

# Changes

# 3

How old is your company?

## Unit overview

### 3.1 > A company's story

**Lesson outcome:** Learners can describe changes at work.

**Vocabulary:** A company's story

**Communicative grammar:** Talking about the past (1)

**Video:** How we started

**Task:** Completing a timeline

### 3.2 > New office

**Lesson outcome:** Learners can write about a change at the workplace.

**Vocabulary:** Email phrases

**Reading:** An email about meeting room rules

**Listening:** A conversation about an office move

**Writing:** An email giving instructions

### 3.3 > Company performance

**Lesson outcome:** Learners can write about a company's performance.

**Reading:** Past successes and challenges

**Communicative grammar:** Talking about the past (2)

**Writing:** An email describing successes and challenges

### 3.4 > Work skills: How did it go?

**Lesson outcome:** Learners can talk about how a project went.

**Video:** How did the project go?

**Speaking:** Talking about projects

### 3.5 > Business workshop: Our first year

**Lesson outcome:** Learners can write an email about their company.

**Reading:** A timeline about a new company

**Writing:** Preparing for a move

**Speaking:** Asking questions about a new company

**Review 3:** p.89

**Pronunciation:** 3.1 The -ed ending p.97  
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**Grammar reference:** 3.1 Talking about the past (1) 3.2 Giving instructions  
3.3 Talking about the past (2) p.104

# 3.1

# A company's story

## Lesson outcome

Learners can describe changes at work.

### Lead-in

**1** Work in pairs. Think of a businessperson and answer the questions.

- 1 What's his/her name?
- 2 What's the name of his/her company?
- 3 What does his/her company do, make or sell?

### Vocabulary A company's story

**2A** Read the timeline. In how many countries does Costa Coffee operate?

#### TIMELINE: COSTA COFFEE

**1960s** The Costa family, with sons Sergio and Bruno, <sup>1</sup>**move** from Italy to London.

**1978** The Costa brothers <sup>4</sup>**open** a coffee shop – Costa Coffee.

**1985–1995** Costa opens more shops and <sup>6</sup>**hires** more employees. By 1995, there are forty-one shops in the UK.

**2006** Costa <sup>8</sup>**launches** the Costa Book Awards, giving prizes to the best writers in England and Ireland.



**1971** Brothers Bruno and Sergio Costa <sup>2</sup>**start** a coffee supply company in London. They <sup>3</sup>**produce** coffee for local food sellers.

**1985** Bruno leaves the business and <sup>5</sup>**creates** a different company.

**1999** Costa <sup>7</sup>**expands** its market – the company opens a shop in Dubai.

**2019** Costa has more than 3,800 shops in thirty-one countries.



**B** Match the verbs in bold (1–8) in Exercise 2B with their past form in the sentences (a–h).

- a No, they didn't. In their first year, Costa Coffee **produced** coffee for local food sellers.
- b Yes, he did. In 1985, Bruno **created** a different company.
- c The Costa brothers **moved** from Italy in 1960.
- d In 1999, Costa **expanded** its market and opened a shop in Dubai.
- e In 1971, the Costa Brothers **started** a coffee supply company in London.
- f They **opened** a Costa Coffee shop in 1978.
- g Costa Coffee opened more shops in the UK and **hired** more employees from 1985 to 1995.
- h In 2006, they **launched** the Costa Book Awards.

**C** Match the questions (1–8) with the sentences (a–h) in Exercise 2B.

- 1 Where did the Costa family move from?
- 2 Who started Costa Coffee?
- 3 Did they open a coffee shop at the beginning?
- 4 When did they open a Costa Coffee shop?
- 5 Did Bruno start his own company in 1985?
- 6 When did Costa open more shops in the UK?
- 7 When did Costa expand its market to other countries?
- 8 What did the company launch in 2006?

**T** Teacher's resources: extra activities

### Communicative grammar

#### TALKING ABOUT THE PAST (1)

→ Grammar reference: page 104

+ The Costa brothers **moved** from Italy to London in 1960.  
I **joined** the company eight years ago.

? Did Sergio **start** his own company? Yes, he **did**. / No, he **didn't**.  
Did they **start** Costa Coffee? Yes, they **did**. / No, they **didn't**.  
Did the company **change** its name? Yes, it **did**. / No, it **didn't**.

? When **did** they **open** a shop? In 2002. / They **opened** a shop in 2002.  
What year **did** the company **expand**? Last year. / It **expanded** last year.  
Who **did** you **hire** last year? An HR Manager. / I **hired** an HR Manager.

? Who **started** the company? The two brothers **started** the company.  
Who **designed** the product? Angela **designed** the product.  
Which company **launched** Windows? Microsoft **launched** Windows.

→ page 97 See Pronunciation bank: The -ed ending

**TIMELINE - BILL GATES**

**3A Complete the sentences with the correct verb in the past.**

**1973**  
Finishes school.

**1975**  
Starts Microsoft.

**2000** His job changes at Microsoft from CEO to Chairman.

**2014** His job changes from Chairman to Technology Advisor.

1970

1980

1990

2000

2010

2020

**1973-1975** Studies at Harvard University - doesn't finish.

**1985**  
Launches Windows.

**2017** Plays a tennis match with Roger Federer to make money for charity.

- 1 He \_\_\_\_\_ school in 1973.
- 2 He \_\_\_\_\_ at Harvard for about two years.
- 3 He \_\_\_\_\_ Microsoft in 1975.
- 4 He \_\_\_\_\_ Windows in 1985.
- 5 His job \_\_\_\_\_ at Microsoft in 2000.
- 6 He \_\_\_\_\_ tennis with Roger Federer in 2017.

**B Put the words in the correct order to make questions.**

- 1 1973 / did / what / Bill Gates / in / do / ? \_\_\_\_\_
- 2 he / finish / university / did / ? \_\_\_\_\_
- 3 did / when / he / Microsoft / start / ? \_\_\_\_\_
- 4 1985 / did / what / in / launch / he / ? \_\_\_\_\_
- 5 his job / at Microsoft / did / change / in 2000 / ? \_\_\_\_\_
- 6 who / he / did / tennis with / play / in 2017 / ? \_\_\_\_\_

**T** Teacher's resources: extra activities

**C Work in pairs. Ask and answer the questions in Exercise 3B.**

**4 Work in pairs. Ask and answer the questions.**

- 1 When did you start school? \_\_\_\_\_
- 2 What was your first job? \_\_\_\_\_
- 3 Who was your first boss? \_\_\_\_\_
- 4 When did you start your job? \_\_\_\_\_
- 5 When did you last change job or move city? \_\_\_\_\_

**VIDEO 5A** ▶ 3.1.1 Watch the video introduction. What do Postmark and The Cambridge Satchel Company sell?



annual turnover = the total sales of a business in one year

**B Watch Part 1 of the video. Answer the questions.**

- 1 Who started Postmark?
- 2 When did Postmark start?
- 3 What was the annual turnover in a) 2006? b) last year?
- 4 How many stores and employees does Postmark have?
- 5 When did Morgan arrive in the UK and what did she do?
- 6 When did Morgan join Postmark?

**C Watch Part 2 of the video. Are the sentences true (T) or false (F)? Correct the false sentences.**

- 1 At the beginning, The Cambridge Satchel Company only had three colours of bags.
- 2 The company opened a factory in 2012.
- 3 The company now has 150 employees.
- 4 The company has two shops – one in Cambridge and one in London.
- 5 Max is the manager of The Cambridge Satchel Company shop in London.
- 6 Max designed the first shop for Cambridge Satchel Company.

**6 Work in pairs. Ask and answer questions and complete the timeline.**

**Student A:** Look at page 115. **Student B:** Look at page 119.



## Lesson outcome

Learners can write about a change at the workplace.

## Lead-in

## 1 Answer the questions.

- 1 Do you work/study in the same place every day? Where?
- 2 How often do you have to change your work/study location?
- 3 Do you prefer to stay in one location, or do you like change?

*I prefer to have the same desk every day because ...*

## Vocabulary Email phrases

## 2A Read the email. Answer the questions.

- 1 Who wrote the email?
- 2 What do employees need to do?

Subject: **New workspaces**



<sup>1</sup>To all staff,

This week, the new Hong Kong project started and we are now in new teams. Next week, there are new arrangements for all teams, and new workspaces for everyone. In preparation for this on Friday, <sup>2</sup>please do the following:

- remove everything from your desk.
- put all of your things in a box.
- write your name on the box.
- please don't move the box. That job is for the warehouse workers.
- look at the plan attached and find your new workspace.

<sup>3</sup>Thank you for your help. Have a great weekend!

<sup>4</sup>Best wishes,

Beth Lowry  
Office Manager

## B Match the phrases (a-d) with the phrases (1-4) in the email.

- |   |                                   |       |
|---|-----------------------------------|-------|
| a | Regards,                          | _____ |
| b | Dear employees,                   | _____ |
| c | We appreciate your cooperation.   | _____ |
| d | Please follow these instructions. | _____ |

**GIVING INSTRUCTIONS**

Grammar reference: page 106

**What to do**

**Remove** everything from your desk.

**Put** all your things in a box.

**Please use** two boxes.

**What not to do**

**Don't put** all your things in one box.

Please **don't move** the box.

## 3 Match the sentence halves.

- |                 |   |
|-----------------|---|
| 1 Please arrive | a your things on your new desk.                     |
| 2 Don't be      | b at the new office at 8.00 a.m. on Monday morning. |
| 3 Find          | c your new workspace on the office plan.            |
| 4 Don't change  | d the lunch party at 12.30 p.m.                     |
| 5 Put           | e desks with other employees, please.               |
| 6 Please join   | f late.   |

**T** Teacher's resources:  
extra activities

## Reading and Listening

### 4 Complete the instructions with the correct form of the words and phrases in the box.

dear all don't have don't use for your cooperation go make regards talk

**Subject: Meeting room rules**



1 \_\_\_\_\_,

We love the new offices, but we had some problems last week with meeting rooms.

Please <sup>2</sup> \_\_\_\_\_ a meeting room without a reservation. When you need a room,

please <sup>3</sup> \_\_\_\_\_ to Agnes and <sup>4</sup> \_\_\_\_\_ a reservation. Please <sup>5</sup> \_\_\_\_\_

lunch in meeting rooms. <sup>6</sup> \_\_\_\_\_ to the company canteen for food.

Thank you <sup>7</sup> \_\_\_\_\_.

<sup>8</sup> \_\_\_\_\_,

Denise Woo

Admin Assistant

### 5A 3.01 Listen to the conversation and answer the questions.

- Why does the company need to move?
- What event is on Friday evening?

### B Listen again. Complete the notes.



Company hired <sup>1</sup> \_\_\_\_\_ new employees last month, need to move to <sup>2</sup> \_\_\_\_\_, \_\_\_\_\_ offices.

#### Thursday:

• Everyone in the office: <sup>3</sup> \_\_\_\_\_ a.m.

• Desk items in boxes. Boxes stay in <sup>4</sup> \_\_\_\_\_.

• No staff in office after <sup>5</sup> \_\_\_\_\_.

#### Friday:

• Morning – no work. Arrival time – <sup>6</sup> \_\_\_\_\_.

• Employees find desks – don't <sup>7</sup> \_\_\_\_\_ desks!

• Items on new desks.

• <sup>8</sup> \_\_\_\_\_ – party for new office.

### Writing 6A Write instructions about the notes in Exercise 5A. Use the words and phrases in the box.

arrive find (x2) join not change not come not stay put

- Thursday: Please \_\_\_\_\_ at the office by 9.00 a.m.
- \_\_\_\_\_ all desk items in boxes.
- Thursday: \_\_\_\_\_ in the office after 12.30 p.m.
- \_\_\_\_\_ to work on Friday morning.
- \_\_\_\_\_ your new desk and please \_\_\_\_\_ it!
- You can \_\_\_\_\_ your office items on your new desk.
- Please \_\_\_\_\_ us for a celebration at 6.00 p.m.

### B Write an email giving instructions for the office move in Exercise 5B.

# 3.3

# Company performance

## Lesson outcome

Learners can write about a company's performance.

### Lead-in 1A How do you receive communication from your place of work/study?

- blog post       website       newsletter  
 emails       intranet       other \_\_\_\_\_

### B How often do you receive this type of communication? What is it usually about?

## Reading Past successes and challenges

### 2A Read the email about KwikBike. Did they succeed? Tick (✓) Yes or No for points 1-6.



Target	Yes	No
1 Hit the target number of new shops		
2 Get to know corporate customers very well		
3 Advertise to win more customers		
4 Win customers in the Overton area		
5 Create a booking system		
6 Make booking fast		



To: all staff

From: simon.owen@kwikbike

Subject: Another great year for KwikBike - Thank you

Monday 22 December

Dear Team,

First, a big thank you for all your hard work in the last year. We **made** good progress at KwikBike. We **grew** our retail business from ten stores to twelve and we **built** strong relationships with important corporate customers. Unfortunately, we **didn't hit** our target of fourteen stores, so we need to investigate new areas for business.

We also **went** to bike events, **bought** advertising there and offered discounts, and this **won** new business, especially in the Northside area. However, we **didn't win** any new business in the Overton area so we want to make progress there next year. We also **spent** \$10,000 on our online booking system. Our sales started to increase, but some customers **had** problems with it. We need to improve this system as soon as possible so we don't lose sales.

Overall, it **was** a great year. Well done everyone! I look forward to next year.

Best regards,

Simon Owen

### B Match the verbs in bold in the email with their present form.

- |                    |         |         |             |
|--------------------|---------|---------|-------------|
| a hit - <b>hit</b> | d have  | g buy   | j go        |
| b make             | e build | h spend | k don't hit |
| c win              | f grow  | i be    | l don't win |

### C Answer the questions.

- How many shops did KwikBike have at the beginning of last year? \_\_\_\_\_
- How many shops do they have now? \_\_\_\_\_
- Where did they advertise? \_\_\_\_\_
- Where did the advertising win new business? \_\_\_\_\_
- How much did they spend on their online booking system? \_\_\_\_\_

→ page 98 See Pronunciation bank: /ɜ:/ and /ɔ:/

## Communicative grammar

### TALKING ABOUT THE PAST (2)

→ Grammar reference: page 106

#### +/- Irregular verbs

We **grew** our retail business.  
It **was** a great year. We **made** good progress.

#### Negatives

We **didn't grow** our retail business.  
It **wasn't (was not)** a good year.

### 3 Complete the sentences with the correct form of the words in the box.

buy hire make (x2) miss not buy not grow not meet win

- We \_\_\_\_\_ our sales targets, so we need to find new customers.
- We \_\_\_\_\_ new desks, but we \_\_\_\_\_ any new chairs.
- We \_\_\_\_\_ a new Sales Manager and we hired a new Office Manager.
- We \_\_\_\_\_ new business, but we also \_\_\_\_\_ some mistakes.
- We \_\_\_\_\_ our retail business, so we need to work on this next year.
- We \_\_\_\_\_ some sales targets. However, we \_\_\_\_\_ a lot of money in other areas.

**T** Teacher's resources:  
extra activities

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

#### Summary of last year

We <sup>1</sup> didn't have (not have) any problems in our retail business and we <sup>2</sup> \_\_\_\_\_ (make) good progress.

We:

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

What we need to do next.

We:

- <sup>7</sup> \_\_\_\_\_ (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.
- <sup>8</sup> \_\_\_\_\_ (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.



#### SUCCESSSES

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, ...

# 3.4

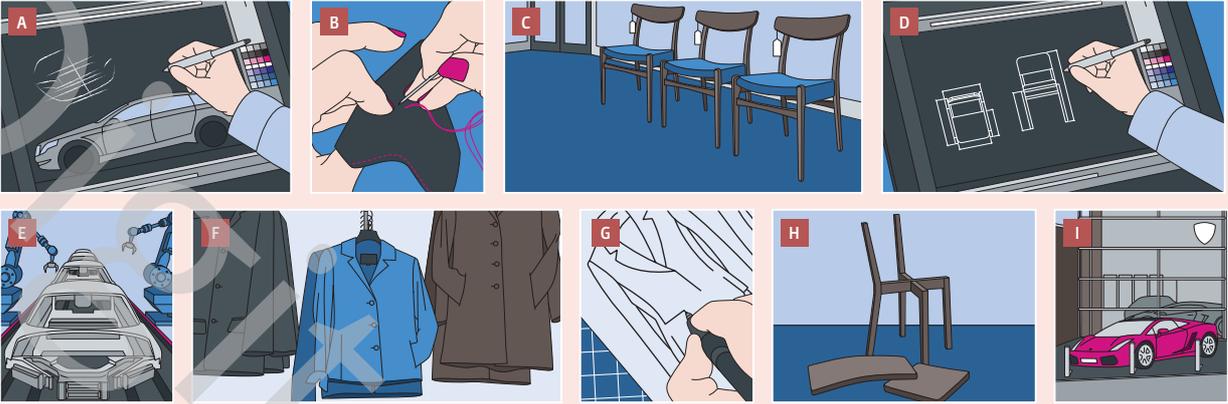
## WORK SKILLS How did it go?

### Lesson outcome

Learners can talk about how a project went.

#### 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.).

#### VIDEO 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 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.   |

#### B Look at page 130. Practise reading the script with a partner.

Teacher's resources:  
extra activities

**Speaking**



**1** Mark designs the shoe.



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



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



**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!

**TALKING ABOUT PROJECTS**

**Asking about projects**

**Saying how it went**

How did it go, generally?

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.

**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?

**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?

**B:** It went well, thanks.

**A:** Tell me about it. What went well, in particular?

**B:** The teamwork. It was ...

**C** Practise the dialogue.

### Lesson outcome

Learners can write an email about company changes.

## A company's first year

**1A** Read the timeline. Complete the notes.

TIMELINE	SOFTWARE DE JOGO
January	Brother and sister João and Manuela Silva create a simple smartphone game called <i>Vai-Vai</i> . However, they don't launch the game. They want to make it better first. They hire two software engineers to make the game better. They don't open an office. They work from their home.
March	They create a software company and call it Software de Jogo.
April	They rent an office in their home city, Brasilia.
June	They launch <i>Vai-Vai</i> in Portuguese. It's an instant success in Brazil and Portugal.
August	They hire translators for an English version of <i>Vai-Vai</i> .
October	The Silvas move their office from Brasilia to Campinas – Brazil's Silicon Valley. They hire a product manager and two more engineers to produce more games.
December	Software de Jogo expands its range of games to five.

The name of João and Manuela's game:

1 \_\_\_\_\_

The name of their company:

2 \_\_\_\_\_

Original location of company:

3 \_\_\_\_\_

Location of company from October:

4 \_\_\_\_\_

How they expanded in October:

5 \_\_\_\_\_

Number of games in range from December:

6 \_\_\_\_\_

**B** Work in pairs. Student A: Look at page 118. Student B: Look at page 120. Ask and answer questions about Software de Jogo.

## Preparing for a move

**2** It is October and the company needs to move to Campinas next week. Use João's notes to write instructions to the team for the move.

### Move to Campinas

- It's next week!
- Employees' jobs for Friday =
  - removing everything from desk
  - putting things in a box
  - writing name on box – boxes not be moved – should leave on desk!
- Remember to thank the team for cooperation.

**3** João writes an email to his staff to thank them for the work they did last year. Put the sentences (a-i) in the correct order.

- We grew our range of games from one to five, and we built strong relationships with other businesses here in Campinas.
- Unfortunately, we didn't win any new business in other countries so we didn't hit our target of 100,000 sales.
- First, a big thank you to the team for your work, and for the progress we made at Software de Jogo last year – it was an amazing start for our new business.
- However, we know this is because we had some problems with the English translation of *Vai-Vai*, so we couldn't launch it in August.
- Last week, we fixed the problem, and we plan to launch the English version in January next year.
- We also bought advertising on social media in Portuguese and this won new business throughout Brazil and Portugal.
- Best regards, João and Manuela
- Overall, we had a great year and we look forward to working with you next year.
- Dear all,

## How the first year went

**4** Work in pairs. You are going to ask and answer some interview questions.

Student A: Look at page 118.

Student B: Look at page 125.

