

Company performance

1 Complete the company performance report with the phrases in the box.

a big thank you but we grew to twenty but we had some problems
but we need to spend more next year it was a good year our sales were €26,000
we need to build strong relationships we won five new customers outside London

Subject: MegaMugs second year

Dear Team,

First, ¹ _____ for all your hard work this year. We had a good year, ² _____. We had a sales target of €30,000 but we didn't hit it. ³ _____, €4,000 under. We wanted to grow our number of customers to twenty-five shops, ⁴ _____, five shops under our target. ⁵ _____ with customers. We hired three more sales reps and, as a result, ⁶ _____ and grew our export business with more sales in the USA.

We spent €1,500 on online advertising, ⁷ _____ to hit all our targets. Overall, ⁸ _____. Well done!

Regards,
Franco Volpe

2 Read the notes about Envirolite trainers. Tick (✓) Yes or No for points 1–6.

Successes

Hit our sales target of €600,000 – grew our UK retail business from two to four shops

Spent €9,500 on advertising – won nine new customers

Challenges

Made some mistakes – online business didn't hit its target because we had problems with the online shop – didn't grow our export business

Aims for next year

- Spend more on advertising next year
- Spend money on a new online shop
- Hire more sales reps to work in Europe so we can hit our export targets

Second year targets	Success?	
	Yes	No
1 Hit sales target		
2 Hit online sales target		
3 Grow UK retail business		
4 Advertise to win more customers		
5 Create a good online shop		
6 Grow export business		

3 Write an email about Envirolite trainers' performance. Use the notes and the table in Exercise 2.

Dear TEAM,

First, ...

★ 4 Complete the summary with the correct past form of the verbs in brackets.

Summary of last year

We ¹ didn't have (not have) any problems in our retail business and we ² _____ (make) good progress.

We:

- ³ _____ (hit) our sales targets.
- ⁴ _____ (buy) new equipment and made production faster.
- ⁵ _____ (win) new customers in some areas.
- ⁶ _____ (not spend) too much money. We were €150,000 under budget.

What we need to do next.

We:

- ⁷ _____ (not build) any new business relationships in new markets. We need to build more next year, especially in South America. We have plans for the sales team to visit new customers very soon.
- ⁸ _____ (not grow) our sales profit in China. This is a key market for us, and we want to continue to grow here.

Writing

5 Read the notes about a company's performance last year. Write an email about the performance to the new Sales Manager.



SUCCESES

spent €16,000 on advertising = won a lot of new business in North America; made progress in areas with lots of competition – Japan, South Korea

CHALLENGES

no growth of export business because sales targets not hit in Europe – customers didn't buy new product immediately

REASONS TO BE POSITIVE

good relationships built with new customers in Europe last year – we can increase sales in first six months this year

AIMS

hire more Sales Reps to sell new products in Europe

Dear Anthony,

Welcome to the team! Here is a summary of last year's sales report.

At the start, ...

How did it go?

★ Lead-in

1A Match each picture (A-I) with a process step (1-3).

1 Design 2 Manufacturing 3 Delivery to shops



B Which three pictures show the design to delivery process for

1 a car? __, __, __ 2 a jacket? __, __, __ 3 a chair? __, __, __

C Do you own or use products similar to these? Describe them (colour, design, manufacturer, etc.).

2A  **3.4.1** Watch the start of the video. Why did William arrange a meeting with the designers?

B Watch the complete video. Tick (✓) the topics they talk about.

<input type="checkbox"/> The customers' comments about the new jacket	<input type="checkbox"/> Problems with money
<input type="checkbox"/> Ellen's other new clothing designs	<input type="checkbox"/> Communication problems
<input type="checkbox"/> Problems with teamwork	<input type="checkbox"/> Something that needs to change
<input type="checkbox"/> The design of the jacket	<input type="checkbox"/> Ellen's pay for the work
<input type="checkbox"/> Problems with manufacturing	

C Watch the video again. Put the stages of the project (a-f) in the correct order.

- a They had a problem with the material from the supplier. _____
- b Ellen started designing the jacket. _____
- c They had a problem with the schedule – manufacturing were late. _____
- d The team helped her and answered her questions. _____
- e They were didn't meet the delivery deadline for the shops. _____
- f They changed to a different supplier. _____

3A Match the questions with the answers. Look at the videoscript on page 130 if necessary.

1 How did it go, generally?	a There were one or two problems with the jackets.
2 What went well in particular?	b They didn't meet the deadline.
3 What didn't go well?	c The teamwork.
4 What did you do?	d We didn't communicate the new dates for delivery.
5 What was the problem?	e Communicate the dates to everyone. We need to have regular update meetings.
6 Why did this happen?	f We changed to a different supplier.
7 What do we need to change?	g I think it went well.

TALKING ABOUT PROJECTS

Asking about projects

How did it go, generally?

Saying how it went

It went well. / Not very well.

It was OK. / There were one or two problems.

What went well, in particular?

We met each (project) deadline.

What didn't go well?

We had a problem with [the suppliers / our client].

There was a problem with [our materials / some of the team].

What was your experience?

The [project / teamwork] was [good / great].

There were one or two problems with [the clients / the designs].

What did you do?

We changed to a different factory.

I started to ask more questions.

What happened? / Why did this happen?

We didn't communicate the changes well.

We made some mistakes in planning.

What was the problem?

The supplier didn't explain the changes.

We didn't meet the deadline.

What do we need to change?

Next time ...

We need to improve our design.

I want to make the process clearer.

Talking about projects

1 Put the words in the correct order to make questions.

1 go, / did / generally / it / how / ?

2 went / what / well, / in particular / ?

3 well / didn't / what / go / ?

4 the / what / problem / was / ?

5 this / did / happen / why / ?

6 do / what / you / did / ?

7 happened / what / ?

8 experience / was / what / your / ?

9 to / what / we / do / change / need / ?

2 Complete the responses with the words in the box.

deadline didn't communicate improve made mistakes problem well

- a We need to _____ our instructions and our communication, but in the end everybody is really happy with the product.
- b We made some _____ with the instructions.
- c OK, so we met the _____ and everybody in the team was very happy. The product is great.
- d We _____ the instructions clear and we had a meeting with the team in the factory.
- e Well, there was a _____ with the design.
- f We _____ well and we didn't have regular update meetings.
- g It went _____, thanks.

3 3.01 Listen and match the responses in Exercise 2 (a-g) with the questions in Exercise 1 (1-9). There are two extra questions.

a _____ d _____ f _____

b _____ e _____ g _____

c _____

4A Look at the pictures (1–6) and read about a product. Answer the questions.

- 1 What is the product?
- 2 What three problems did the team have?
- 3 Did the shops like the product?



1 Mark designs the shoe.



3 They start to produce the shoe, but they have a problem with the material.



2 The team tests the design. The teamwork was really good.



4 They change to a different material.



5 They miss a deadline. They have communication problems with the shipping company – the shipping instructions aren't clear.



6 The shoes are in the shops – and customers really like them!

B Work in pairs. Look at page 116 and write a dialogue about a shoe-design project. Use the photos to help you.

Student A

Student B

Congratulate Student B.

Thank Student A.

Ask how the project went.

Answer.

Ask what went well.

Answer.

Ask what didn't go well.

Answer, and explain the problems.

Ask what you need to change.

Say what you want to change.

Say that it's OK now and everyone's happy.

A: Congratulations! The shoes are in the shops today!

B: Thanks. Yeah, I'm very happy!

A: So how did the project go, generally?