

TAPESCRIPT

PART ONE. QUESTIONS 1 TO 12.

Conversation One. Questions 1 to 4.

- M: Apex Business Centre. How may I help you?
- F: Hello. I'm calling about the seminar next week.
- M: Erm, which one? We have at least three on next week. Do you remember the name?
- F: No, I, er ... wait a minute, I know it's on the twenty-first of February.
- M: Oh, yes, madam, that would be Successful Selling. It's a very popular seminar.
- F: That's the one! Now, can you tell me when and where it is, please?
- M: Certainly. It's being run from 10 till 4, and it's being held at the Central Hotel. It's next to the University.
- F: Oh, yes, I know where that is.
- M: Now, could I also mention an additional session we're offering on the day? There's a workshop on profit margins starting at four-thirty after the main seminar.
- F: Oh, that might be useful ... but I have a meeting to go to ... anyway, how much is it?
- M: There's no charge for the additional session. The day costs a hundred and twelve pounds for each participant. I can reserve a place for you now, if you like. We do need to have forty pounds as a deposit, and the balance on the day.
- F: Yes, please. My name's ...

Conversation Two. Questions 5 to 8.

- F: Good morning. Hills PC Supplies.
- M: Yes, hello. I want to speak to David Hills
- F: I'm afraid he's away today. Can I take a message?

- M: Well, ok. Tell him it's James Firth, from Allen and Brown.
- F: Certainly.
- M: I'm really not happy at all. We ordered a laser printer from you last month and...
- F: Let me just find the reference on that...ah yes, HPC02345 ... on the twelfth of March...
- M: Yes. Now, the first problem was the delivery. It came several days after you promised. I don't see why you use a despatch company if that's what happens.
- F: Oh dear. No.
- M: And then, when we took it out of the box, we found you'd sent the thing without any cables, so we couldn't even connect it up. If you think we're going to pay this invoice in full...
- F: Well, I am sorry, Mr Firth. I'll check what went wrong and I'll ask David to ring you. I'm sure he'll want to talk about a discount. Will you be in this afternoon?
- M: Yes. Well, good bye.

Conversation Three. Questions 9 to 12.

- F: Hello. Thank you for calling the Jefferson recruitment line. Here are details of our current job vacancies. First of all, we are looking for a manufacturing administrator to join a team led by the plant manager. This role involves monitoring all aspects of the production process, and will include some project work.
- For this position you should have some relevant experience and a recognised qualification in business administration would be an advantage. You need to be a good organiser, with excellent administrative skills. A high level of computer skills is essential. You must be able to work without

supervision, and must be flexible when working with others, as the position supports other managers. You should be able to work to tight deadlines.

The hours are 9 to 5, Monday to Friday. The salary will be negotiable. In addition we offer a benefits package including subsidised lunches, 23 days' holiday and health insurance.

PART TWO. QUESTIONS 13 to 22.

Section One. Questions 13 to 17

M: It was just so embarrassing, the whole thing. I mean, being late's one thing, and I had already got my secretary to phone through and leave a message to say I was running being schedule. But in the end I didn't get there at all ... and all the other managers were there to see the team show the project and its results. Oh well, that's how it goes, I guess...

F: Well, I'm certainly not going to forget that in a hurry! What a terrible mistake... It made the whole meeting pointless, really. I can't imagine what they thought of me, sitting there with the paperwork for another client. Very unprofessional. I mean, I could still tell them the relevant facts, but I couldn't show them the actual contract. I didn't put it in my briefcase last night.

M: What a lost opportunity. I should've made a proper note in my diary where I would have seen it instead of just on the back of an old envelope. Anyway, it's too late now. I just didn't remember and that's that. They'll have given the work to someone else by now... I'd promised to ring before midday if I was available. I really need to be better organised.

F: I was so busy preparing all the equipment for the presentation that I didn't notice the time passing. So then I asked reception to call me a taxi ... I was still checking the papers when they rang to say it had arrived ... but I couldn't believe it when he didn't know where the street was and drove all over the place ... they'd already started without me by the time I finally got there.

M: Well, I thought it was a bit strange at the time, but I just took down what I thought I heard on the machine, and then made out the order form accordingly. It wasn't till they called back to query the quantity that we realised just what I'd done. Still, we sorted it out before it was too late so it wasn't a disaster, after all.

Section Two. Questions 18 to 22

F: I guess the main weakness is with the image of some of the products. I complained about this last

year. With our present strategy, we could find ourselves having problems in the future. We need to turn the situation around, work the market to our advantage. What I'd suggest is a complete review of the way we're approaching the market. I think we should get everyone together and explore all the possibilities.

M: I'm very glad that you can come. I was worried that the invitations were so late that many key people wouldn't be able to make it. We do need your input – your information is important. I understand you're planning to come by train. The train service can be a bit of a problem, but if you go to Medford Central Station, it's a direct line. That'll take you to Tower Square – and if you give us a call when you arrive we'll send someone to collect you.

F: When I first read the report, I was very disappointed. Our results are well below target, in spite of using the consultants, and all the new strategies we've been applying. I can't understand it at all. In order to try and get clear what's going on, I'm going to need input from various sections. What I'd like from you, as soon as you can, is price comparisons for the different regions. I'll also need a report on how useful the consultants' advice was.

M: No, I mean they've given me everything I asked for, so I can't really complain about that. They even invited me to come over and check the figures for myself. But I'd rather try to go through them here with you, if you could spare the time. Perhaps you could tell me what you think would be the best thing to do. I'd be really interested in your views. Your experience means you must have dealt with this type of problem before.

F: I just thought I ought to let you know, that following the discussion we had last week about staffing levels, I took your recommendation to the Board. You've probably heard already that we agreed that we do need to create a new Area Manager's position. I just wanted to let you know officially that it had been authorised. So now we can contact the recruitment agency and ask them to start looking around. They might have somebody on their books already.

PART THREE. QUESTIONS 23 to 30.

F: Good evening and welcome to Business People. We are fortunate to have as our guest tonight José Martínez, the founder and Director of Pizza Rapida. José was brought up in America and started his working life there. Now he is one of the most successful entrepreneurs in Europe. How did he achieve this? Well, he began his rise to success in Europe when he launched his pizza delivery chain

from a small shop in the Spanish capital, Madrid, 10 years ago. By the late-nineties he had succeeded in expanding the business to over 400 outlets and in doing so, he has almost transformed the eating habits of the nation. As a result of this success, he has recently been able to buy out his main competitor and today, Pizza Rapida is well-known for producing top-quality food at reasonable prices. José is now one of the wealthiest men in Spain.

José, welcome to our studio.

M: Thank you.

F: Now, did you do lots of market research before you set up your pizza delivery service?

M: Well, not really. But I did do some basic research to get the product itself right by giving some away to teenagers in the neighbourhood. I kept experimenting with the key ingredients until they all thought the pizzas were great.

F: But surely Spain isn't traditionally a fast food market, so why did you think a pizza home delivery service would be successful?

M: Well, I just thought that the same trends which had caused the fast-food revolution in the US were at work in Spain. For example, more and more women were joining the labour market, leaving them less time to shop and cook, so families were beginning to think of fast food as an attractive alternative to home cooking. The sector grew incredibly quickly in the first few years. It's a little steadier now – still very healthy though.

F: Great! So you must need an increasing number of staff - but what do you look for in your managers?

M: I try to follow the American system and make sure my people get experience at all levels of the business. I don't want managers to come straight from university to the office without doing the basic jobs in the company first.

F: Pizza Rapida was floated on the Stock Exchange in 1998. Was that a success, too?

M: Yes, it was amazing!

F: Why do you think Pizza Rapida attracted so much investment?

M: I think initially it was largely because the basic theory of home delivery pizzas was new, easy for the general public to understand, and fun. Once we were established, the shares started to take off. And I'm happy to say that we've been the best performer on the stock market for two years and profits were up again by 45% last year.

F: What background did you have, or training, to lead to this amazing success?

M: Sales basically. I started my working life as a salesman for a soap company in America. After the initial three month training period, I managed to exceed the annual target they had given me, but I was so disgusted by the tiny bonus I was offered that I resigned and joined a competitor. Ten years later, they sent me to Spain to run their sales and marketing operation.

F: Does any aspect of the Spanish lifestyle help you to promote your products?

M: Well, Spaniards are very keen on football, as you know, and I think you have to be constantly aware of all possible opportunities. So now, when top teams are playing, I hire extra staff to deliver pizzas for the fans to eat while they watch the match on television.

F: That sounds like a real winner! And what's next?

M: Well, one option I was looking at was franchising the operation but I decided I didn't want to lose control, so what I'm seriously considering now is producing frozen pizzas and other food to sell to supermarket and restaurant chains.

F: Well, I wish you every success with that and many thanks