

Unit 3

Handling Clients

3.1 Warm up—Brainstorming and Speaking

Living with Making New Friends

1. Please divide all your friends into several different kinds.
2. Please tell how you started to know each other and became friends.
3. State briefly the things you will do with your different friends.
4. Would you mind comparing and contrasting your friends?

Tips and Useful Sentence Patterns

A comparison explains how things are similar, and a contrast, how they are different. When we compare or contrast, we explain or clarify for one of the three following purposes:

- (1) to present something unfamiliar by comparing it with something familiar.
- (2) to show the superiority of one by comparing it with another.
- (3) to show the differences and similarities of two things to help understand and evaluate them.

Comparison and contrast may appear together, but probably with stress on this one or that one.

When we compare or contrast, keep in mind the following principles of selection and development:

- (1) Only items of the same general class can be compared or contrasted.
- (2) The comparisons or the contrasts should be balanced; the two items being compared or contrasted are to be given equal treatment.
- (3) The comparisons or the contrasts should be supported by concrete and relevant facts.
- (4) The comparisons or the contrasts show the similarities or differences in order to make a point.

Useful expressions

to compare :

similar to

similarly

like , alike

likewise

correspond to

correspondingly

resemble

as the same rate as

as

just as

in like manner

in the same way

have...in common

to be parallel in

To contrast :

differ from

however

otherwise

still

nevertheless

even so

a larger percentage than

unlike

in contrast to

in opposition to

on the contrary

on the opposite side

on the other hand

different from

3.2 Technical Terms

system maintenance

security evaluation

IT outsourcing drivers

系统维护

安全评估

外包驱动因素



3.2.1 System Maintenance

1. Overview

System maintenance is a catchall term used to describe various forms of computer or server maintenance required to keep a computer system running properly. It can describe network maintenance, which could mean that servers are being physically repaired, replaced, or moved. Network maintenance can also mean that the software for a server is being updated, changed, or repaired. This sort of maintenance is typically performed on a regular or semi-regular schedule, often during non-peak usage hours, and keeps servers running smoothly.

Information technology (IT) professionals often use system maintenance to describe any sort of repairs being performed on a computer or multiple computers within a network. IT maintenance can often take hours to complete, and professionals usually describe the work in general terms to avoid the timely explanations required for more specific language. When websites are inaccessible due to attacks from hackers, server problems, or for updating and repair, the administrators of the website will often display an image apologizing for the maintenance and website downtime. This allows users to understand that the website cannot be used and that the administrators are aware of the issue.

2. Types

System maintenance is an ongoing activity, which covers a wide variety of activities, including removing program and design errors, updating documentation and test data and updating user support. For the purpose of convenience, maintenance may be categorized into three classes, namely, corrective, adaptive, and perfective.

1) Corrective Maintenance

This type of maintenance implies removing errors in a program, which might have crept in the system due to faulty design or wrong assumptions. Thus, in corrective maintenance, processing or performance failures are repaired.

2) Adaptive Maintenance

In adaptive maintenance, program functions are changed to enable the information system to satisfy the information needs of the user. This type of maintenance may become necessary because of organizational changes which may include:

- (1) Change in the organizational procedures.
- (2) Change in organizational objectives, goals, policies, etc.
- (3) Change in forms.
- (4) Change in information needs of managers.
- (5) Change in system controls and security needs, etc.

3) Perfective Maintenance

Perfective maintenance means adding new programs or modifying the existing programs to enhance the performance of the information system. This type of maintenance undertaken to re-

spond to user's additional needs which may be due to the changes within or outside of the organization. Outside changes are primarily environmental changes, which may in the absence of system maintenance, render the information system ineffective and inefficient. These environmental changes include:

- (1) Changes in governmental policies, laws, etc.
- (2) Economic and competitive conditions.
- (3) New technology.

3.2.2 Security Evaluation

1. Overview

The Common Criteria for Information Technology Security Evaluation (abbreviated as Common Criteria or CC) is an international standard (ISO/IEC 15408) for computer security certification. It is currently in version 3.1.

2. Criteria

Common Criteria is a framework in which computer system users can specify their security functional and assurance requirements, vendors can then implement and/or make claims about the security attributes of their products, and testing laboratories can evaluate the products to determine if they actually meet the claims. In other words, Common Criteria provides assurance that the process of specification, implementation and evaluation of a computer security product has been conducted in a rigorous and standard manner.

3. Key Concepts

Common Criteria evaluations are performed on computer security products and systems.

Target Of Evaluation (TOE)—the product or system that is the subject of the evaluation.

The evaluation serves to validate claims made about the target. To be of practical use, the evaluation must verify the target's security features. This is done through the following.

Protection Profile (PP)—a document, typically created by a user or user community, which identifies security requirements for a class of security devices (for example, smart cards used to provide digital signatures, or network firewalls) relevant to that user for a particular purpose. Product vendors can choose to implement products that comply with one or more PPs, and have their products evaluated against those PPs. In such a case, a PP may serve as a template for the product's ST (Security Target, as defined below), or the authors of the ST will at least ensure that all requirements in relevant PPs also appear in the target's ST document. Customers looking for particular types of products can focus on those certified against the PP that meets their requirements.

Security Target (ST)—the document that identifies the security properties of the target of evaluation. It may refer to one or more PPs. The TOE is evaluated against the SFRs (see below) established in its ST, no more and no less. This allows vendors to tailor the evaluation to

accurately match the intended capabilities of their product. This means that a network firewall does not have to meet the same functional requirements as a database management system, and that different firewalls may in fact be evaluated against completely different lists of requirements. The ST is usually published so that potential customers may determine the specific security features that have been certified by the evaluation.

Security Functional Requirements (SFRs)—specify individual security functions which may be provided by a product. The Common Criteria presents a standard catalogue of such functions. For example, a SFR may state how a user acting a particular role might be authenticated. The list of SFRs can vary from one evaluation to the next, even if two targets are the same type of product. Although Common Criteria does not prescribe any SFRs to be included in an ST, it identifies dependencies where the correct operation of one function (such as the ability to limit access according to roles) is dependent on another (such as the ability to identify individual roles).

The evaluation process also tries to establish the level of confidence that may be placed in the product's security features through quality assurance processes:

Security Assurance Requirements (SARs)—descriptions of the measures taken during development and evaluation of the product to assure compliance with the claimed security functionality. For example, an evaluation may require that all source code is kept in a change management system, or that full functional testing is performed. The Common Criteria provides a catalogue of these, and the requirements may vary from one evaluation to the next. The requirements for particular targets or types of products are documented in the ST and PP, respectively.

Evaluation Assurance Level (EAL)—the numerical rating describing the depth and rigor of an evaluation. Each EAL corresponds to a package of security assurance requirements (SARs, see above) which covers the complete development of a product, with a given level of strictness. Common Criteria lists seven levels, with EAL 1 being the most basic (and therefore cheapest to implement and evaluate) and EAL 7 being the most stringent (and most expensive). Normally, an ST or PP author will not select assurance requirements individually but choose one of these packages, possibly 'augmenting' requirements in a few areas with requirements from a higher level. Higher EALs do not necessarily imply "better security", they only mean that the claimed security assurance of the TOE has been more extensively verified.

So far, most PPs and most evaluated STs/certified products have been for IT components (e.g., firewalls, operating systems, smart cards). Common Criteria certification is sometimes specified for IT procurement. Other standards containing, e.g., interoperation, system management, user training, supplement CC and other product standards. Examples include the ISO/IEC 17799 (Or more properly BS 7799-1, which is now ISO/IEC 27002) or the German IT-Grundschutzhandbuch.

Details of cryptographic implementation within the TOE are outside the scope of the CC. Instead, national standards, like FIPS 140-2 give the specifications for cryptographic modules,

and various standards specify the cryptographic algorithms in use.

3.2.3 IT Outsourcing Drivers

1. Overview

The reasons for IT outsourcing include lack of resources and cost reduction. IT Outsourcing is sometimes called IT Enabled Services (ITES) Outsourcing.

Overseas ITO

1) India and China

The typical destinations of overseas IT outsourcing are India and Philippines for the American and European companies and China for the Japanese companies.

2) Latin America

Countries like United States and Canada usually seek Nearshore Outsourcing in Latin American countries like Mexico, Costa Rica, Panama, and others because of a closer cultural match and timezone.

3) Eastern Europe

In recent years Eastern Europe has also become a common ITO destination. ITO to Eastern Europe allows Western European and North American companies to Nearshore, Remote In-source, and in general benefit from timezone and cultural proximity. Countries like Belarus, Russia and Ukraine are common destinations for ITO within Eastern Europe.

2. Outsourcing Information Technology to Asia

A combination of high overhead in the United States and strong cultural ties between the domestic and Asian information technology industries have led many companies to outsource labor-intensive software programming to Asia and Eastern Europe.

Although Eastern Europe has created a lot of competition for India in recent years, India has always been a major player in information technology (IT); they even make their own supercomputers for predicting monsoons. It wasn't until the Y2K bug emerged that the need for legions of cheap programmers really arose, however, and American companies began to see the potential for outsourcing overseas. After Y2K the IT service industry exploded, with American companies outsourcing everything from data entry to customer service to India and other Asian countries.

Despite its distinct advantages for companies looking to outsource their IT services, India's volatile political climate and rampant corruption present problems. Some of the 185 Fortune 500 companies that outsource software to Asia are choosing places like Vietnam or China with more predictable politics and less corruption. Other (mainly American) companies that outsource their customer service are finding that their customers prefer the Americanized English of the Philippines to the British English that predominates in India, though all of these countries have their drawbacks, from censored Internet lines in China and Vietnam to Muslim militancy in the Philippines.

Despite the hiccups the IT service industry continues to grow as the software industry becomes more competitive and U. S. companies try to reduce overhead. The Asian IT service market is still in its infancy, but by 2008 industry think tank Nasscom-McKinsey predicts a \$17 billion IT service industry in India alone.

3. Outsourcing Information Technology to Eastern Europe

Outsourcing IT to Eastern Europe has been on the rise because of the low-cost but highly skilled labor available in this region, as well as its geographical and cultural proximity. At first, many companies chose to outsource to more traditional Asian destinations. However, as software development and security needs grew, along with a preference for geographically closer partners, Eastern Europe became a more common destination for ITO. In 2009, the number of IT professionals working for an ITO company in the Central-East European Region (not including Russia), reached 95,000; this number represents a 9% growth for countries like Ukraine.

3.3 Food for Thoughts

Read the following passage and fulfill the tasks orally.

Dealing with Cultural Nuances in Offshore Outsourcing Relationships

Study after study reveals that there are more successes than failures in offshore relationships today. However, where there are failures, the root cause still tends to be an issue that has existed in offshore relationships for years, people's failure to connect and understand each other.

To a significant extent, understanding people's expectations and how people think differently from culture to culture will improve the chances for success.



Word meanings

Most Americans and Western Europeans outsourcing to offshore providers over the past few years have experienced challenges with communications involving “yes” and “no” statements. “yes” and “no” have slightly different meanings as words in the Indian, Chinese, and Ukrainian languages.

So clients' questions when the client's expectation is a “yes” or “no” response will elicit several different meanings from people in these countries. In India, “yes” means “I've heard you, but it doesn't necessarily mean that I understand you.” In Ukraine, “no” means “I don't understand.” Saying “no” doesn't mean “I can't do it.”

“Yes” or “no” is not as big a problem in China, because a smaller percentage of the peo-

ple (only 20 ~ 30 percent) speak good English and would respond to a question using English words.

Since people in these countries now recognize these misunderstood words cause problems, some avoid answering such questions. People are encouraged to answer with honest feelings, rather than avoid responding.

Mindset

The cultural nuances around mindset can have a dramatic impact on expectations in outsourcing relationships.

Generally, Ukrainians tend to be more conservative and Indians are somewhat more aggressive. But service providers can coach their employees around this in order to better interact with business contacts in the United States, for example.

Indian work culture generally views deadlines as being flexible rather than set in stone, which can be problematic if very clear communication processes are not in place. Ukrainians tend to work in a detail-oriented way and can be counted on to provide tough product evaluations and “pick holes in things”. In application development, if a client wants a lot of rigorous testing, a Ukrainian service provider will serve well. However, India is often a better choice than Ukraine if agility is important to the client.

In general, Chinese work culture values polite interactions over casual behavior like the Indians, and they are inclined to be very detail oriented like the Ukrainians.

Age and size of market

An important criterion in service provider selection is the age and size/growth rate of the market in each country. The Ukrainian outsourcing market hasn't changed much over the last 20 years. In contrast, China has experienced big growth in the last 10 years and is the fastest-growing region. Market maturity and size are important, as they impact such factors as attrition, salary, strengths in experience and talent, how to manage the relationship, and the kind of work being done in that market.

For example, in the still-young market in China, it's difficult to find people with five years of experience. Regarding compensation, IT salaries can be 30 times higher in India than in China and 6 ~ 10 times higher than in Ukraine.

China has natural strengths and strong skills in doing embedded software. Ukraine is strong in mathematical skills and in high-level quality precision.

Getting personal

But these bits of insight into the cultural differences are generalizations. Success requires getting beyond the common challenges of word meanings and mindset. For that, there's no substitute for physical proximity and intimacy. It requires an investment, and the investment in-

creases with the increase in complexity of the work being outsourced. It includes such items as video conferences and travel to/from the two countries.

Should buyers send their people to the offshore location or bring the provider's people to the United States to improve communication? Which is the best strategy? It depends on the answers to the following questions:

Does one person know everything?

How much knowledge needs to be transferred to the provider?

How many people would be involved?

How quick is the need to ramp up?

The best strategy is to have people from both companies travel to each other's country. The second best strategy is to send people from the United States to the provider's offshore location. Third choice is to bring some of the provider's team to the U. S. location. This is least effective as an investment, because more often than not at least the principals in the provider's company have already traveled to the United States and are familiar with Western culture.

Choosing an offshore service provider

If a provider isn't with delivery centers in multiple countries, how should the buyer approach the process of selecting an offshore provider? First, determine whether a potential provider clearly understands the buyer's business and whether the provider operates from a partnering model.

Next, look at the skills and strengths in the country where the provider has a delivery center. Many offshore companies are organized around domain expertise, not cities.

There will be three workforces—three tiers of talent—and the buyer needs to understand which will best meet its needs:

Skills in English language (necessary in a call center, for instance).

Technical skills but not ubiquitous English language skills.

Both technical and English skills (necessary in R&D, for example); this talent tier can add more value.

When choosing an offshore service provider, the country's market maturity and size are important, as they impact such factors as attrition, salary, strengths in experience and talent, mindset, how to manage the relationship, and the kind of work being done in that market.

The difference in selecting a provider with offshore resources in one country versus multiple countries is like the constraints of a packaged software product (such as only having Oracle Database, SQL Server, or DB2); the client will have to work around the inherent disadvantage of having only choice.

The offshore team needs a clear understanding of the type of relationship, and what to expect in the way it will be measured and managed. This relationship clarification also helps reduce problems from cultural differences and gives the offshore team an understanding of the pa-

rameters by which they could and should push back.

Two factors that are primary determinants for success in offshore deals are alignment of people and goals; communication skills and structure that enable collaboration. It's necessary to keep investing in these two factors on an ongoing basis, not just at the outset.

Buyers need to be sure their people are highly motivated to change and are willing to help an offshore relationship succeed. Not doing this is the most frequent reason for failure.

Task 1: Answer Questions Orally

Directions: Answer the following questions.

1. What are the possible reasons for the failure of some outsourcing cooperation?
2. Why is it important to understand people's expectations and how people think differently from culture to culture?
3. What do "yes" and "no" mean in India, Ukraine and China respectively?
4. What are people encouraged to do when answering yes-no questions since a simple "yes" or "no" may cause misunderstanding?
5. What are the differences between Indians, Ukrainians and Chinese in terms of mindset?
6. Explain in detail the different market growth in the three countries.
7. What can decide the best strategy to improve the communication?
8. What is the best strategy?
9. How should the buyer approach the process of selecting an offshore provider?
10. What are the two factors that are primary determinants for success in offshore deals?

Task 2: Summarizing and Retelling

Directions: In this part you need to

1. Write down the topic sentence for each part (the questions in Task 1 may be of some help).
2. Write down the key words of the answers to each of the questions in task 1.
3. Use appropriate signposting words.
4. Summarize and retell the whole passage for no less than 3 minutes with the help of what you have written.
5. Do not write down everything.
6. Remember: Topic sentences and signposts make an essay's claims clear to a reader.

Good essays contain both.

Task 3: Sentence Patterns

Directions: There are 16 sentences from the passage. Read the sentences aloud and learn by heart. For some long and complex sentences, please paraphrase them.

1. Where there are failures, the root cause still tends to be an issue that has existed in offshore relationships for years—people's failure to connect and understand each other.
2. To a significant extent, understanding people's expectations and how people think dif-

ferently from culture to culture will improve the chances for success.

3. Most Americans and Western Europeans outsourcing to offshore providers over the past few years have experienced challenges with communications involving “yes” and “no” statements.

4. So clients’ questions when the client’s expectation is a “yes” or “no” response will elicit several different meanings from people in these countries.

5. Since people in these countries now recognize these misunderstood words cause problems, some avoid answering such questions.

6. Generally, Ukrainians tend to be more conservative and Indians are somewhat more aggressive.

7. Indian work culture generally views deadlines as being flexible rather than set in stone, which can be problematic if very clear communication processes are not in place.

8. In general, Chinese work culture values polite interactions over casual behavior like the Indians, and they are inclined to be very detail oriented like the Ukrainians.

9. An important criterion in service provider selection is the age and size/growth rate of the market in each country.

10. In contrast, China has experienced big growth in the last 10 years and is the fastest-growing region.

11. China has natural strengths and strong skills in doing embedded software.

12. Success requires getting beyond the common challenges of word meanings and mind-set.

13. It requires an investment, and the investment increases with the increase in complexity of the work being outsourced.

14. Should buyers send their people to the offshore location or bring the provider’s people to the United States to improve communication?

15. The best strategy is to have people from both companies travel to each other’s country.

16. The offshore team needs a clear understanding of the type of relationship, and what to expect in the way it will be measured and managed.

Task 4: Idea Sharing

Directions: Some people from different walks of life talk about their needs for or experience about outsourcing. Read and role play the conversation with your partners.

Peter: Where to find outsourcing clients from the USA? I have sufficient IT infrastructure, manpower and 7/24 internet provider in my Philippines location.

Dave: I would suggest getting known on some of the larger internet marketer forums. Offer your services at an introductory price so people can get to know your company, doing a good job is important and fairly pricing your service so you make a profit. Once people have tried your service, they can then refer others to you and if you are a member then you have more people who can introduce your services to others they know. But the first thing you will need to do is

get involved with the people you want to provide the service.

Susan : I think the best way is to collect E-mail ids and send invitations as a way of E-mail marketing for your business. If you are offering outsourced web hosting support, you can collect E-mail ids of all web hosting companies and attract to your business. You can get the list of web hosting companies for any specified area from yellow pages or hosting directories. Participate actively in forums to get good marketing.

Tom : Seek objective analyst opinions. Meet at least quarterly with industry analysts, who cover outsourcing industry and managed solutions companies. Schedule in-person visits to brief these groups on your firm's history, client experience and vision. Likewise, analysts can help validate your marketing approach, serving as third-party, unbiased advisers that in turn educate potential customers, partners and investors.

Dave : The media. The media is a powerful and influential source for educating potential customers on outsourcing trends and solutions. Consider contributing to publications that feature customer case studies, quote industry experts and publish opinion articles authored by outsourcing company experts. Maxim, initially I would get started with using some services like: elance.com and odesk.com. People post up projects, and you can bid on them and win the right to work on them with your price, timing and overall presentation. That could get you started.

Michael : My company doesn't outsource or offshore services, but I know we get 5 ~ 10 calls a week, primarily from India based companies trying to get us to offshore services / projects to them. An interesting angle you could use is find some consulting companies in the U. S. and offers to do a small project or a little part of a project risk free. If they don't like it, or it doesn't work out they don't pay. If they do, they pay something like that might be of interest to some companies. You would have to call upon them and solicit them, which is a lot of work. Good luck.

Elisa : Social Media Marketing is as easy as 1-2-3 :

Figure out who your target audience is.

Find them online.

Connect with them.

Melissa : Most people are good at figuring out who their target audience is and have good people skills to manage relationships successfully. They only struggle at finding their target audience. The good news is that finding your target audience online is extremely easy. I'll show you how I'd go about finding potential clients online if I sold Harley Davidson merchandise.

Task 5 : Drilling

How to find new clients in the U.S. for an outsourcing company?

A team of java developers from Russia wants to find new clients for a remote work in the U. S. market. You and your partners are required to have a discussion about this to clarify their goals and give some suggestions.

3.4 Speaking Tips: Dealing with Customers

客户联系

1. I got your name and address from the Commercial Counselor's Office of the Chinese Embassy here.
2. I learned that you are the leading exporter of Chinese arts and crafts.
3. We are a big supplier for the Northeast market here.
4. I have little information about your products.
5. We're interested in Chinese arts and crafts.
6. Are they available for export for the time being?
7. You're recommended to us by a reliable friend.
8. These products are of great interest to us.
9. I can send you a price list and brochure of this series for your reference.
10. May I have your address so that I can send you our export list?

Exercise 1

Discuss with your partners. Which of the following are good ways of dealing with conflict in a negotiation?

- | | |
|---|--|
| 1. Avoid eye contact | 6. Say "I see what you mean." |
| 2. Smile a lot. | 7. Find out why the other side is unhappy. |
| 3. Sit back and appear relaxed. | 8. Focus on the issues. |
| 4. Stop the discussion and come back to it later. | 9. Say something humorous. |
| 5. Say nothing for a long time. | 10. Speak calmly and slowly. |

产品介绍

1. The colors vary, depending on buyer's requirements.
2. I like the design, but the colors are a bit too heavy.
3. It will look very nice if the colors are made softer.
4. The colors are too glaring.
5. This color is attractive. Does it fade?
6. The color will stand.
7. The cloth has fast colors.
8. Thank you very much for the catalogues you sent to us, which we find very informative.
9. I'm sorry, this product is already discontinued.
10. It depends on the quantity ordered.
11. You know teddy bears are very popular here.
12. Our carpets and rugs enjoy wide popularity.

续表

产品介绍

13. Our products sell fast/well in all our major overseas markets.
14. These are the best-seller of this year.
15. Our products are always of first-class quality.
16. Our products are of superior quality and favorable prices.
17. This design is available in various colors.
18. For men's coats, we have four sizes, small, medium, large and extra large.
19. I'd like to introduce our products to you.
20. I found your products very attractive.
21. We have developed 10 models.
22. This machine is easy to operate.
23. These are our new models.
24. This new model has more advanced functions.
25. We did a detailed market analysis.
26. We are promoting this product in your market.
27. It's not easy to push the sales in a new market.
28. This product presents the top craftsmanship.
29. This trade fair offers us a great opportunity to introduce our new products.

Exercise 2

Create a dialogue of calming people down or creating solutions. Use the expressions below.

Calming down	<p>I understand what you're saying. I can see your point of view. Well, I know/see what you mean. Why don't we come back to that later? Let's have a break and come back with some fresh ideas. You don't have to worry about...</p>
Creating solutions	<p>A compromise could be to ... How about if ... What if ... Let's look at this another way. Another possibility is ...</p>
Closing a negotiation	<p>Let's see what we've got. Can I go over what we've agreed? Let's go over the main points again. Ok, I think that covers everything. We've got a deal. Fine. Right. That's it then.</p>

1. Work in small groups. Compare and discuss your ideas and try to arrive at a consensus about preferred data collection technique.
2. Write some questions for a market research questionnaire to find out about consumer's opinions, attitudes, etc. , about organic coffee or about another product of your choice.
3. Compare and discuss your questions with those of a classmate.

打电话的常用表达

LinFeng Company. May I help you?
 Personnel Department Yuan speaking. What can I do for you?
 This is the Shangri-La Hotel. May I help you?
 Hello, this is John Steve.

Hello, operator? Get me 5732, please.
 Hello, I'd like to speak to Mr. Henderson.
 Hello, this is Ella, calling from HR department.
 Is Ms. Li available, please? My name is Karen.

Speaking.
 I'm afraid he's in a meeting/ still at lunch/ not in the office/ not available just now.
 Can I take a message for you?
 Is there anything I can do for you?
 Hold on a moment, please.
 I'll find out if he's back yet/available.
 I'll put you through to Mr Evans.
 I'll ask him to call you back as soon as he's free.

Wrong number.
 Line engaged.
 Hold the line, please.
 You are in connection. Please go ahead.

Sample Dialogue

A: CA Corp. Hello, Cindy speaking.

B: Hello, I'd like to speak to Mr. Steiner, please.

A: May I ask who is calling, please?

B: My name is Chris Wu of Astral Company.

A: Thank you, Mr. Wu. One moment, please... (into PBX) Mr. Steiner, Mr. Wu of Astral Company is on the line.

C: Can you find out what he wants?

A: Yes, Mr. Steiner. (to caller) I'm sorry to have kept you waiting, Mr. Wu. Mr. Stei-

ner is rather busy right now and would like to know what you wish to speak to him about.

B: Yes, I want to buy some computer software and talk about developing some other software. I don't know whether he is interested in that or not?

A: I see. Thank you very much, Mr. Wu. Would you wait a moment, please? (to PBX) Mr Steiner, Mr. Wu wants to buy some computer software.

C: I see. Put him on line two.

A: Yes, Mr. Steiner. (To caller) Mr. Wu, I'm very sorry to have kept you waiting. I'll put you through to Mr. Steiner.

Exercise 3

Read and complete each space in the telephoning conversation with the letter of the correct phrase from the box.

a. Is three o'clock okay for you? b. Can I ask why you are calling? c. See you on Thursday. d. May I ask who is calling please?

Martha: Good morning. Can I speak to Mrs. Mills, please?

PA: (1)

Martha: My name is Martha Wills. I'm a student at the university.

PA: I'm afraid Mrs. Mills is in a meeting right now. (2)

Martha: I need some advice on finding a job. Can I make an appointment to see her?

PA: Yes. (3)

Martha: On Thursday afternoon if she is free.

PA: Let me check. Yes, that should be alright. (4)

Martha: Yes, it is.

PA: Fine. So, that's three o'clock on Thursday the 15th.

Martha: Yes. Thank you. Oh, and can you also include my friend John Jones?

PA: Yes, that's no problem. (5)

Martha: Thank you. Goodbye.

PA: Bye-bye.

Exercise 4

Work in pairs. Follow the chart below to practice making a phone call, using the expressions you've learnt. Take turns to play the caller and receiver. To simulate the situation of a telephone conversation, you and your partner must sit back-to-back like the two in the picture, so that you can't see each other's faces.



A

Ask to speak to Mr. Chen.

Ask when he'll be free.

Say you'll wait.

You want him to call back and discuss with him the new contract you signed last week.

Give your name and number.

Say thanks and goodbye.

B

He's in a meeting with the Managing Director.

You don't know. Offer to find out.

He won't be free till after 5 pm.

Find out caller's name and number.

Note down the information and say you'll leave the message on his desk.

Exercise 5

Work in small groups and find out what your partners think about these questions:

1. What is difficult about making a first-time call to a stranger?
2. What can you do to establish a relationship with a stranger more quickly?
3. How can you make sure that the other person knows who you are and what you want?
4. If you have proposed an appointment or a meeting, how can you be sure that the other person has fully understood your intention?

Exercise 6

Complete the following dialogue with the expressions you've learnt. Compare your notes with your partner's and practice the two dialogues with your partner.

A: Good afternoon, Sales Department. _____?

B: _____ Mr. Longman, please?

A: I'll see if _____. Who _____, please?

B: John Smith.

A: _____, please. Mr. Bush is in a meeting with the Managing Director at the moment, I'm afraid. Can I help you?

B: Well, I want to discuss with him _____.

A: I don't think the meeting will go on much longer. _____?

B: Yes, that would be easiest.

Exercise 7

Read the tips for making phone calls. Discuss the questions below.

Top telephone tips

1. Know what you are going to say before you make the call. Be prepared for different re-

sponses and plan your answers. Write out some sample scripts and practice them with a friend.

2. Schedule calls for a certain time of day. Establish a routine so you don't procrastinate.
3. Don't smoke, chew gum, eat, or drink.
4. Do keep a glass of water handy, in case you need to wet your mouth.
5. Smile. Smiling will project a positive image to the listener and will change the tone of your voice.
6. Speak slowly and enunciate clearly.
7. Use the person's title (Mr. or Ms. and their last name). Only use a first name if they ask you to.
8. The other person can't see your reactions, so always confirm that you have (or have not) understood each point that's been made.
9. Don't pretend you have understood when you haven't.
10. Don't interrupt.
11. Take your time—it's perfectly acceptable to take a moment or two to collect your thoughts.
12. Give short answers.
13. Don't try to be funny—you may be misunderstood.
14. Remember to say "thank you".

Questions:

1. Which do you think are the five most important tips?
2. Which of the tips do you disagree with?
3. Which of the advice do you already always follow when making or receiving a phone call in English?
4. Which of the points do you feel least confident about if you're using English on the phone?
5. What aspects of telephoning in English can be improved by more practice?

Exercise 8

You will be taking it in turns to role-play a phone call. The third (and fourth) person will listen in and comment on your performance later.

To stimulate the situation of a telephone conversation, the people on the phone must sit back-to-back so that you can't see each other's faces.

Student A

You are the caller, Mr./Ms. Wang.

1. You are calling for Mr./Ms. Yu to discuss the project you are going to submit next week.
2. Tell him/her about what you have included in the projects.
3. Ask him/her to give more suggestions on the project.

Student B

You are Mr./Ms. Yu.

1. You are the project manager in TZ company.
2. You are going to a meeting in five minutes when Mr./Ms. Wang calls.
3. Ask Mr./Ms. Wang what he/she is calling for.
4. Tell him/her you're having a meeting soon and make an appointment with him/her, so that you can discuss in detail.

Student C

You are an "Observer".

Observer's guidelines:

1. Listen to your partners on the phone and make notes on their performances.
2. Think about the questions while you are listening to the conversation. If it is true, tick in the box; if it is false, cross in the box.
 - ☐ Each speaker sound agreeable, polite and efficient.
 - ☐ They sound natural and sincere.
 - ☐ Each speaker's tone create the right impression.
 - ☐ They speak clearly.
 - ☐ The information they're giving is correct.
 - ☐ They have both covered all the essential points.
 - ☐ It is the kind of call you would like to receive.
3. Give them feedback on their performance.

Exercise 9

Discuss these questions with your partners.

Which parts of the role-play in exercise 8 did you find most difficult?

How did your performance improve as you got more practice?

3.5 Case Study and Presentation

Background

Ways To Find Customers

What's the hardest thing about starting a business? For many new business owners, the answer is finding clients or getting customers. This is particularly true if your marketing budget is limited. If you're having trouble finding clients, consider using some these time-tested strate-



gies.

As many new business owners quickly discover, the most difficult part of starting a business is finding customers. Having a great product or service that you are sure many people will need isn't good enough. Customers won't find you or your website just because you have started selling a product or service. Indeed, most business owners have to go on regular and frequent fishing trips to find customers and keep

new business coming in their doors. But how do you do that?

Assignments

Directions: Read the background information about finding customers and do some research to find information to answer the following questions. Organize your information in a certain order and report it to the class in a form of presentation. You may need to prepare a slide show if necessary.

1. What are the possible ways to find clients?
2. What are their advantages and drawbacks?

3.6 Reading Aloud Business Tips

Those of you working in various creative fields would probably agree that client relationships are sometimes just as important as the work you're able to produce. For freelancers and studio runners, you could even say that client relations become a job unto itself and for good reason: Clients are important.

Be Interested

The client/worker relationships is based on, first and foremost, service. They pay you and you serve their needs. They have to know that you're interested in the project.

Be Proactive

There's no better action than being proactive when you're running your own studio or freelancing in the market. And in any client/creative relationship, there is always an opportunity to drum up business as well as constantly seeking improvement to better serve your clients.

Be Friendly

A smile goes a long way. Being friendly is simply the easiest way to set a positive tone with your clients.

