, **in spite of** our efforts to target millennials!

They can both be followed by the **-ing** form:
- **Despite** signing up for the newsletters, people don’t open them.

**In spite of** identifying a number of interesting touchpoints, we haven’t generated many good leads.

Finally, you can also use the phrase **despite the fact that** or **in spite of the fact that** followed by a clause:
- **Despite the fact that** there is a significant difference in cost, I think the print campaign is the best option.
- **We reached the 50+ age group, in spite of the fact that** we were targeting millennials!

**MORE INFORMALLY, THOUGH**
When it comes at the very end of a sentence or clause, **though** emphasizes information, factors or opinions that are surprising, unexpected or contradictory to what was previously said:
- The campaign was expensive — it was very clever, **though**.

**Though** can also make the previous statement seem less true:
- The campaign was funny. A bit repetitive, **though**.

**Though** can also appear in mid-position in a sentence to indicate a contrast to an earlier statement or idea:
- It all sounds very positive. The main problem, **though**, is that we don’t really know how to measure ROI in marketing.
Test yourself!

See how well you know the words and phrases presented in this booklet by doing the exercises below. Cover the answers at the bottom of page 23.

1. Complete each sentence below with the correct noun. We’ve given you the first two letters.

A. Our fl______________ brand has been selling even better since the campaign.

B. As this is an up______________ brand, it appeals to affluent singles.

C. People think of us first. We’re the to______________ brand in our industry.

D. Their no______________ brand is more popular in supermarkets.

E. We’re a really successful as______________ brand because top celebrities endorse us.

F. Baby boomers seem to prefer the cheaper di______________ brands.

2. Choose the correct options to complete the sentences.

A. Although/despite the research could cost a lot, I still believe it would be useful.

B. We partnered with them, just the same / even though their target audience is different to ours.

C. I like our online marketplace. Our competitor’s is much more attractive though/although.

D. We reached an incredible number of new customers in spite / despite of the fact that the campaign ran for only a few weeks.

E. Although/Despite increasing our market share this month, we still haven’t sold many products.
3. What would you ask in the following situations? Complete the questions.

A. You want to ask what people have learned from the research. What are ________________________________________________________________?

B. You want to ask how you can make your brand look attractive to millennials. How ____________________________________________________________?

C. You want to ask where you can reach millennials. What are ________________________________________________________________?

D. You want to ask about the reasons that make your brand special compared to all the others on the market. What makes __________________________________________________________?

E. You want to check that you have understood something. What are ____________________________________________________________?

4. Replace each German word (in italics) in the sentences below with the correct English word.

A. The ___________________________________________________________ (Etikett) needs to include the washing instructions.

B. I can’t believe you seriously wanted to put his ___________________________________________________________ (Konterfei) on the packaging!

C. Have you registered the logo as a ___________________________________________________________ (Handelsmarke)?

D. What will it take to ___________________________________________________________ (locken) much younger consumers?

Answers:

1. A. flagship; B. upmarket; C. top-of-mind; D. no-name; E. aspirational; F. discount

2. A. Although; B. even though; C. though; D. in spite; E. Despite

3. A. What are the main takeaways from this research? B. How will we capture their attention? C. What are the touchpoints? D. What makes our brand stand out? E. What are you saying? (Other answers are possible.)

4. A. label/tag; B. image/likelihood/picture; C. trademark; D. attract/lure

Answers from page 3:

A. do a deep dive (into sth.) ifml. = sich (in etw.) vertiefen

B. opinion poll

C. call to action = Handlungsaufforderung

D. It’s good. (endorse sth. = etw. unterstützen, für etw. werben)

E. buyer persona = Käuferpersönlichkeit
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