

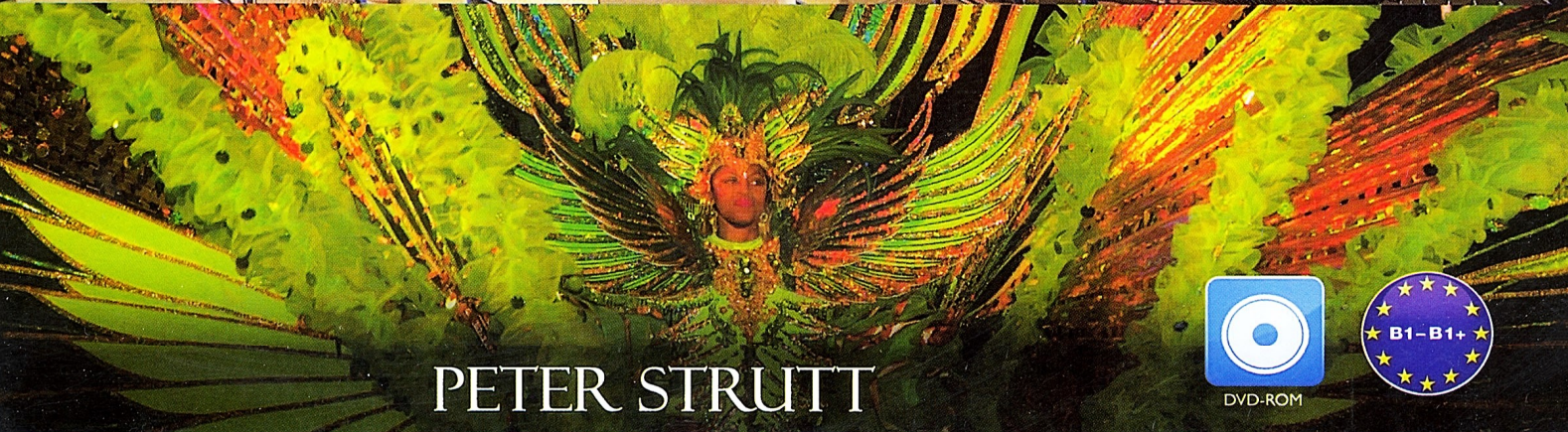
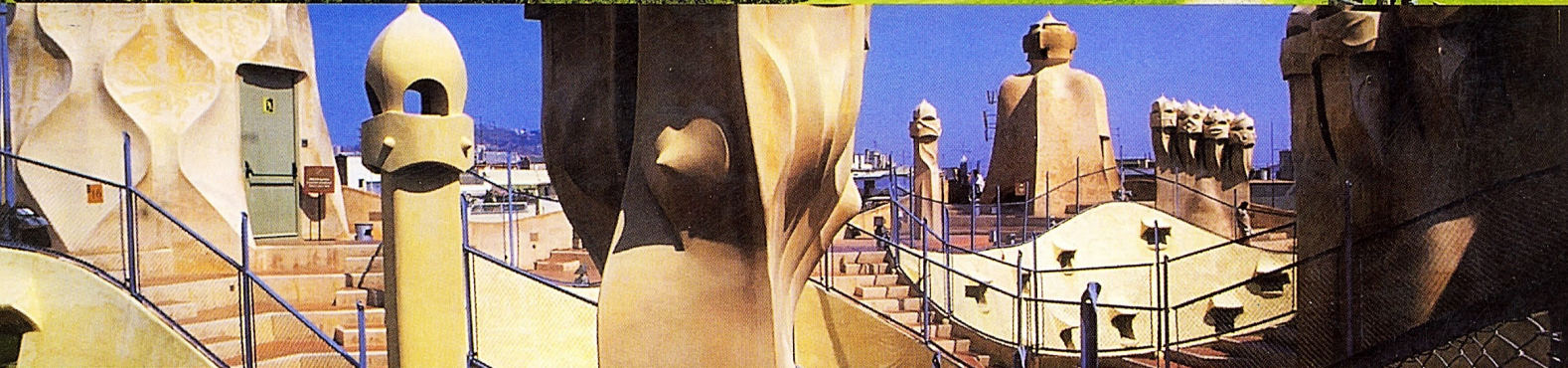
INTERMEDIATE COURSEBOOK

# ENGLISH FOR INTERNATIONAL TOURISM

**NEW EDITION**



مرجع آموزش زبان ایران  
**IR**.com  
irLanguage.com



PETER STRUTT



ALWAYS LEARNING

**PEARSON**



# ENGLISH FOR INTERNATIONAL TOURISM



این مجموعه با لوگوی مرجع زبان ایرانیان  
به صورت نشر برخط و حامل به ثبت رسیده است.  
کپی برداری از آن خلاف قانون، شرع و اخلاق است و شامل پیگرد خواهد شد.



# INTRODUCTION

English for International Tourism is a three-level series designed to meet the English language needs of professionals working in the tourism industry and students of tourism in further education. The course includes authentic material taken from Dorling Kindersley's acclaimed *Eyewitness Travel Guides* which explore some of the world's top tourist destinations. The course helps you to:

- build confidence in professional skills such as dealing with enquiries, marketing destinations, offering advice, negotiating, writing emails and speaking to groups
- develop language awareness through an integrated grammar and skills syllabus
- acquire the specialized vocabulary needed by tourism professionals
- practise language skills in realistic Case studies that reflect issues in the tourist industry today.

## Structure of the Coursebook

The Coursebook contains ten units and two Review and consolidation sections. Each unit is divided into four lessons. The Unit Menu shows you the key learning objective of the lesson. Each unit has the same structure:

- a vocabulary lesson
- a grammar lesson
- a Professional skills lesson
- a Case study or tourism-related game.

### KEY VOCABULARY

The vocabulary lessons introduce and practise many words and expressions required in the tourism industry introduced either through a reading text or a listening. By the end of the lesson you will be better able to use the specialist vocabulary in appropriate tourism contexts. At the end of each unit there is a Key Word box that provides a selection of words and phrases from the unit and a reference to the Mini-dictionary on the DVD-ROM.

### KEY GRAMMAR

In the grammar lessons key aspects of grammar that are essential for progress at this level are presented within an authentic tourism context. These lessons include clear explanations and activities designed to help you understand and use the language effectively. By the end of the lesson you will be able to use the grammar more confidently. For additional support there is a comprehensive Grammar reference at the back of the Coursebook.

### PROFESSIONAL SKILLS

The Professional skills lessons provide you with the opportunity to learn and practise effective interpersonal and business skills which are an essential job requirement in the travel and tourism industries. You will learn professional skills ranging from dealing with customer enquiries and meeting clients' needs to preparing a guided tour or a presentation.

### CASE STUDIES

Each unit ends with a Case study linked to the unit's tourism theme. The Case studies are based on realistic tourism issues or situations and are designed to motivate and actively engage you in seeking solutions. They use the language and professional skills which you have acquired while working through the unit and involve you in discussing the issues and recommending solutions through active group work.

## Language skills

**Speaking skills:** Each unit provides you with a range of speaking activities. The pairwork tasks are designed to provide you with further opportunities to communicate in realistic and motivating tourism-related contexts. The Case studies require you to engage in extended communication about topical issues in the tourism industry. At each level further speaking practice is available in a tourism-related board game.

**Listening skills:** Each unit contains several listening tasks developed around topics related to the travel industry. A range of British, American and other international native and non-native speakers are featured helping you understand how people speak English in different parts of the world. Audio scripts of the recordings are available at the back of the Coursebook.

**Reading practice:** Reading texts feature regularly in the units providing you with a variety of texts and topics that you are likely to encounter in a tourism context.

**Writing practice:** In the writing sections you will write real texts related to the tourism workplace such as emails, reports, tour itineraries, brochure descriptions, writing the minutes of a meeting. At each level there are also writing tasks to help you get a job in tourism. Models of text types are available in the Writing Bank at the back of the Coursebook.

## Workplace skills

**Working with numbers:** Throughout the course there are sections that help you to manipulate numbers in English, which is a vital skill in the travel and tourism workplace.

**Research tasks:** Each unit contains one or more research tasks that encourage you to explore tourism-related issues on the internet or in your local environment.

## Private study

**Workbook:** A separate Workbook with a CD provides you with extra tasks for study at home or in class. There are two versions of the Workbook – one with the answer key for private study and one without a key which can be used by the teacher for extra practice in class.

**DVD-ROM:** The course has a DVD-ROM designed to be used alongside the Coursebook or as a free-standing video for private study. The DVD-ROM is attached to the back of the Coursebook and provides you with five authentic films featuring different aspects of tourism. Each film has a printable worksheet, a transcript and a key to the exercises. These films give you the opportunity to listen to a variety of native and non-native speakers using English as an international language in five authentic documentary films. Additionally, the DVD-ROM has a comprehensive Mini-dictionary featuring over 300 tourism-related terms along with their definitions, pronunciation and example sentences. The DVD-ROM also contains the MP3 files of the Coursebook audio material.

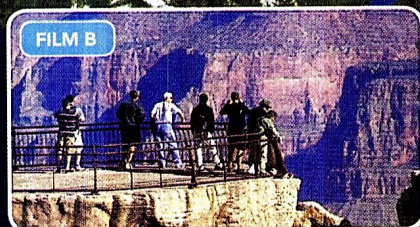
## Professional exams

English for International Tourism is recommended preparation for the LCCI English for tourism exams [www.lcci.org.uk](http://www.lcci.org.uk)



# WORLD MAP

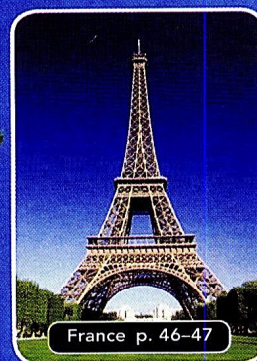
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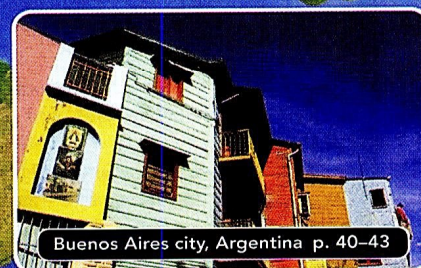
United Kingdom p. 64-65



France p. 46-47

Hawaii p. 10-11

The Virgin Islands p. 14-15



Buenos Aires city, Argentina p. 40-43

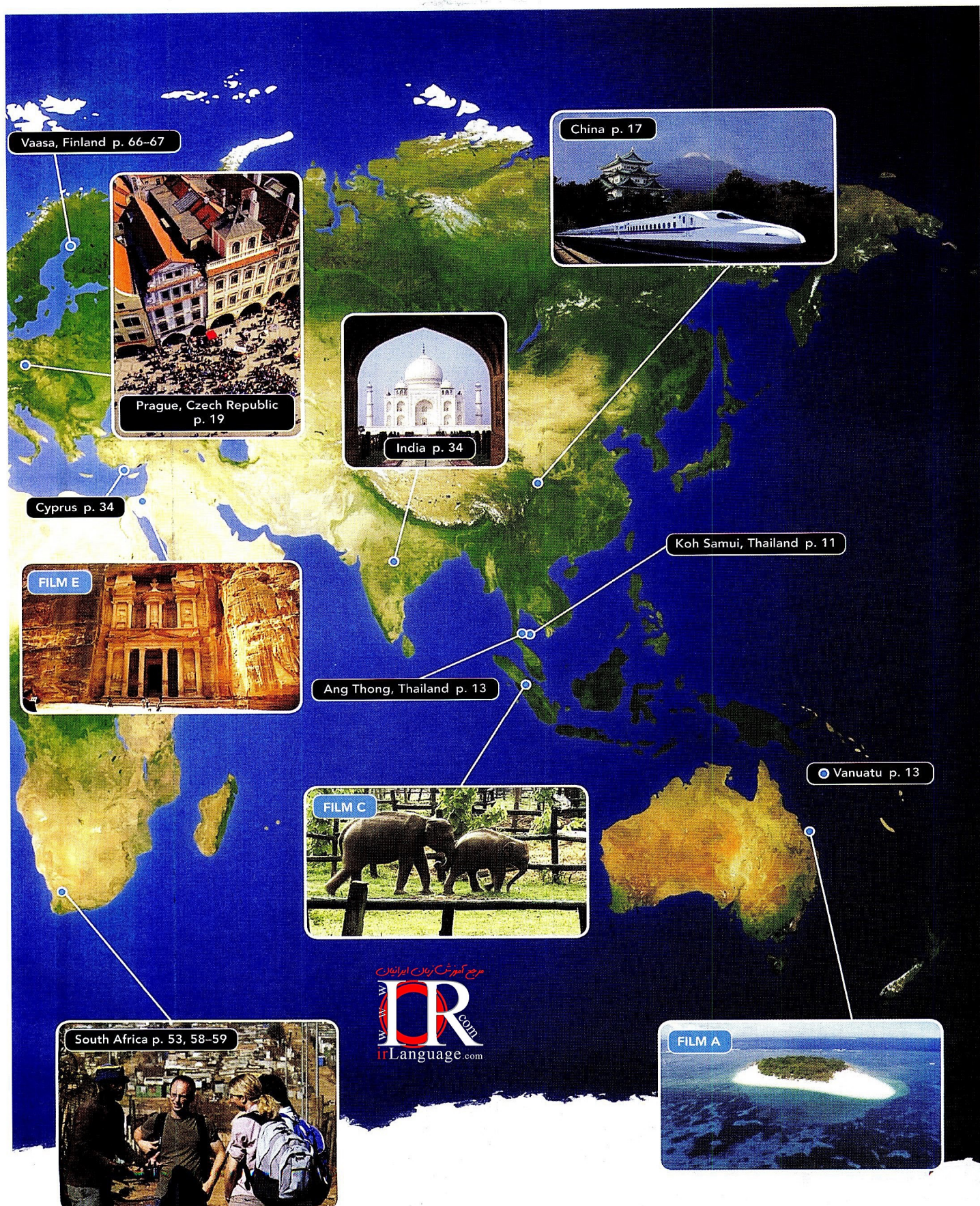
## DVD-ROM FILMS

- A Heron & Wilson Islands
- B Grand Canyon Railway
- C Eco-regions of Sri Lanka
- D Antarctica wildlife
- E Petra



FILM D







Unit	Grammar	Vocabulary	Professional skills	Case study
<b>1</b> <b>Selling dreams</b> p. 8–15	Tense review – present and past tenses p. 9	Money matters p. 9 and p. 13 Describing locations p. 10 Working out the price of a package p. 15	Marketing p. 12–13	Design a tour p. 14–15
<b>2</b> <b>Getting there</b> p. 16–23	Multi-word verbs p. 19	Transport and travel p. 16 and p. 18	Dealing with the public p. 20–21	Improve a service p. 22–23
<b>3</b> <b>Accommodation</b> p. 24–31	Modal verbs p. 27	Types of accommodation p. 24 Facilities and services p. 25	Dealing with complaints p. 28–29	Investigate customer complaints p. 30–31
<b>4</b> <b>Destinations</b> p. 32–39	Articles p. 35	Weather, climate p. 33 Features and attractions p. 34 Statistics for economic development p. 39	Offering advice p. 36–37	Develop a destination p. 38–39
<b>5</b> <b>Things to do</b> p. 40–47	Conditional structures with <i>if</i> p. 43	Describing attractions p. 41 Geographical features p. 42 Activities p. 43 Works of art p. 44 Calculating entrance fees and prices p. 47	Speaking to a group p. 44–45	Plan a coach tour p. 46–47
<b>Review and Consolidation 1</b> p. 48–51				



Unit	Grammar	Vocabulary	Professional skills	Case study
<b>6</b> <b>Niche tourism</b> p. 52–59	Verbs + infinitive or -ing form p. 52	Sectors in niche tourism p. 53–54 Dealing with numbers and statistics p. 57	Dealing with figures p. 56–57	Improve client security p. 58–59
<b>7</b> <b>Cultural tourism</b> p. 60–67	The passive p. 62	Culture p. 61 and p. 63 Linking words p. 61	Taking part in meetings p. 64–65	Present a proposal p. 66–67
<b>8</b> <b>Running a hotel</b> p. 68–75	have/get something done p. 71	-ed/-ing adjectives p. 69 Hotel statistics p. 74	Making presentations p. 72–73	Transform the team p. 74–75
<b>9</b> <b>Customer service</b> p. 76–83	Question forms p. 79	Customer service terms p. 76 Personal qualities p. 77 Telephone numbers p. 81 Multi-word verbs p. 81	Handling telephone calls p. 80–81	Improve customer service p. 82–83
<b>10</b> <b>Business travel</b> p. 84–91	Past perfect p. 86	Idioms and metaphors p. 85	Socializing and making small talk p. 88–89	Game: The Trade Fair Game p. 90–91
<b>Review and Consolidation 2</b> p. 92–95				
<b>Writing bank</b> p. 96–101 <b>Pairwork files</b> p. 102–112 <b>Grammar reference</b> p. 113–117 <b>Audio scripts</b> p. 118–128				



# 1

# SELLING DREAMS

## UNIT MENU

**Grammar:** tense review

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**Vocabulary:** money matters, describing locations

**Professional skills:** marketing

**Case study:** design a tour

## Speaking

### DREAM VACATIONS

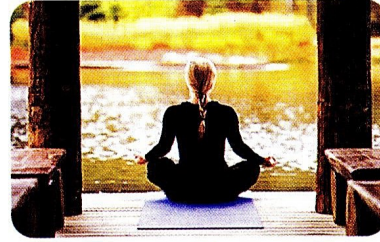
- 1 What kinds of 'dream' could be associated with each photo, e.g. adventure, luxury, fun, relaxation?



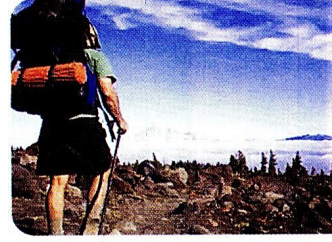
A



B



C



D

## Listening

### SELLING THE HAWAIIAN DREAM

- 2 **1.1** Vy-Anh Nguyen is a student of tourism in California. Listen to her interview Teresa Koh from the Hawaii Tourism Authority. What are the **FOUR** main things she wants to know?
- 3 Listen again and answer the questions.
- 1 What question did the survey ask American travellers?
  - 2 What did the survey show about Hawaii?
  - 3 Put these markets in order of importance for the tourism industry in Hawaii.  
☐ Canada   ☐ Oceania   ☐ Europe   ☐ USA (West coast)   ☐ Japan  
☐ USA (East coast)
  - 4 Complete the profile of the two types of luxury traveller.
    - a Rich baby boomers are typically \_\_\_\_\_ and \_\_\_\_\_ about the experience they want.
    - b Young professionals have \_\_\_\_\_ but very little \_\_\_\_\_.
  - 5 What does the special Hawaii travel agent programme teach agents to do?



## GRAMMAR: TENSE REVIEW – PRESENT AND PAST TENSES

- 1 Use the **present simple** to talk about facts and situations that are generally true and the **present continuous** to describe ongoing projects and temporary events. Compare these sentences:  
*Globally, TUI Travel **employs** over 590,000 people.*  
***They're developing** new products all the time.*
- 2 Use the **past simple** to refer to a definite moment or period in the past and the **past continuous** to describe an ongoing situation in the past.  
Compare:  
*Thomas Cook **organized** the first package tour in 1841.*  
*People **were travelling** abroad more often.*
- 3 Use the **present perfect** to talk about a situation that began in the past and that either continues in the present or is relevant to the present moment.  
*She's **been** with us for five years. She's **worked** on many different projects.*
- 4 Use the **passive** when it is not known or it is not important who performs an action. Compare:  
*The national park **was established** in 2008.*  
*The area **has been developed** as a holiday destination.*  
See Grammar reference, page 113.

- 4 Study the Grammar box and complete the history of Thomson/TUI with the correct active or passive form of the verbs in brackets.



## Thomson/TUI – Packaging dreams

The history of Thomson Holidays <sup>1</sup> \_\_\_\_\_ (begin) in 1965, when the entrepreneur Lord Thomson <sup>2</sup> \_\_\_\_\_ (buy) three travel companies – Britannia Airways, Riviera Holidays and Skytours. It was the right time to invest in tourism. Over the previous decade, demand for holidays in the sun had risen steadily and the package holiday industry <sup>3</sup> \_\_\_\_\_ (boom). Lord Thomson continued to develop the concept and <sup>4</sup> \_\_\_\_\_ (introduce) winter sun and cruise package holidays to the UK mass market.

In 1972, the three travel companies were merged into one company – the Thomson Travel Group – and the brand name 'Thomson Holidays' <sup>5</sup> \_\_\_\_\_ (create). The Thomson Travel Group

<sup>6</sup> \_\_\_\_\_ (launch) on the London Stock Exchange in 1998 with a valuation of £1.7 billion. The group <sup>7</sup> \_\_\_\_\_ (acquire) by a German corporation in 2000 and renamed TUI AG. Thomson Holidays then <sup>8</sup> \_\_\_\_\_ (become) part of TUI UK.

Despite intense competition, TUI UK's market share <sup>9</sup> \_\_\_\_\_ (grow) and the company has continued to be successful. Recently, the group <sup>10</sup> \_\_\_\_\_ (launch) a new graduate training development programme, which is considered to be one of the best in the industry. Thomson <sup>11</sup> \_\_\_\_\_ still \_\_\_\_\_ (package) dreams for the mass market at the beginning of the 21st century and if you <sup>12</sup> \_\_\_\_\_ (look) for a career in tourism, it could be a good place to start.

## Vocabulary

## VERBS AND NOUNS

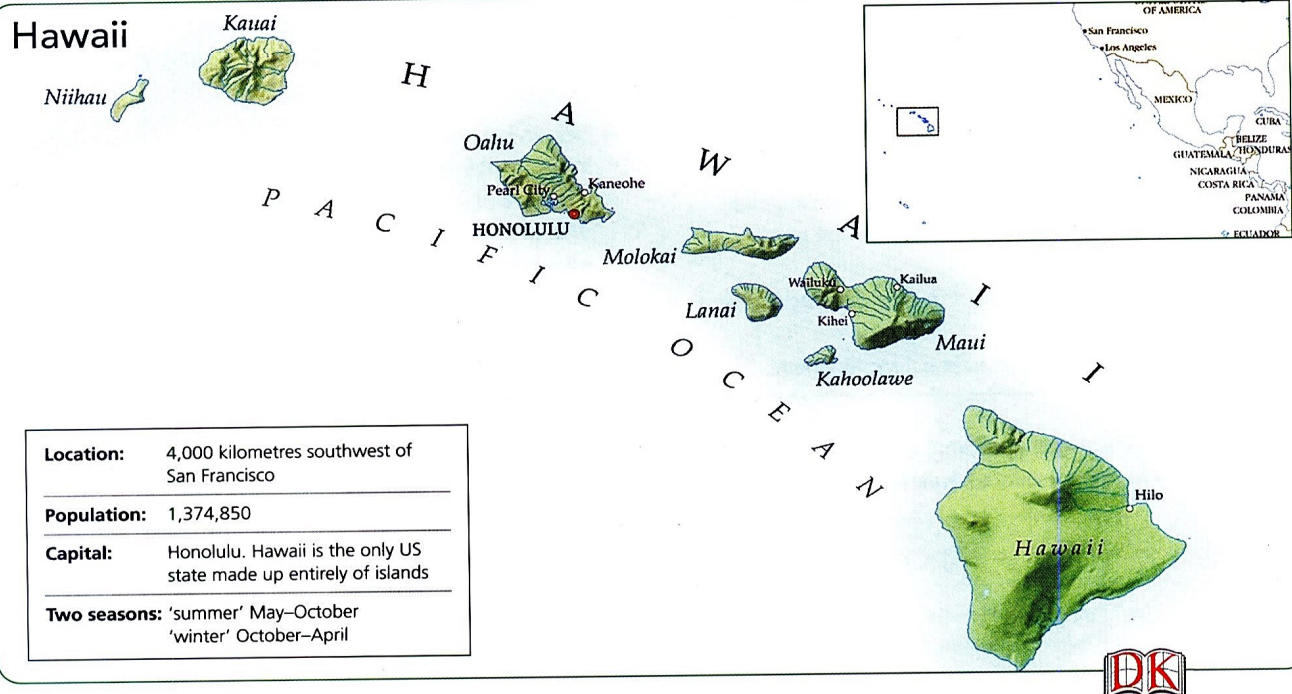
- 5 Some common travel and tourism words from these pages are both verbs and nouns. Complete the pairs of sentences below with the correct verb/noun pairs in the box.

boom demand launch market package tour

- 1 There's a package waiting for you in reception.  
The role of a tour operator is to package transport, accommodation and activities into one product.
- 2 The \_\_\_\_\_ for cruises aimed at the under-40s segment is growing.  
In order to \_\_\_\_\_ the destination, we need to identify its unique features and selling points.
- 3 The programme includes a guided \_\_\_\_\_ around the Kennedy Space Center.  
The Japanese group wish to \_\_\_\_\_ around Europe for two weeks.
- 4 The \_\_\_\_\_ in eco-tourism has created job opportunities.  
The Chinese market will probably continue to \_\_\_\_\_ over the next ten years.
- 5 I \_\_\_\_\_ to see the manager now. I will not take 'no' for an answer.  
Like every industry, tourism is based on supply and \_\_\_\_\_.
- 6 They have decided to \_\_\_\_\_ a new advertising campaign to boost sales.  
Journalists have been invited to the \_\_\_\_\_ of the tour operator's own TV channel.



# TROPICAL PARADISE



## Vocabulary

### DESCRIPTIVE ADJECTIVES AND NOUNS

- 1 Read the text from a brochure about Hawaii. Find and underline all the combinations of descriptive adjective + noun.

### Your First Trip to Hawaii

The Hawaiian archipelago is a tropical paradise: the snow-capped mountains, dramatic cliffs and exotic wildlife on Kauai, the clear blue waters of Waikiki Beach on Oahu, the unspoiled tranquillity of Lanai and Molokai, and the spectacular Kilauea volcano on Hawaii's Big Island. It won't be easy choosing which island to visit on your first trip but you'll find there are no wrong answers.

Explore off-the-beaten-track destinations, from secluded beaches to isolated villages that you won't find on a postcard. Learn to surf, snorkel or kayak and earn your Hawaiian suntan. You'll find the itineraries on Hawaii are endless. From romantic escapades to family fun, from whale-watching to walking on a volcano, you can do it all or you can simply sit back and do nothing. Explore Hawaii's six unique islands and you're sure to find your first trip to Hawaii won't be your last.

- 2 Work in pairs. Think of at least **TWO** more adjectives to describe the following nouns from the text. The adjectives must be positive and you can't use the same adjective for more than one noun. Share your ideas with the class.  
1 beach 2 mountain 3 island 4 water 5 suntan 6 village
- 3 Match the nouns in the box with **ONE** of the sets of adjectives 1–6 below. Use a dictionary to help you.

accommodation beach mountains road village volcano

- |          |             |         |         |             |         |
|----------|-------------|---------|---------|-------------|---------|
| 1 _____  | 2 _____     | 3 _____ | 4 _____ | 5 _____     | 6 _____ |
| sandy    | spectacular | active  | remote  | luxurious   | steep   |
| deserted | surrounding | dormant | pretty  | comfortable | scenic  |
| golden   | majestic    | extinct | quiet   | spacious    | winding |



- 4 ))) 1.2 Put the adjectives from Exercise 3 into the correct group according to their stress pattern. Then listen and check your answers. Repeat the words.

1 □	2 □□	3 □□	4 □□□	5 □□□□	6 □□□
<b>steep</b>	<b>sandy</b>	<b>extinct</b>			

- 5 The adjectives in **bold** in the text are in the wrong place. Put them in the right places.

A Big Island holiday is truly inspiring. It boasts the world's most <sup>active</sup>~~quiet~~ volcano and more than 80 beaches, some of which are <sup>2</sup>**active** and difficult to access down <sup>3</sup>**luxurious** winding roads. There's a wide choice of accommodation ranging from reasonably-priced condominiums to <sup>4</sup>**surrounding** villas in <sup>5</sup>**steep** villages with stunning views of the <sup>6</sup>**deserted** mountains.

## Writing

### ADDING INTEREST

- 6 The extract below is correct but can be made more attractive to the reader. Replace the words in *italics* with the words in the box. Use each word once only.

cascading exotic lush luxury perfect scenic second to none  
sparkling spectacular white sandy

### Koh Samui Weddings

Getting married in Koh Samui is a dream come true. This <sup>1</sup>*different* destination, where the <sup>2</sup>*nice* beaches fringed with coconut palms and <sup>3</sup>*decent* hotels offering comfort and hospitality that are <sup>4</sup>*of a high standard* is a <sup>5</sup>*lovely* place for you and your loved one to celebrate your wedding. Swim in the <sup>6</sup>*clear* lagoons, stroll in the <sup>7</sup>*green* tropical gardens and trek out to the <sup>8</sup>*high* waterfalls of Na Muang, and enjoy the <sup>9</sup>*good* views and <sup>10</sup>*pleasant* walks.

## Speaking

### DREAM PACKAGE TOURS

- 7 Work in groups of three. Student A, look at the information below. Student B, turn to File 1, page 102. Student C, turn to File 5, page 104. You are an independent travel consultant. Students B and C are tour operators who want to recruit you as an agent for the package they have on offer. Use the questions below to help you find out more about each package. Choose the one that sounds the best and most attractive.

- What is the name of the destination?
- How do visitors get there?
- What are its geographical features?
- Where do visitors stay?
- What is the main leisure activity?
- What are the other attractions?
- What does the package consist of?
- How much does it cost?

### RESEARCH

INTERNATIONAL OPERATORS  
Choose a destination from the online brochure of a major international operator, e.g. Thomson, Kuoni, Thomas Cook. Look at some of the holidays available to this destination and list the adjective + noun phrases used to describe the place, facilities and activities on offer.



# PROFESSIONAL SKILLS MARKETING



## Listening

### THE MARKETING MIX

- 1 Kenji Ischikawa is a specialist in the promotion of tourism products. He is giving a talk on the subject of 'the four Ps' in the marketing mix. Before you listen, match the adjectives with the meanings. Use a dictionary to help you.

- |                      |   |
|----------------------|---|
| 1 tangible (adj)     | a It goes bad and you can't use it after a certain time, e.g. fresh food.     |
| 2 intangible (adj)   | b You can see and touch it, e.g. an object such as a car or a hotel building. |
| 3 perishable (adj)   | c It doesn't go bad with time, e.g. tinned food.                              |
| 4 imperishable (adj) | d You can't see or touch it, e.g. an idea or a service.                       |

- 2 ))) 1.3 Listen to the first part of the talk. Which two 'Ps' is Kenji Ischikawa talking about? Complete the first column in the table.

- 3 ))) Listen again and complete the examples in the second column.

The marketing mix	Examples
P	tangible: intangible: perishable:
P	in the past: at present:

What other examples of *intangible* and *perishable* products can you think of?

- 4 ))) 1.4 Listen to the second part of the talk. Complete the table with the remaining two 'Ps' and the examples.

The marketing mix	Examples
P	direct marketing: sales promotions:
P	value for money: competition:



5 Which of the four Ps do the questions 1–8 relate to? Write each question under the correct heading in the Professional skills box.

- 1 What are its unique features?
- 2 Is location a key factor?
- 3 What are the best channels of distribution?
- 4 What kind of discounts will there be?
- 5 What needs and wants does it satisfy?
- 6 How can potential customers best be targeted?
- 7 How will competing products affect whatever is charged?
- 8 What is the most suitable type of media for advertising the product?

### PROFESSIONAL SKILLS: MARKETING

#### 1 The product

Who is the product aimed at?

What extra features should it include: insurance, optional excursions, etc.?

What are its unique features?

#### 2 The place

Where can customers find out about the product?

#### 3 The promotion

What sort of brand image should be created?

#### 4 The price

What factors influence the pricing policy?

What price will the market bear?

Will there be local or national variations?

## Speaking

### MARKETING MIX ANALYSIS

6 Work in pairs or small groups. Choose a holiday package to analyse. EITHER use the Ang Thong or the Vanuatu tropical paradise packages on pages 102 and 104 OR find a package on the internet.

- 1 Analyse the marketing mix for the package.  
Discuss the marketing mix questions from Exercise 5.

- 2 Decide which target market the package caters for best. Prepare a full profile of the four Ps – the product, place, promotion and price – for this product. Use your own ideas and make your own recommendations.

- 3 Present your ideas to the class.

Vanuatu

Ang Thong





# CASE STUDY DESIGN A TOUR

## CASE STUDY MENU

Aim: To put together and present a wedding package in the Virgin Islands.

- 1 Read about a wedding and honeymoon package tour operator.
- 2 Listen to a discussion about a wedding package.
- 3 Read the customer and supplier profiles.
- 4 Cost a package for the customers. Present it to the class.

## Evermore Tours brochure

- 1 Read the extract from the brochure of Evermore Tours. What does the company do?



Evermore Tours offers you the opportunity to pledge your love for one another, surrounded by family and friends, in one of the world's most beautiful locations.

You say 'I do' and we do the rest. The Virgin Islands are famous for their fantastic, palm-fringed beaches and amazing scenery. We take away all the stress of organizing the most important day of your life, leaving you free to make the most of the experience and all at a cost that might just surprise you. Not only are our all-in weddings stress-free but you might be surprised to find that they can cost much less than a wedding at home.



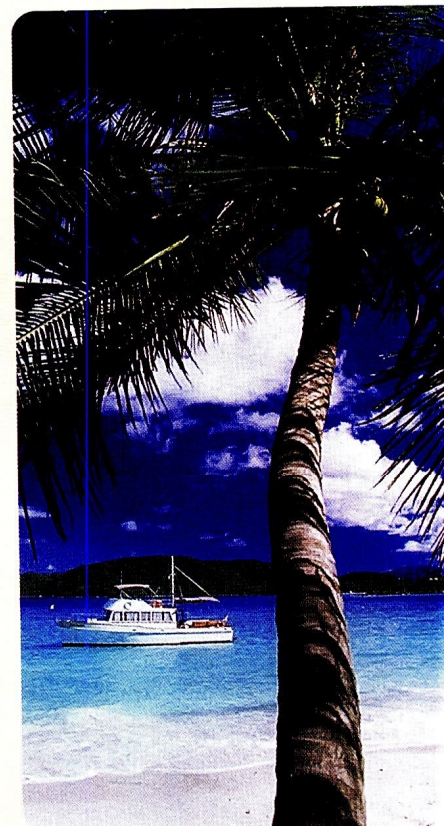
## The wedding package

- 2 ))) 1.5 The owners of Evermore Tours are meeting to finalize the contents of their Virgin Islands package. Listen and tick (✓) the topics they discuss.

☐ transport    ☐ legal requirements    ☐ pricing    ☐ the wedding co-ordinator  
☐ guest list    ☐ FAQs    ☐ accommodation    ☐ cost of weddings abroad

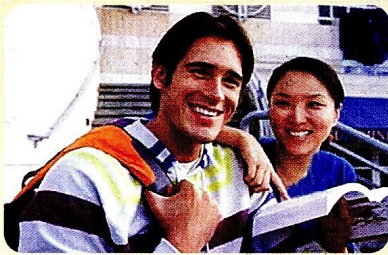
- 3 ))) Listen again. Are the statements true (T) or false (F)?

- 1 The couple and guests will arrange and pay for their own flights. T / F
- 2 Evermore Tours have already costed the price of local transport. T / F
- 3 They want to make a profit margin of 30%. T / F
- 4 A wedding abroad is only about 13% more expensive than at home. T / F
- 5 All payments will be made in the same currency. T / F





## TASK



We would like to invite 20 people from our friends and family in New York and Tokyo to come to our wedding. We want them to share our special day with us and also give them a holiday to remember ...

Look at the customer profile and requirements. Put together an Evermore Tours wedding package for Rafael Martinez and Keitko Takatsu.

- Design an itinerary for the whole seven days of the package. Remember to include:
  - arrival and departure times
  - itinerary for the wedding day
  - services and extras
  - details of accommodation
  - details of wedding ceremony
  - description of location and venue
- Work out the total price Evermore Tours should charge. Remember to allow a comfortable profit margin.
- Present your package to the class. Describe what will happen on each day. Remember to make it sound as attractive as possible.

### Clearwater Beach Hotel

7-night package for two persons includes:

- 7 nights in a deluxe studio with king-size bed, private bathroom and balcony with ocean and garden views
- Full breakfast and candlelit evening meal on the terrace

Price: \$6,650

*(the manager said he could give us a 20% discount)*

### Virgin Flowers Inc

Wedding bouquets – \$200–\$350

Bridesmaids' bouquets – \$100–\$150

### Mamadoo

Virgin Island Catering Services

Wedding Specialists

Wedding cake: \$10 per person – minimum \$50

Buffet meal: \$60–\$95 per person

### Virgin Islands of the United States

Marriage licence fee – \$125

Fee for ceremony – \$150

### Clearwater Beach Resort

7 nights, \$1,490 per apartment. 4 guests per apartment. A daily maid service. All hotel services and sport facilities are available free of charge.

### Leilani McCleary – Photographer

2-hour photoshoot – \$500, \$135 for each additional hour. This includes a custom-designed CD.

### Wedding Dreams

Let us create your own website for invitations and a photo album – \$250.

## Writing a description for a brochure

- Write a description of 'Our Virgin Islands wedding package' for the Evermore Tours brochure (200–250 words). Use the model in the Writing bank on page 96 to help you.

### UNIT 1: KEY WORDS

accommodation attraction boom  
brochure consultant costing demand  
destination launch market package  
promote resort supplier tour  
See DVD-ROM Mini-dictionary





# GETTING THERE

## UNIT MENU

- Grammar:** multi-word verbs  
**Vocabulary:** transport and travel  
**Professional skills:** dealing with the public  
**Case study:** improve a service

## Vocabulary

### MEANS OF TRANSPORT

- 1 What is important when choosing a means of transport? Put the criteria in the box in order of importance for the following travellers:**

- 1** student backpacker    **2** frequent business traveller    **3** family with two children

comfort   flexibility   price   productive use of time during the journey  
 punctuality   safety   speed

- 2 Look at the texts about the advantages and the disadvantages of different forms of transport.**

- 1** Which form of transport does each text refer to – air, rail, coach or car hire? Does it state advantages or disadvantages?  
**2** Write the titles for each text as in the example.

**A** The disadvantages of air travel

Delays are frequent. You have to follow complicated procedures before departure and can only usually travel between big cities.

**B** \_\_\_\_\_

You can travel door-to-door and it's relatively inexpensive. Departure and arrival times are flexible and you can easily change your route. Transporting luggage is also easy and painless.

**C** \_\_\_\_\_

This is a very safe form of transport where accidents are rare. It is high-speed for international trips and passengers can work while travelling. The cost per mile is usually competitive. Catering is often provided.

**D** \_\_\_\_\_

Traffic congestion is a risk and accidents are more frequent than for many other forms of transport. Passengers cannot work while travelling.

**E** \_\_\_\_\_

It doesn't cover all destinations so you may have to use other means of transport to complete the journey. You have to carry and manage your own luggage on board and it's generally more expensive than road travel.

**F** \_\_\_\_\_

Traffic congestion is a risk and it is a relatively slow form of transport. There isn't usually any on-board catering and you can't move around the vehicle. It's not very comfortable for longer journeys.

**G** \_\_\_\_\_

Tickets are usually relatively cheap and the network covers many destinations. It's a low stress way of travelling and a flexible means of transport that you can use to visit several attractions in a region.

**H** \_\_\_\_\_

It's a relatively comfortable way to travel and high inter-city speeds are possible. Passengers can work while travelling and it's comparatively stress-free.



## Listening

### TRANSPORT IN CHINA

#### 3 ))) 2.1 Listen to a tourist getting advice and answer the questions.

- 1 What question does he ask?
- 2 Which of these places is he planning to visit? Beijing, Fujian, Guizhou, Shanghai, Shenzhen, Xian?
- 3 How well does he speak Chinese?

#### 4 ))) Listen again. Are the statements true (T) or false (F)?

- 1 Dennis is going to China for a month. T / F
- 2 It is cheaper to buy tickets for domestic flights outside China before you travel. T / F
- 3 Chinese trains are completely safe, but slow and unreliable. T / F
- 4 It's possible to book train tickets online before you travel. T / F
- 5 Major cities in China employ English-speaking staff at railway stations. T / F



#### 5 ))) 2.2 Listen to the second part of the conversation and complete the sentences.

- 1 Soft Sleeper class is the most <sup>1</sup> \_\_\_\_\_ and the most <sup>2</sup> \_\_\_\_\_. There are four berths in each compartment and there's a table with a tablecloth, and they usually provide <sup>3</sup> \_\_\_\_\_ for making tea. The compartment door has a <sup>4</sup> \_\_\_\_\_ and there's a smartly-dressed attendant to look after each car.
- 2 Hard Sleeper berths are reasonably <sup>5</sup> \_\_\_\_\_ and bedding is supplied. Newer trains have power sockets for <sup>6</sup> \_\_\_\_\_ and mobiles.
- 3 Hard Seat class has <sup>7</sup> \_\_\_\_\_ people sitting side by side. They're fine for short journeys – short distance daytime trains only have Hard class seats. But it's an <sup>8</sup> \_\_\_\_\_ way to travel for longer journeys.
- 4 Soft Seat class is more expensive. It's about the same price as <sup>9</sup> \_\_\_\_\_ but I would recommend it for any journey over <sup>10</sup> \_\_\_\_\_ hours.

#### 6 What does Wenjing Zue say about bus travel in China?

## Speaking

### TRANSPORT IN YOUR COUNTRY

#### 7 How do train, bus and air travel in your country compare with China? Discuss and decide with a partner how you would explain the different options available. What advice would you give to a tourist planning a six-week trip travelling round your country? Mention the following:

- accommodation on overnight journeys
- safety
- delays
- traffic congestion
- on-board catering
- transporting luggage

#### RESEARCH

##### TRAVEL LINKS IN INDIA

Find out what kind of transport links are suitable for a visitor to India.



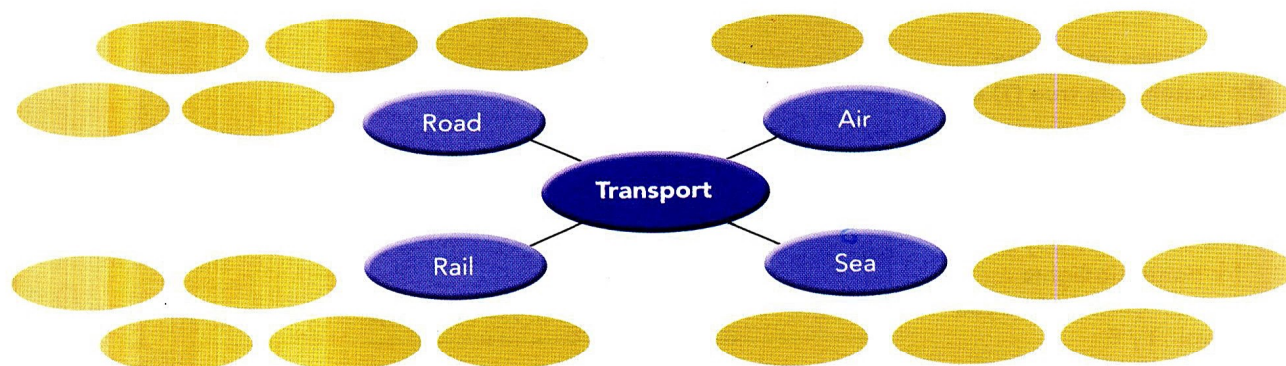
# JOURNEYS

## Vocabulary

ROAD, RAIL, AIR AND SEA

- 1 Put the words in the box into the correct places in the diagram. Use a dictionary to help you. Add at least TWO more words to each group.

ashore baggage claim carriage carriageway deck departure lounge  
dining car harbour jet lag petrol station platform purser roundabout  
runway signals sleeper starboard stopover toll bridge traffic lights



- 2 Complete the travel announcements with words from Exercise 1. Mark what kind of travel it is – Air (A), Sea (S), Road (Rd) or Rail (Rl).

- Please mind the gap between the train and the \_\_\_\_\_ when leaving the train.
- We expect heavy traffic congestion and long delays on the northbound \_\_\_\_\_ after a coach collided with a lorry at junction 14.
- Will all passengers requiring a landing card please speak to the \_\_\_\_\_ before going ashore.
- Lunch will be served in the \_\_\_\_\_ between twelve and two o'clock.
- Will all passengers for flight BA5074 to Cairo please make their way to the \_\_\_\_\_ where your aircraft is waiting to depart from gate number 56.
- The captain invites all first-class passengers to join him for cocktails on the upper \_\_\_\_\_.
- Turn left and drive straight on for 500 metres. At the first \_\_\_\_\_, take the third exit. Drive on for three kilometres.
- Passengers arriving from Brussels please proceed to the \_\_\_\_\_ where your luggage will arrive shortly.

- 3 ))) 2.3 Listen and check your answers. Practise saying the announcements.



## GRAMMAR: MULTI-WORD VERBS

Many verbs combine with a particle (*at, down, in, on, out, to, up, etc.*) to create a new verb. The new verb often has a different meaning from the verb on its own. There are two main types of phrasal verb:

**Verbs with no object:**

What time did he **set off**? (leave) The car **broke down**. (The engine stopped working.)  
She **turned up** over an hour late. (arrived) I **hung around** for a bit and then went home. (waited)

**Verbs with an object:**

There are two types of multi-word verb that take an object – **separable** and **inseparable**.

1 With **separable** multi-word verbs, the particle can either come before OR after the object.

Could you **fill in** this form, please? Could you **fill** this form **in**, please?

However, if the object is a pronoun, the particle must go after, not before the pronoun.

He **dropped me off** at the station. (He left me at the station and continued his journey.)

2 With **inseparable** multi-word verbs, the particle must go immediately after the verb, i.e. it cannot be separated from the verb by a noun or pronoun.

She **looked for** her ticket. (NOT ~~She looked her ticket for.~~)

3 Sometimes there are two particles.

I **look forward to** seeing you in Vienna. (anticipate with pleasure)

I **got on** very well **with** your colleagues. (had a good relationship with)

See Grammar reference, page 114.

- 4 ))) 2.4 Study the Grammar box. Listen to Emma telling her boss about her trip to Prague and complete the conversation with the correct form of the verbs in the box.

break down drop off fill in find out get on get on with get through  
hang about hold up pick up put up set off take off turn up

E = Emma, EB = Emma's boss

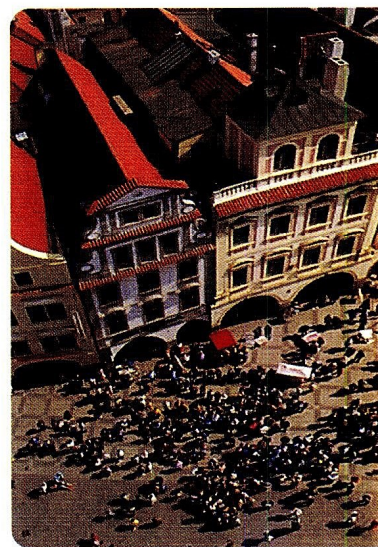
E: We <sup>1</sup> \_\_\_\_\_ really early for the airport – at about 5.30 in the morning – so I would have plenty of time. But, of course, there were long delays on the motorway. A lorry had <sup>2</sup> \_\_\_\_\_ and blocked an exit, so we were <sup>3</sup> \_\_\_\_\_ for more than an hour. Anyway, we got there in the end. My husband <sup>4</sup> \_\_\_\_\_ me \_\_\_\_\_ outside the terminal just after eight but by that time my flight had already <sup>5</sup> \_\_\_\_\_.

EB: Oh no! So what happened?

E: Well, I went to <sup>6</sup> \_\_\_\_\_ what time the next flight for Prague was departing. The helpdesk people were very helpful, but I had to <sup>7</sup> \_\_\_\_\_ for ages while they tried to get me on another flight. I tried to phone the Prague office but the line was bad and I couldn't <sup>8</sup> \_\_\_\_\_. Anyway, I managed to <sup>9</sup> \_\_\_\_\_ another flight to Prague a bit later that morning. Of course, there was no one to <sup>10</sup> \_\_\_\_\_ me \_\_\_\_\_ when I arrived at the airport. But I got a taxi to the city centre and finally <sup>11</sup> \_\_\_\_\_ for the first part of the visit at lunchtime!

EB: So, after all those problems, was the trip a success in your opinion?

E: Oh, very much so. They <sup>12</sup> \_\_\_\_\_ me \_\_\_\_\_ in a really good hotel and I <sup>13</sup> \_\_\_\_\_ really well \_\_\_\_\_ the people I met. I've <sup>14</sup> \_\_\_\_\_ the site visit checklist you gave me and it's all very positive.



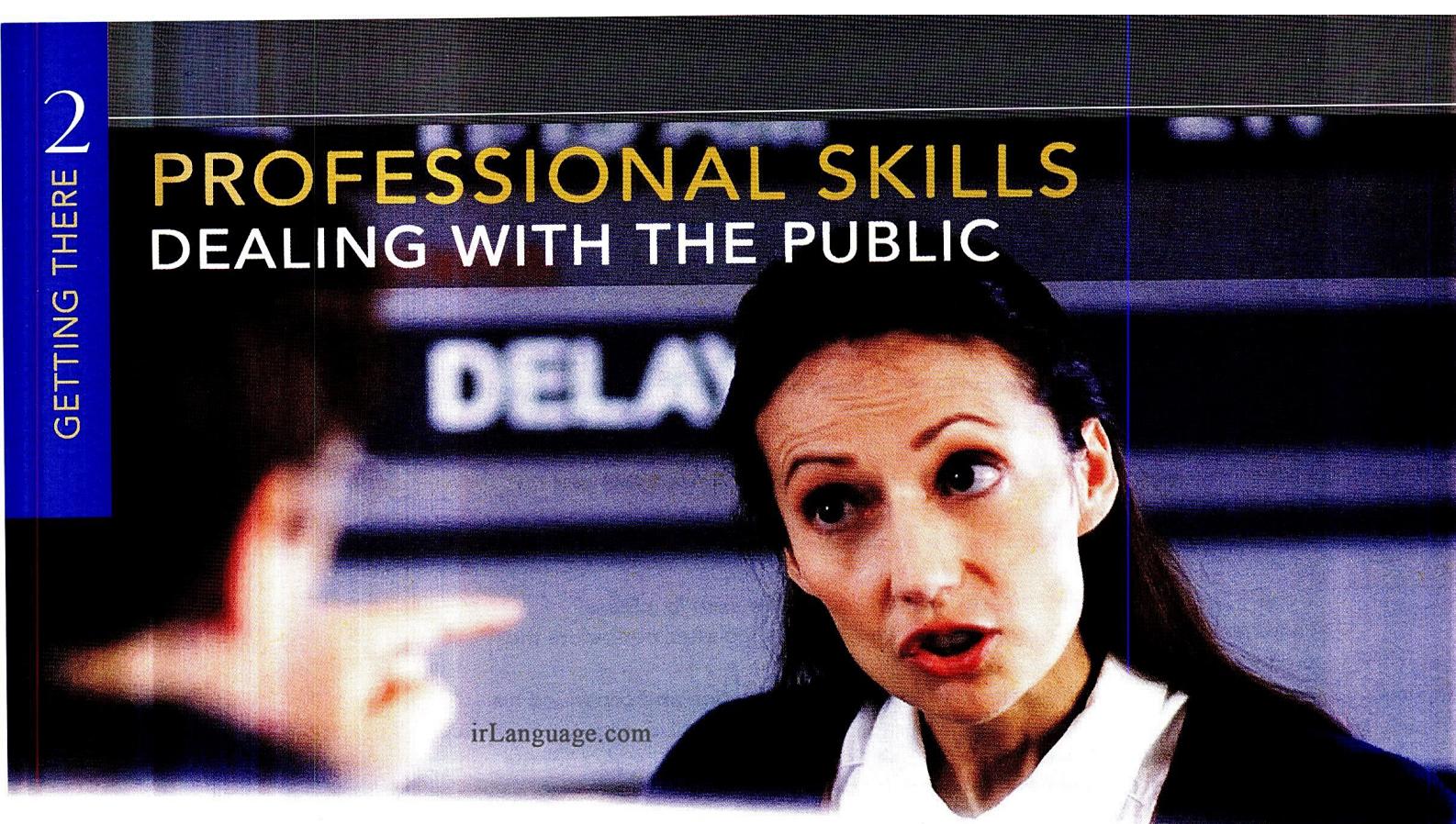
## Speaking

- 5 Work in pairs. Tell your partner about a journey you have made using as many of the verbs from Exercise 4 as possible.



# PROFESSIONAL SKILLS

## DEALING WITH THE PUBLIC


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### Reading

#### WORKING IN THE AIR TRAVEL INDUSTRY

- 1 Read the article about working in the airline industry. Make a list of the advantages and the disadvantages of a career in this sector.

### The highs and the lows of working in the airline industry

The airline industry offers many opportunities for exciting and varied careers. Often, no previous experience is required and since airlines have an internal promotion structure, **entry-level** employees can transfer to other jobs within each company and can advance in their careers quite quickly.

The industry also offers a wide variety of **benefits**, which may include personal and family travel passes, health insurance, paid holidays, flexible schedules, discounts on hotels and car hire. Most airlines sell standby tickets to other airline employees which are between 75–95 percent off the full fare.

However, working for an airline or at an airport is not always easy. Some jobs are **physically demanding**; you may have to work evening or

early-morning hours or work for long periods without a **break**. There are strict rules about personal appearance and employees often have to spend long periods away from home. Dealing with frustrated passengers, adverse weather conditions, delayed flights and emergencies are all part of the routine, so airline jobs need people with excellent interpersonal skills who can offer a high level of **customer care**.

In spite of these disadvantages, the airline industry offers great **career opportunities**. Perhaps one of the most enjoyable aspects of working for an airline (apart from the opportunity to travel) is the chance to meet so many different types of people from all over the world.

- 2 Complete the sentences with the words and phrases in **bold** from the article.

- 1 He had to work ten hours non-stop without a \_\_\_\_\_ for lunch.
- 2 For all employees in contact with the public, \_\_\_\_\_ is a core element of their job description and training.
- 3 Loading baggage on and off aircraft all day is really \_\_\_\_\_.
- 4 A competitive salary with \_\_\_\_\_ will be offered to all new recruits.
- 5 We're reinventing our airline from the ground up and there are great \_\_\_\_\_ for those with the right qualifications, attitude and commitment.
- 6 The CheapSky airline is offering dozens of \_\_\_\_\_ jobs and internships for college graduates.



## Speaking

### CUSTOMER SERVICES MANAGER

**3 Work in pairs. What kind of problems do you think a Customer Services Manager for an airline deals with? Discuss what an airline Customer Services Manager could do in these situations.**

- 1 A flight is overbooked and two passengers can't board the plane.
- 2 The flight is cancelled because of bad weather. Two hundred and fifty passengers are stranded at the airport.
- 3 A nervous passenger has a panic attack in the departure lounge just before take-off.

## Listening

### A DIFFICULT SITUATION

**4 ))) 2.5 Erik Sørensen is a Customer Services Manager for NorskaAir. Listen to his interview about a difficult situation. What was the cause of the problem? Did he deal with it successfully?**

**5 ))) Listen again and circle the correct options. There may be more than one correct answer.**

- 1 How did they deal with the passengers stranded at the airport?
  - a They put them up in hotels.
  - b They sent them home on coaches.
  - c The passengers waited until the airport reopened.
- 2 It was difficult for NorskaAir to organize accommodation because
  - a they didn't have enough money.
  - b there weren't enough hotels.
  - c they didn't know how long the airport would stay closed.
- 3 The passengers who had booked flights that week
  - a lost their money.
  - b were offered a refund.
  - c were offered an alternative flight or holiday.
- 4 The positive side of the experience for the company was
  - a they didn't lose too much money.
  - b they helped their customers.
  - c their customers will trust them in the future.

**6 Complete Erik's tips for dealing with customers in the Professional skills box. Check your answers in the audio script on page 119.**

### PROFESSIONAL SKILLS: DEALING WITH CUSTOMERS' PROBLEMS

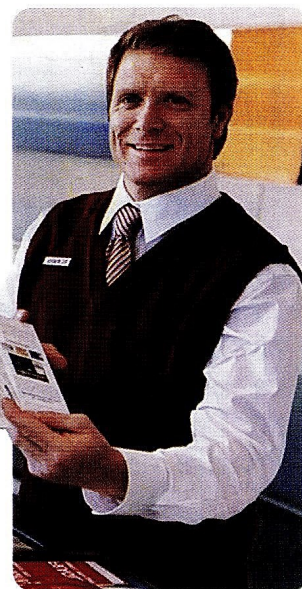
#### Don't ...

- <sup>1</sup>i\_\_\_\_\_ the customer. Be patient and wait until they have finished speaking.
- argue with the customer or <sup>2</sup>b\_\_\_\_\_ colleagues.
- make <sup>3</sup>e\_\_\_\_\_ even if the situation isn't your fault.

#### Do ...

- listen actively. Stop what you were doing and <sup>4</sup>l\_\_\_\_\_ at the customer while he or she is speaking.
- ask <sup>5</sup>q\_\_\_\_\_ to clarify any facts or obtain missing information.
- show empathy by telling the person that you <sup>6</sup>u\_\_\_\_\_ how he or she feels.
- <sup>7</sup>r\_\_\_\_\_ the customer by promising something that you will do to improve the situation.

Use the construction *I'll ...* or *We'll ...*, e.g. *I'll find out for you.* **We'll** look into it for you.



## Speaking

### CUSTOMER SERVICE ROLEPLAY

**7 Work in pairs. Student A, turn to File 6, page 104. Student B, turn to File 21, page 110. Roleplay the customer service situations. Use the tips from the Professional skills box to help you.**



# CASE STUDY

## IMPROVE A SERVICE

### CASE STUDY MENU

Aim: To reduce costs and customer service at CheapSky Airlines.

- 1 Read about problems that airline staff have to deal with.
- 2 Listen to a meeting about the problems with air rage and how to solve them.
- 3 Discuss ways to reduce costs and improve customer service.

### Problems for airline staff

- 1 Read the article below from *SkyWorld*, a magazine for airline industry professionals.

- 1 What is the 'constant threat' that airline customer service staff have to deal with?
- 2 Make a list of the reasons why so many passengers are unhappy.
- 3 Why are the problems likely to continue to get worse in the future?

### Air rage on the increase

A recent survey of airport staff at CheapSky Airlines shows that air rage – and a lack of training to cope with it – is still a major problem. Airline customer service staff, particularly employees of low-cost carriers, are under a constant threat of air rage as airlines increase fares and introduce more fees and ticket restrictions. Many employees had experienced air rage at work on a daily basis, with ticket restrictions, staff shortages and excess baggage charges cited as major causes of customer anger. Analysis of customer complaints over the last six months reveals similar information. The things that make passengers most angry are long queues at check-in and security control and a lack of understanding of restrictions on discounted tickets buried in the small print.

Nine out of ten employees said they had received no training on how to deal with angry and abusive customers.

With the increase in fuel costs forcing airlines to add extra fees and restrictions, there are now worries air rage will increase. Becky Lu, national secretary of the flight attendants' union, said additional fees and charges would just make it harder for people on the front line.



### Recent incidents

- 2 **2.6** CheapSky Airlines is a low-cost carrier offering short-haul budget flights. Recently, the company has been experiencing a number of problems. Listen to four recent incidents. Answer the questions.

- 1 Where does each incident take place?
- 2 What is the problem?
- 3 In your opinion, what could CheapSky do to avoid this kind of incident in future?



## TASK

- 1 The CheapSky managers are holding a meeting to discuss ways to reduce costs and improve customer service. Work in small groups. Group A, look at the information on this page. Group B, turn to File 3, page 103.
- 2 Look at the meeting agenda and study the background information in your file.
- 3 Hold the meeting with the other group. Discuss the items on the agenda and make a decision on each.

## Group A

Starting soon, the carrier will begin offering a 'cuddle class' – that is, a row of three economy seats that transforms into a couch for couples 'to relax and stretch out on or for the kids to use as a play area'. But there is no word yet on how much it will cost. Will young couples want to pay for three seats instead of two?

An American airline is now offering coach-class passengers a chance to board early, sit up front and get off the plane first – for a fee. The Express Seat option will be available on domestic journeys for \$29 to \$49 per flight to travellers who sign in at self-serve kiosks.

Obese passengers who are unable to get into a single seat on an airliner will be charged double. From next month, overweight flyers will pay for two seats or not be allowed on board for 'safety reasons', Sprint Airlines announced yesterday. They will be charged 75% of the cost of the second seat, which is the full price excluding tax and surcharges. However, the charge will only apply on flights that are fully booked.

## AGENDA

Passenger rage – how to deal with it  
 Charging for carry-on baggage and for blankets  
 Standing-only seats and pay toilets  
 Express Seat option  
 A 'families only' section of the aircraft  
 Obese passengers and seating arrangements  
 Travelling with pets – staff policy

From: Chris.Lee@CheapSky.com

To: Customer Services Staff

Subject: My suggestions

Date: December 10

I can't be at the meeting but I suggest \$10 for an airline blanket on short-haul flights and no blankets on domestic flights lasting more than two hours. We could offer inflatable neck pillows instead.

I think we should charge \$49 for carry-on luggage, the same fee as for checking in a bag. This would improve inflight safety (fewer heavy bags in the overhead lockers) and efficiency. I don't see what's wrong with standing-only seats for flights of less than an hour. It's just like being in the Underground. Don't forget you pay for toilets in a railway station, so why not pay on a flight as well?



## Writing minutes

- 3 Write the minutes of the meeting to be circulated to other staff members. Use the model in the Writing bank on page 98 to help you.

## UNIT 2: KEY WORDS

baggage claim benefit berth board catering check-in coach congestion delay  
 departure lounge excess baggage platform short-haul flight speed stranded  
 See DVD-ROM Mini-dictionary





# ACCOMMODATION

## UNIT MENU

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**Grammar:** modal verbs

**Vocabulary:** types of accommodation, facilities and services

**Professional skills:** dealing with complaints

**Case study:** investigate customer complaints

## Reading

### ACCOMMODATION IN SPAIN

- 1 What are the different types of accommodation for tourists in your country? Make a list and compare with a partner.
- 2 Read the extract from the DK Eyewitness Travel Guide to Spain.
  - 1 Which types of accommodation mentioned in the text are in your list?
  - 2 What other types of accommodation are mentioned?
  - 3 Which type of accommodation would you recommend for a traveller to Spain who
    - a wants to live in a palace?
    - b is a serious mountaineer?
    - c wants peace and quiet in the countryside?
    - d is looking for serious luxury?
    - e wants to stay in their own place but doesn't want to cook every night?

## Where to stay in Spain

Medieval castles turned into luxury hotels and mansions converted into youth hostels are typical of the variety of places to stay in Spain. The tourists who are so important to Spain's economy have almost 10,000 establishments to choose from, offering over one and a half million beds. At the top of the scale, there are the *paradores*: these are suites of rooms in once-royal palaces and luxury accommodation in castles, fortresses, hunting lodges and other historic buildings. Some modern *paradores* have been purpose-built as modern hotels. They are usually built in a traditional style, and located in areas of outstanding beauty or in towns of historic interest.

Then there are luxury beach hotels on the Costa del Sol and in the Balearic and the Canary Islands.

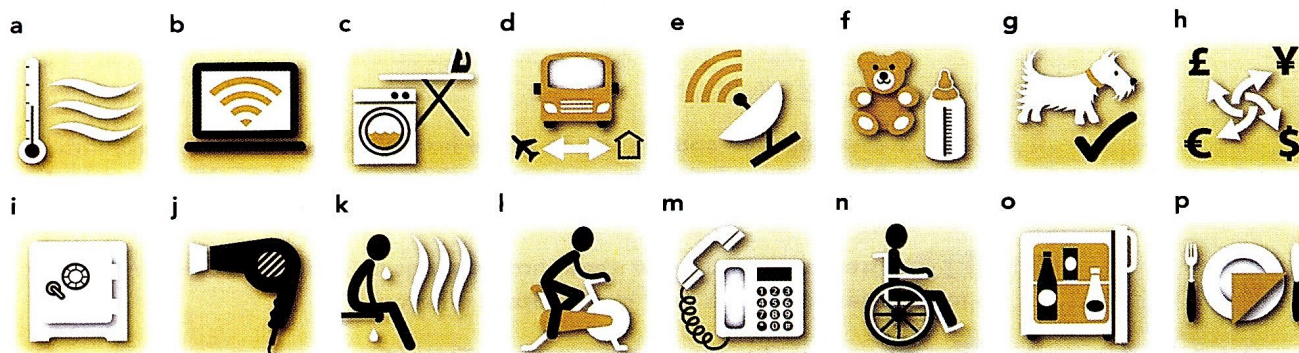
Visitors can also stay on remote farms or in villas and old houses let for self-catering. For the traveller on a budget, there are youth hostels, bed & breakfasts (*pensiones*), family-run country cottages (*casas rurales*) and guest houses, camp sites and refuges with stunning views for mountaineers.

An apartment hotel (known as a *villa turística* in Andalucía) is another option. Half hotel, half holiday apartment, it gives guests a choice between self-catering (all rooms have a kitchen) or eating in the hotel restaurant. Holiday villages are similar, often catering for specialist interests, such as horse-riding, climbing or windsurfing. One example is the village of Ainsa, in the mountainous region of Aragón, which offers a mix of camping and hostel accommodation, with restaurants and bars.



## Vocabulary

### HOTEL FACILITIES AND SERVICES



### 3 Write the letter of the symbols a–p next to the hotel service.

- |                           |                             |                       |
|---------------------------|-----------------------------|-----------------------|
| ___ air conditioning      | ___ hairdryer               | ___ restaurant        |
| ___ airport shuttle       | ___ high-speed Wi-Fi access | ___ safe-deposit box  |
| ___ baby-sitting service  | ___ in-room minibar         | ___ satellite TV      |
| ___ currency exchange     | ___ laundry and ironing     | ___ sauna             |
| ___ direct line telephone | ___ pets admitted           | ___ wheelchair access |
| ___ fitness centre        |                             |                       |

### 4 Which of these facilities and services do you need most? Choose the top ten and put them in order of importance. Are there any facilities that are important for you which are not on the list?

## Listening

### CHOOSING A HOTEL

### 5 Look at the photos of the travellers. Make a list of the hotel facilities and services that you think are important for each person or set of people.

### 6 ))) 3.1 Listen to what is important for travellers when they book hotel accommodation.

- 1 Number the photos in the order that the travellers speak.
- 2 Check your answers to Exercise 5. Do the speakers mention any of the facilities you listed? Which ones?

### 7 ))) Listen again and complete the extracts about each of the traveller's needs.

1

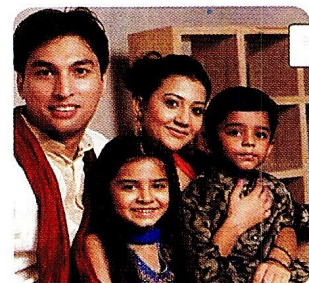
My biggest worry is always <sup>1</sup>\_\_\_\_\_, so I always choose a hotel that uses smartcards to limit access to executive suites and has <sup>2</sup>\_\_\_\_\_ installed. The family particularly request limousine service, 24-hour room service and exclusive use of the <sup>3</sup>\_\_\_\_\_.

2

High-speed internet access is a must, and if there's a business centre offering <sup>4</sup>\_\_\_\_\_ services and business support, that's a plus. Oh, I also need a rapid <sup>5</sup>\_\_\_\_\_ service as I travel fairly light and don't always have enough clothes with me.

3

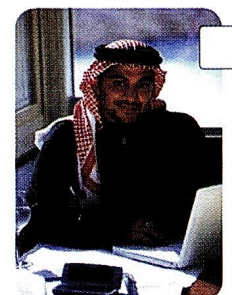
... the best hotel for us is one where there's a <sup>6</sup>\_\_\_\_\_ where the children can go. We stayed in a place recently where the kids had bunk beds with individual television sets in them. We could get the latest PlayStation games and consoles from reception. And if we wanted to go out in the evening, just the two of us, there was a great <sup>7</sup>\_\_\_\_\_ service as well.



The Singh family



Jin Wei – business woman



Waleed – travel manager for a prince

## RESEARCH

### HOTELS IN YOUR AREA

Visit two or three hotels in your area. Find out what facilities they offer.

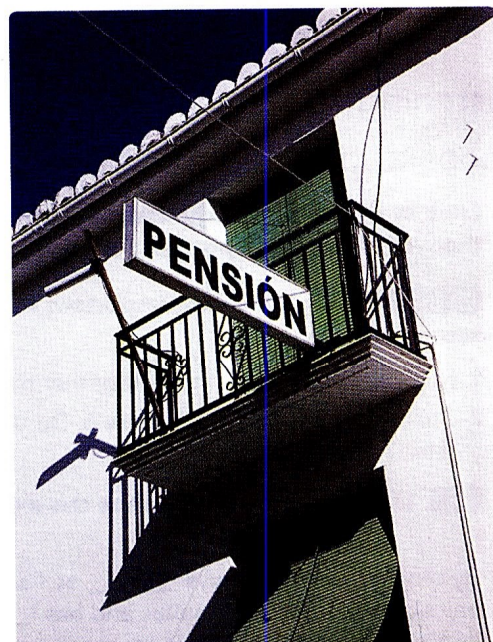


# HOTEL GRADING

## Listening

### GRADING OF HOTELS IN SPAIN

- 1 What system does your country use to grade hotels? Do you think it is accurate? With a partner, make a list of the minimum facilities you think a mid-range hotel should offer.
- 2 **3.2** Listen to an interview about hotel ratings in Spain. What grading system do most hotels in Europe use? How is Spain different?
- 3 **3.2** Listen again. Are the statements true (T) or false (F)?
  - 1 The Hotel Stars Union rating scheme is used by hotels all over the world. T / F
  - 2 For a one-star rating, the hotel only needs to provide a bed and daily room cleaning. T / F
  - 3 In Spain, the regional tourist authorities use different criteria for awarding stars. T / F
  - 4 A five-star hotel offers the same comfort as a five-diamond hotel. T / F
  - 5 In the Spanish system, the stars are related to the number and range of facilities on offer. T / F
  - 6 Spanish hotel prices include VAT. T / F



- 4 Complete the sentences with an appropriate form derived from the words **award, grade or rate**. Sometimes more than one answer is possible.
  - 1 Following the opening of its new luxury spa complex, the hotel was \_\_\_\_\_ a fifth star.
  - 2 What \_\_\_\_\_ system do you use for hotels in your country?
  - 3 The lowest \_\_\_\_\_ of hotel is one star but hotels with no stars do exist!
  - 4 The Hotel Stars Union \_\_\_\_\_ hotels according to a list of criteria relating to 270 different features and services.



## GRAMMAR: MODAL VERBS

Use modal verbs to express obligation and possibility.

## 1 Obligation

We use **have to** and **must** to talk about things that are necessary.

Do I **have to** make a deposit to be sure of getting a room?

By law, Spanish hotels **must** display their prices in every room. (stronger)

**Mustn't** and **don't have to** have very different meanings.

Employees **must not** smoke in the building. (= It is forbidden.)

You **don't have to** book ahead in low season. (= It is not necessary.)

We use **should** to say that something is a good idea.

Visitors who intend to travel in high season **should** book in advance.

## 2 Possibility

We use **can** and **may** to say that something is possible or impossible.

Visitors **can** stay on remote farms or in villas and old houses let for self-catering.

You **can't** equate quality with the number of stars. (= It's impossible.)

You **may** be able to claim compensation from the operator. (= It's not certain but possible.)

See Grammar reference page, 114.

5 Study the Grammar box, then read the accommodation information and underline the correct modal verbs in each paragraph.

## Self-catering

The price of self-catering accommodation <sup>1</sup>can / must vary: for example a four-person villa with a pool <sup>2</sup>may / must cost under €350 if it is inland, but you <sup>3</sup>have to / must not pay at least three times more if it is on the coast.

## Retreats

If you want peace and tranquillity, you <sup>4</sup>may / should like to stay in one of Spain's 150 retreat houses. They are not hotels but you <sup>5</sup>don't have to / should book in advance or you won't get a room. Guests <sup>6</sup>should / may be asked to tidy their rooms and, in any case, they <sup>7</sup>can't / should make an effort to observe the strict mealtimes.

## Youth Hostels

You <sup>8</sup>can't / should use the network of *albergues juveniles* (youth hostels) without a YHA (Youth Hostels Association) card. These <sup>9</sup>may / shouldn't be obtained from your own country or via the *Red Española de Albergues Juveniles* network. Despite the word *youth*, you <sup>10</sup>mustn't / don't have to be a young person to stay in a youth hostel.

6 Complete the hotel enquiries and information with appropriate modal verbs.

- 1 What time do we \_\_\_\_\_ check out if we don't want to pay for another day?
- 2 You \_\_\_\_\_ pay for a complimentary drink at the bar – it's free.
- 3 We \_\_\_\_\_ have a room free for that day but I'm not sure.
- 4 You \_\_\_\_\_ leave the light on in the room as it wastes electricity.
- 5 Guests \_\_\_\_\_ ask for their valuables to be kept in the hotel's safe.
- 6 \_\_\_\_\_ I check out and pay my bill now? We're leaving very early tomorrow.

## RESEARCH

## UNUSUAL PLACES TO STAY

Do some internet research on unusual places to stay. Present your findings to the class. Vote for the most unusual accommodation.





# PROFESSIONAL SKILLS

## DEALING WITH COMPLAINTS

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NEW YORK

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VES

### Listening

#### PROBLEMS AND SOLUTIONS

- 1 **3.3** Listen to five conversations about complaints. Match the conversations 1–5 with the complaints a–e.

- |   |                       |
|---|-----------------------|
| 1 | a overcharging        |
| 2 | b defective equipment |
| 3 | c overbooking         |
| 4 | d unhelpful staff     |
| 5 | e dirty room          |

- 2 **3.3** What solutions to the problems do the hotels offer? Listen again and complete the extracts below. Which solutions are satisfactory and which are unsatisfactory? Why?

(C = Customer, R = Receptionist)

1

C: Hello, I phoned a couple of hours ago to say that the air conditioning is not working. The person I spoke to said someone would look at it but nothing has happened.

R: I will <sup>1</sup> \_\_\_\_\_ maintenance.

C: And another thing. The Wi-Fi isn't working and I need to be connected – I've got work to do.

R: OK, I will <sup>2</sup> \_\_\_\_\_ the person in charge.

2

R: Yeah, but I can't do anything about it, can I? I ain't the manager.

C: Can I speak to the manager?

R: Nope, he ain't here.

C: When will he be back?

R: I dunno. I <sup>3</sup> \_\_\_\_\_ you his mobile phone number if <sup>4</sup> \_\_\_\_\_.

...

3

R: Um, perhaps I <sup>5</sup> \_\_\_\_\_ and get you into another of our hotels. Do you <sup>6</sup> \_\_\_\_\_ me to do that?

C: Do you have any other solution?

R: No.

4

R: Oh, I'm so sorry, Mrs Robertson. I do <sup>7</sup> \_\_\_\_\_ for the inconvenience. Please come down and I'll <sup>8</sup> \_\_\_\_\_ you get a room that's ready.

5

R: I'm very sorry, madam. I'll have a word with the staff. I <sup>9</sup> \_\_\_\_\_ you it won't <sup>10</sup> \_\_\_\_\_ again. Thank you for bringing the matter to my <sup>11</sup> \_\_\_\_\_.



- 3 Work in pairs. Rewrite the dialogues for the three unsatisfactory solutions so that they reflect best practice. Use the language from the satisfactory responses to help you.

### PROFESSIONAL SKILLS: DEALING WITH COMPLAINTS

- 4 Match the sentence halves to make useful advice about how to deal with complaints.

- |  |  |
|--|--|
| 1 Give your guest your complete attention and                  | a to make sure they are satisfied.                     |
| 2 Tell the guest that  | b they are making their complaint.                     |
| 3 Apologize for the inconvenience and deal with                | c ask him/her in what way you can solve the problem.   |
| 4 Listen carefully and if                                      | d you would feel the same if this had happened to you. |
| 5 Find a solution and let them know                            | e he/she is angry, go somewhere private.               |
| 6 Never argue with a guest when                                | f the complaint immediately.                           |
| 7 Check back with the guest after dealing with their complaint | g and nod in agreement.                                |
| 8 Keep a pleasant expression on your face                      | h of your concern for their satisfaction.              |

- 5 ))) 3.4 Complete the useful expressions for dealing with complaints with an appropriate word. Listen and check your answers. Practise saying the expressions so that you sound polite but assertive.

Apologizing	Explaining	Acting
I'm <sup>1</sup> _____ about that.	I'm <sup>4</sup> _____ there's been a misunderstanding.	I'll <sup>7</sup> _____ into it right away.
I do <sup>2</sup> _____ for the inconvenience.	What <sup>5</sup> _____ to have happened is that ...	I'll get <sup>8</sup> _____ to you when it's been sorted out.
I hear what you're saying and I <sup>3</sup> _____ how you feel.	At the moment we're having a <sup>6</sup> _____ with ...	I'll <sup>9</sup> _____ everything I possibly can.

## Speaking

### HANDLING PROBLEMS

- 6 Work in pairs. Student A is a group leader, Student B is a hotel receptionist. Read the information files below and roleplay the situation.

#### Student A

You are the leader of a group of 54 passengers which has just arrived after an eight-hour journey at a hotel in Milan, Italy. The passengers are all in the coach outside. The booking from 25 February to 1 March was made through the Insegna agency in London. You spoke to a representative of the agency yesterday, who said the prepayment voucher and deposit were sent to the manager of the hotel three weeks ago. Your group are mostly senior citizens (aged 60 plus) and are tired and hungry. Ask Student B (the hotel receptionist) which rooms you have been allocated.

#### Student B

You are the hotel receptionist at the Hotel San Angelo in Milan. You have no record of a booking for a coachload of 55 tourists from London and have never heard of the Insegna agency. The hotel manager is on holiday in South Africa at the moment. There is a fashion show taking place this week and it will be very difficult to find any free hotel rooms but you will make enquiries. You have some contacts with hotels in the mountains outside the city which may be able to accommodate such a large party.



# CASE STUDY

## INVESTIGATE CUSTOMER COMPLAINTS

### CASE STUDY MENU

**Aim:** To investigate a customer complaint and respond to it appropriately.

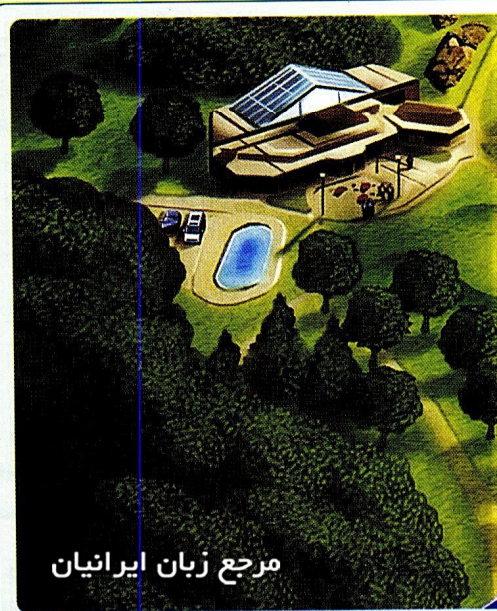
- 1 Read a brochure and a letter of complaint.
- 2 Read some customer feedback and exchange information.
- 3 Listen to a management team meeting.
- 4 Hold a meeting to discuss how to solve the problems.

### Promotional brochure

- 1 Read the brochure extract about Sylvan Parks and answer the questions.

- 1 Where are the Sylvan Parks?
- 2 What kind of accommodation do they offer?
- 3 What type of holidaymaker do they cater for?

Discover our fabulous short breaks and family holidays in private and enclosed woodland settings throughout Europe. In each location, you stay in self-catering villa accommodation and benefit from the sports and leisure facilities available on site. Everything you need is on site, a fully-stocked supermarket, a choice of restaurants, a fully-equipped medical centre staffed 24 hours a day and a maid service in our Executive Villas.



### Customer complaint

- 2 Read the complaint from a recent visitor to a Sylvan Park in the UK and answer the questions.

- 1 What exactly happened to her?
- 2 How did the staff deal with her problem?
- 3 How serious is the problem now?
- 4 What does she intend to do now?

I am writing regarding our recent stay at the Sylvan Park in Caxton. On the morning of 26 September I reached down to the bedside table in our Executive Villa and caught my finger on it. Imagine my horror to discover that I had an enormous splinter from the table going under my thumbnail. The splinter was approx 3 cm long and 0.3 cm wide. I went directly to the Medical Centre where the nurse advised me to take painkillers. She phoned the relevant department while we were present and asked for the offending table to be removed from the villa. This never happened. As the only free activity is the Aquaboulevard, I spent a lot of the time there but was unimpressed with the standard of hygiene in the pool area. I now have a serious infection and risk amputation of part of my finger.

I am going to put the matter in the hands of my solicitor to get compensation for the injury.

*Katarina Chalupova*



## Problems at Caxton

- 3 Work in pairs. Student A, look at the documents below. Student B, turn to File 8, page 105. Read your documents. Share your information and make a list of the main problems at the Sylvan Park in Caxton.

To: contact@sylvanparks.com

From: m.hawkins@yahoo.net

Subject: Caxton Park Market

While shopping at Park Market in Caxton, I was alarmed to discover not one but numerous food items several days past their sell-by date!

I don't understand how such a potential health hazard could occur in a busy supermarket with a captive audience (it's the only store on the site). I have to say that I am disgusted.

Margaret Hawkins

### ●●○○○ 'The level of service has deteriorated'

We have been going to the Sylvan Park in Caxton for three years and have noticed that the level of service and hygiene has gone down.

On our last weekend break I spent several hours trying to get medical help for my husband who was suffering from gastro-enteritis. After making numerous phone calls to the medical centre, it took well over an hour before two staff members turned up to help and called an ambulance. I have no doubt that the swimming pool is to blame because of the number of young children I saw wandering around wearing nappies. This is probably the cause of many infections – why don't they provide separate areas for young children to swim in?

Value ●●●○○

Rooms ●●○○○

Location ●●●○○

Cleanliness ●●○○○○

### TASK

The Regional Director for Sylvan Parks is concerned about the number of complaints about the one at Caxton and has asked you to investigate. Hold your own meeting to discuss the problems.

- 1 What are the strengths and weaknesses of the Sylvan Park's customer service at Caxton.
- 2 What else can be done to address the customers' complaints and improve standards in the future?

### Agenda

- 1 Katarina Chalupova
- 2 Swimming pool health and safety
- 3 Villa maintenance
- 4 Park Market supplies

## Management team meeting

- 4 ))) 3.5 Listen to a meeting of the management team at Caxton. What do they decide to do for each of the items on the agenda? Then look at the Task and hold your own meeting to discuss the problems.

## Writing a letter of apology

- 5 Write a letter of apology to Katarina Chalupova's solicitor. Explain what action you are going to take in response to her complaint and, if you think it is justified, offer some form of compensation. Use the model in the Writing bank on page 101 to help you.

### UNIT 3: KEY WORDS

air conditioning   award  
bed linen   charge   complaint  
facilities   grade   housekeeping  
hygiene   insurance  
maintenance   overbooking  
reception area   reservation  
room rate

See DVD-ROM Mini-dictionary



# 4



## DESTINATIONS

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### UNIT MENU

**Grammar:** articles

**Vocabulary:** weather, climate, features and attractions

**Professional skills:** offering advice

**Case study:** Develop a destination

### Reading

#### WEATHER AND TRAVEL CHAOS

- 1 Read the article about extreme weather conditions in Europe. How did the weather conditions affect the travel industry?

#### Travel chaos across northern Europe

Thousands of people face further **disruption** to their travel plans as severe weather has gripped much of Northern Europe and the forecast for the next few days warns of more snow and icy conditions.

Passengers spent another night **stranded** at Heathrow Airport after all short and long-haul flights were **grounded**.

A spokesman at Heathrow apologized after criticism had been made by the European transport commissioner that the airport had not done enough to ensure that flights could continue taking off and landing as normal in this weather. 'These are conditions that you see only once in a

lifetime. Passengers should **not** travel to the airport unless the airline has confirmed the booking. If the flight is **cancelled**, our advice is to stay at home and not to camp out in the terminal.'

Around 1,000 flights were cancelled across the continent and many more delayed. In France, there were serious **delays** at Roissy and Orly after a blizzard and freezing fog prevented all planes from taking off.

Much of the road network has also been affected by the extreme weather conditions with motorways **blocked** with traffic because of snow and black ice, forcing hundreds of people to spend the night in their vehicles.

- 2 Read the article again and discuss the questions with a partner.

- 1 Do you agree that extreme bad weather conditions in northern Europe are exceptional?
- 2 What precautions do you think the airline industry should take to anticipate bad weather?
- 3 What do you think an airline should do for its passengers if a flight has to be cancelled?

- 3 Complete the sentences about travel problems with the appropriate form of the words in bold from the text.

- 1 As a result of the \_\_\_\_\_ caused by the air-traffic controllers' strike, our flight couldn't land in Paris.
- 2 Police \_\_\_\_\_ the entrance to the terminal because of the terrorist threat.
- 3 The flight was \_\_\_\_\_ just before take-off when a passenger attacked a flight attendant.
- 4 Many passengers were left \_\_\_\_\_ abroad when the airline collapsed.
- 5 The long \_\_\_\_\_ at passport control were due to staffing problems.
- 6 There's a hurricane alert. The airport is closed and all further flights have been \_\_\_\_\_.



## Listening

### WEATHER FORECASTS

4 Put the words in the box into the correct column in the table.

breeze drizzle fog freezing gale mild mist showers

Rain	Temperature	Wind	Visibility



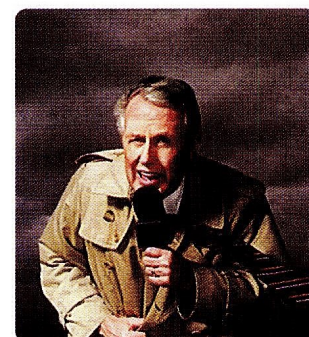
5 ))) 4.1 Listen to two weather forecasts. Choose the correct answers.

#### Weather forecast 1

- Which season of the year do you think it is?
- What's the weather like in the morning?  
a heavy rain b bright and dry c cloudy with light rain
- What will the weather be like in the afternoon?  
a hot and sunny b bright and dry c scattered showers

#### Weather forecast 2

- Which geographical area does the weather report cover?
- What's the forecast for most of the Mediterranean countries?  
a mist and fog then sunny intervals b sunny intervals then mist and fog
- Which areas will experience scattered showers and a cool breeze?  
a Sicily b Sicily and Italy c France, Spain and Portugal



6 ))) Listen again and find words and expressions for the following. Check your answers by looking at the audio script on page 121.

- Another word for *cloudy* – o\_\_\_\_\_
- TWO words that mean *cold* – ch\_\_\_\_\_ and c\_\_\_\_\_
- Another expression for periods of occasional sunshine – s\_\_\_\_\_ s\_\_\_\_\_

## Vocabulary

### DESCRIBING CLIMATE

7 Match the descriptions of the climates with the countries. There is one extra country.

Australia India Korea Norway

**A** \_\_\_\_\_ Our country has a tropical climate. The summer – from March to June – is very hot, **with average temperatures of** around 32°C. From July to September, we have the monsoon, when it rains a lot and there are storms. From October through to February, the weather is cooler and more temperate.

**B** \_\_\_\_\_ The winters in my country are very cold **with temperatures as low as** –40°C and heavy snowfall. The weather in the spring from May to mid-June can be changeable – sometimes warm and sometimes ready to snow again. Our summer is short but **temperatures can reach** 25°C and the days are long because we're so far north.

**C** \_\_\_\_\_ Our country is very mountainous and we have a humid climate. The summer from June to August is hot and humid with average temperatures of around 22–30°C and we have a short rainy season called *jangma* which is from June to July. The winters can be extremely cold **with the minimum temperature dropping below** –20°C.

## Writing

### DESCRIBING CLIMATE

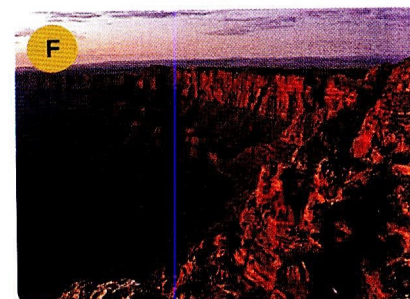
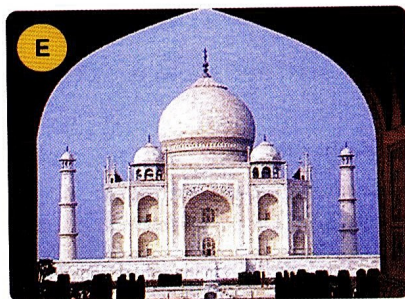
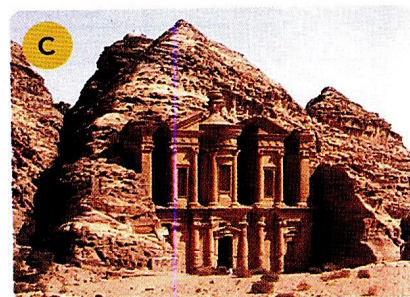
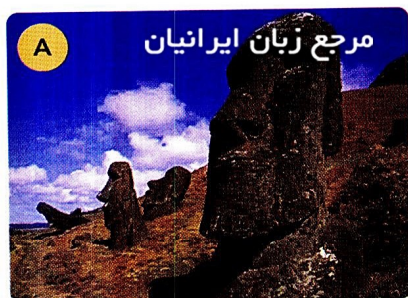
8 Write a short description (50–60 words) of the climate in your country. Talk about the weather in the different seasons of the year. Use the expressions in bold in the texts in Exercise 7 to talk about temperature.



# WHERE TO GO?

## Vocabulary

### POPULAR TOURIST DESTINATIONS



- 1 Match the famous tourist attractions A–F with the names in the box. You will find five of the countries in the table in Exercise 2. What is the name of the other country?

the ancient city of Petra   the Easter Island statues   the Giant's Causeway  
the Grand Canyon   the Paphos mosaics   the Taj Mahal

- 2 Read the information about six countries. Some of the facts are in the wrong place. Make the necessary changes (TWO for each country).

COUNTRY	CAPITAL CITY	CLIMATE	TOURIST ATTRACTIONS	CURRENCY	LANGUAGE
Chile	Santiago	Mediterranean in the centre, desert in the north, cold (arctic) in the south	geysers, mountains, volcanoes, Easter Island	US dollar	Hindi and English
Cyprus	<del>Delhi</del> Nicosia	Mediterranean	Paphos harbour and castle, windsurfing, water skiing	rupee	English
India	<del>Nicosia</del> Delhi	tropical climate in the south, temperate alpine in the north	the Taj Mahal, temples and palaces, the Himalaya Mountains	euro (Turkish lira in some places)	Greek and/or Turkish
The Republic of Ireland	Dublin	mild, wet and changeable	desert excursions, the ancient city of Petra, archaeological sites	euro	Spanish
Jordan	Amman	hot and dry most of the year	Viking museums, castles, hiking	dinar	English and Irish Gaelic
USA	Washington DC	wide variety of climate types – more tornados than the rest of world combined	The White House, Disney World, the Grand Canyon	peso	Arabic



## Reading

## WHERE TO GO WHEN

- 3 Read more about three of the places in Exercise 2. Complete the texts with the place names in the box.

Dallas Galway Ireland Jackson Hole  
Jordan Petra the United States

January is a great time to visit <sup>1</sup>\_\_\_\_\_ in <sup>2</sup>\_\_\_\_\_. The weather is generally **clear** and **sunny** in the **mountains** but there can be very **heavy snowfalls**. The **slopes** here are ideal for skiing and snowboarding.

We took a **connecting flight** from <sup>3</sup>\_\_\_\_\_ and the airport is ten minutes from the town centre. Getting to the resort is easy as there are frequent **shuttle buses**. More information is available on our website.

April is the best time to visit <sup>4</sup>\_\_\_\_\_, before the **extreme heat** and **sandstorms**. A day trip to visit the rose-red city of <sup>5</sup>\_\_\_\_\_, one of the world's greatest **monuments**, is not to be missed. Explore the site on foot, by **camel**, **donkey** or **horse-drawn carriage**.

<sup>6</sup>\_\_\_\_\_ on the west coast of <sup>7</sup>\_\_\_\_\_ is a good place to visit in September for its annual **oyster festival**. The Aran Islands and Connemara are also not far away. You go by **ferry** to Aran, an **archipelago** of three tiny **islands** where the main language is Irish and life has a more traditional pace. Check the **forecast** beforehand and pack a pullover and a raincoat – you can expect **frequent showers** and it can be **cold** and **windy** along the dramatic **rocky coast**.

- 4 Complete the lists of vocabulary under the headings with the words and phrases in bold in the text. Use a dictionary to help you. Add at least two more words to each list.

Natural features	Weather
<i>mountains</i>	<i>forecast</i>
Transport	Attractions
<i>camel</i>	<i>oyster festival</i>

## GRAMMAR: ARTICLES

Use **a/an** to talk about a singular countable noun for the first time, e.g. *a pullover, a raincoat*.

Use **the**:

- to refer to a specific or particular thing, e.g. *the lake by our resort, the town centre* (there's only one).
- with the names of islands or countries when they are a collection of islands or states, e.g. *the Aran Islands, the United States of America*.
- with the names of rivers, oceans and seas, deserts and with some forests, e.g. *the River Ganges, the Black Forest* (but *Sherwood Forest*).
- with names of mountain chains, e.g. *the Himalayas*, but not with mountains, e.g. *Mount Everest*.
- with superlatives, e.g. *the best time to visit*.

There is no article (Ø):

- before the names of most cities and countries, e.g. Ø *Dallas, Ø Jordan*.
- before plural nouns used in a general sense, e.g. Ø *people, Ø frequent showers*.
- before uncountable nouns, e.g. Ø *information, Ø transport, Ø accommodation*.

See Grammar reference, page 115.

- 5 Study the Grammar box and complete the texts with **the, a, an** or **Ø** if no article is necessary.

1 September is <sup>1</sup>\_\_\_\_\_ best time for <sup>2</sup>\_\_\_\_\_ cruise in <sup>3</sup>\_\_\_\_\_ Turkey as <sup>4</sup>\_\_\_\_\_ weather is warm but not too hot. <sup>5</sup>\_\_\_\_\_ week is probably sufficient to visit <sup>6</sup>\_\_\_\_\_ most important sites. Walking, <sup>7</sup>\_\_\_\_\_ diving and <sup>8</sup>\_\_\_\_\_ snorkelling are all <sup>9</sup>\_\_\_\_\_ popular activities.

2 In December, <sup>10</sup>\_\_\_\_\_ air is clear and bright, perfect for <sup>11</sup>\_\_\_\_\_ travelling on <sup>12</sup>\_\_\_\_\_ fast-flowing Mekong River. Although you can fly into <sup>13</sup>\_\_\_\_\_ Luang Prabang, entering <sup>14</sup>\_\_\_\_\_ country by <sup>15</sup>\_\_\_\_\_ boat from <sup>16</sup>\_\_\_\_\_ Thai border will enable you to really appreciate <sup>17</sup>\_\_\_\_\_ spectacular mountains of <sup>18</sup>\_\_\_\_\_ northern Laos.

## Writing

## A REVIEW

- 6 Write a review for a travel trade webzine. Use the texts in Exercise 3 as models.

- Choose a month or season and a destination that is worth visiting during this period.
- Describe the destination. Write about its geography, climate and transport.
- Describe its natural features and attractions.



# PROFESSIONAL SKILLS OFFERING ADVICE



## I will find the best deal for you!

Call or email me for expert advice on planning your perfect vacation.

I can help you with selecting a vacation, air travel, accommodation, car rental, ocean cruises or customized tours. I also organize family reunions and can work with you on organizing a wedding and honeymoon. Whether it's an individual or group vacation, I will work enthusiastically no matter what your budget or destination to organize a wonderful and memorable vacation.



Patricia Walsh, Founder and CEO of BettaVacations

## Speaking

### A PERSONAL SERVICE

- 1 Look at the BettaVacations website. The people below have contacted Patricia to find a holiday for them. What kind of holiday do you think would be suitable? Discuss your ideas with a partner.

Barbara (46) and Hank (48) are from Seattle and have two teenage sons – Judd (15) and Ashley (17). The parents want a change from the rainy weather in Seattle and they need to relax. The boys are very active and love water sports.

Richard (72) and Jacqueline (75) Goldman from Orlando are a retired couple who want to spend some of their savings on a special vacation. They describe themselves as 'active and sociable' but Richard has arthritis in his legs and they get tired easily. Richard and Jacqueline say they would like to visit the West Indies.

## Listening

### COSTA DE SAUÍPE

- 2 **4.2** Listen to Patricia calling Barbara Klein with a proposal. Complete the notes below. Is the holiday similar to any of your ideas?

#### Destination

Accommodation

Activities available

How to get there

Best time to go

Weather

- 3 What did Patricia know about the family's interests that helped her find a special selling point for this holiday? What was the selling point?



## PROFESSIONAL SKILLS: OFFERING ADVICE

## 4 Match the beginnings of the expressions 1–6 on the left with the endings a–f.

Professional language: Offering advice

- |                  |   |
|------------------|---|
| 1 I recommend    | a interest you in a weekend break?                    |
| 2 I suggest you  | b I would avoid the gym in the mornings.              |
| 3 If I were you, | c check the weather forecast before you leave.        |
| 4 I advise you   | d the shore excursions.                               |
| 5 Maybe I could  | e don't you think about it and call me back tomorrow? |
| 6 Why            | f to keep your cash in a money belt.                  |

## 5 Complete Patricia's email proposal to Richard and Jacqueline Goldman with suitable expressions from the Professional skills box. Why is this a suitable holiday for these clients?



Hi Richard and Jacqueline

I'm delighted that Barbara Klein recommended BetaVacations to you and we'll do our very best to work with you to find your dream vacation!

If you'd like to explore the West Indies this winter, I<sup>1</sup> \_\_\_\_\_ you to take a cruise. It's a great way to see the world and relax at the same time. I'm going to<sup>2</sup> \_\_\_\_\_ a seven-day package on board a luxury ship owned by Celebrity Cruises. It sails from Fort Lauderdale and stops at Catalina Island in the Dominican Republic, Saint Thomas in the Virgin Islands and Paradise Island in the Bahamas. The cabins are first-rate, with a spacious double bed, safe-box, TV and a private balcony. If you want to really spoil yourselves, maybe<sup>3</sup> \_\_\_\_\_ reserve a first-class cabin for you? We can get a special reduction if we book early. Entertainment on board includes a theatre, an aqua spa, beauty treatments and gym facilities, all with a panoramic view of the ocean. The shore excursions are all interesting – I particularly<sup>4</sup> \_\_\_\_\_ the Atlantis tour, where you can observe all the sea life from a glass bottom boat.

The best time for you would be during winter, when the weather is most enjoyable.<sup>5</sup> \_\_\_\_\_ I wouldn't go during the hurricane season (June through November) because the weather can be rather unpredictable.

Why<sup>6</sup> \_\_\_\_\_ contact me again so we can begin making arrangements?

Very truly yours

## Speaking

## PROFESSIONAL ADVICE

6 Work in pairs. You are going to practise giving professional advice. Student A, turn to File 19, page 109. Student B, turn to File 22, page 111. Take turns to ask for and give advice on organizing a trip. You need to discuss:

- the best time to go
- what the client should take with them
- how to get there
- how to avoid being ill
- the best place to stay
- advice concerning visas

## Writing

## AN ADVICE EMAIL

7 Follow up your conversation with an email (200–250 words) to your client which summarizes the most important advice. Use the model in Exercise 5 to help you.



# CASE STUDY DEVELOP A DESTINATION

## CASE STUDY MENU

**Aim:** To complete a detailed SWOT analysis of the tourism industry in an imaginary country called Eldorado.

- 1 Read and discuss the potential for a tourist destination.
- 2 Listen to an interview with a tourism official.
- 3 Read and exchange information about development plans.
- 4 Complete a SWOT analysis of the tourism industry in Eldorado.

## Tourism in Eldorado

- 1 Read about Eldorado, a small country which is trying to develop its tourism industry. Complete the text with the words in the box.

archaeological sites   architecture   complex   investment   landscape  
rainy season   temperature   tropical

Eldorado is one of the most spectacular countries in the world with a wide range of natural <sup>1</sup> \_\_\_\_\_ including forests, mountains and volcanoes in the north and rocky beaches in the south, ideal for snorkelling and diving. The climate is <sup>2</sup> \_\_\_\_\_ with warm sunny weather most of the year round and a short <sup>3</sup> \_\_\_\_\_ from October through to the beginning of December. The weather is pleasantly warm but not uncomfortably hot, with an average <sup>4</sup> \_\_\_\_\_ around 30°C outside the wet season.

The country also has a rich cultural heritage. The mountains to the north contain one of the most important sacred sites of the ancient world and the remains of the magnificent Bluestone Palace <sup>5</sup> \_\_\_\_\_ at Villanova is the best known ruin. There are also

many other interesting <sup>6</sup> \_\_\_\_\_ in the country to visit. The National Museum in the capital, Pizarro, has an excellent collection of artefacts and pottery dating back to the 4th century and there are many fine examples of colonial <sup>7</sup> \_\_\_\_\_ in the city itself, including the Governor's official residence.

After several decades of economic and social problems and a recent civil war, Eldorado is now entering a period of recovery. The government is facing problems such as high unemployment, poverty and low standards of living but is determined to exploit the country's potential and develop the tourism industry. However, recent political unrest has left the country with a poor image and tour operators are not convinced that the country is a safe <sup>8</sup> \_\_\_\_\_.



- 2 Discuss the questions with a partner.

- 1 What kind of tourism do you think the Eldorado government could develop? What should it focus on?
- 2 Which countries should Eldorado target to attract tourists from?
- 3 What kinds of problems do you think investors in tourism in Eldorado might experience?



## An interview with the Director of Tourism

- 3 ))) 4.3 Jon Jackson is director of Eldorado's national tourism promotion agency. Listen to the interview and answer the questions.

- 1 How has the country changed recently?
- 2 Which countries do tourists to Eldorado come from?
- 3 What was the effect of the *Lost and Found* reality TV programme on the Eldorado tourism industry?
- 4 What are the two Spanish hotel chains planning to do?
- 5 What is a tax exemption? How big a tax exemption does the Eldorado government offer to foreign investors?



- 4 ))) Listen to the interview again. Match the statistics with the numbers in the box.

60,000 US \$99 million 16% 5 11.8% 7,800 13,000,000 38,000

- 1 the number of years since the end of the civil war
- 2 the number of US visitors last year
- 3 the revenue generated by tourism in the last four months
- 4 the amount by which investment in tourism has increased this year
- 5 the amount by which tourist receipts are going to rise
- 6 the number of households who will watch *Lost and Found*
- 7 the number of hotel rooms in Eldorado
- 8 the number of hotel rooms in neighbouring countries

### TASK

Work in pairs. Student A, turn to File 2, page 102. Student B, turn to File 24, page 112. Read your information about tourism in Eldorado.

- 1 Discuss the new information you have learnt with your partner. Use your shared knowledge to complete a detailed SWOT analysis of the tourism industry in Eldorado.
- 2 Decide whether, in your opinion, Eldorado represents a safe investment.
- 3 Present your conclusions to the class.

Strengths	Weaknesses
Opportunities	Threats



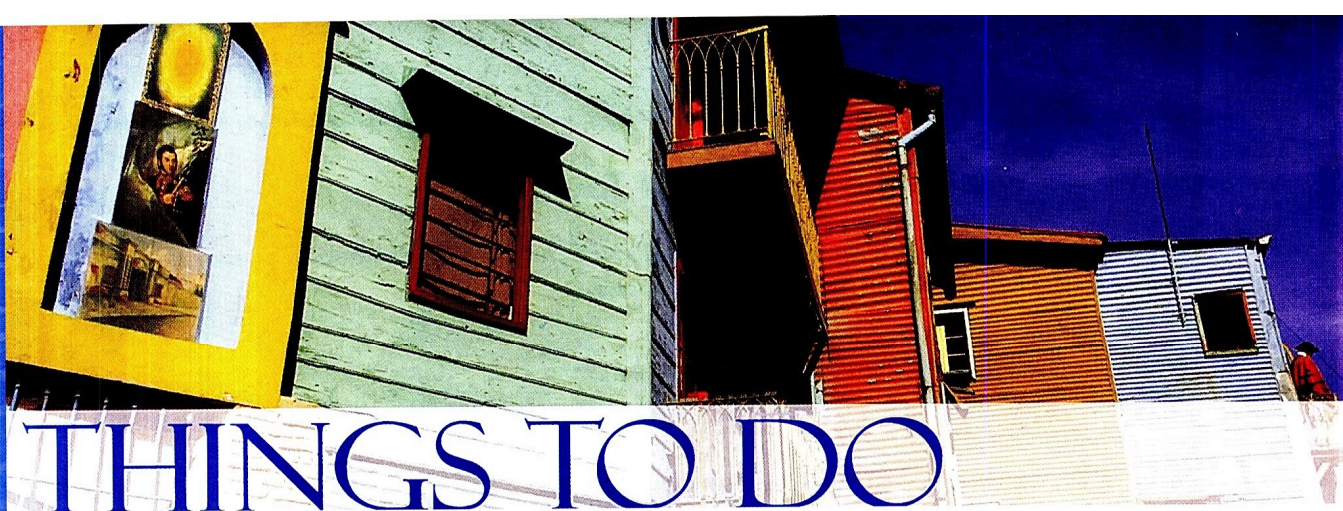
## Writing a press release

- 5 Using the information from the case study and your own ideas, write a press release designed to promote Eldorado as an international tourist destination, and attract and reassure both tourists and potential investors. Use the model in the Writing bank on page 96 to help you.

### UNIT 4: KEY WORDS

archaeological site breeze  
cancelled climate cloudy  
disruption fog forecast  
monsoon palace  
rainy season shower tropical  
See DVD-ROM Mini-dictionary





# THINGS TO DO

## UNIT MENU

**Grammar:** conditional structures with *if*

**Vocabulary:** geographical features, describing attractions, activities, works of art

**Professional skills:** speaking to a group

**Case study:** plan a coach tour

## Reading

### THE PARIS OF SOUTH AMERICA

- 1 Read the information from the DK Eyewitness Travel Guide to Argentina about things to do in Buenos Aires city. Which paragraphs mention the following? Write the letter next to the activity.

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> eating out        | <input type="checkbox"/> listening to music       | <input type="checkbox"/> enjoying the café culture         |
| <input type="checkbox"/> taking boat trips | <input type="checkbox"/> learning to dance        | <input type="checkbox"/> seeing paintings and architecture |
| <input type="checkbox"/> watching sport    | <input type="checkbox"/> shopping for handicrafts | <input type="checkbox"/> remembering a famous person       |

**A** One of the great capitals for arts and leisure, Buenos Aires city, sometimes known as the Paris of South America, <sup>1</sup>\_\_\_\_\_ its history and culture. The streets and boulevards are <sup>2</sup>\_\_\_\_\_ beautiful buildings, world-class art galleries and museums, and if sport is your thing, Buenos Aires city is also home to one of the world's best football teams and the best place on the planet to catch a polo match.

**B** Many of Buenos Aires city's bars and restaurants are open until the early hours. <sup>3</sup>\_\_\_\_\_ of the long nights, drinking dark roasted coffee with friends at the café *La Biela* or going to *La Cabaña Las Lilas*, one of the city's oldest *parrillas*, or grill houses, for a taste of Argentinian beef.

**C** Tango enthusiasts should <sup>4</sup>\_\_\_\_\_ the *Plaza Dorrego*

in the San Telmo *barrio* (neighbourhood). The square is famous for its live tango musicians and dancers who encourage spectator participation. The *Confitearía Ideal* is a café that holds tango classes for beginners and there are other *milongas* (tango nights) at *La Calesita*.

**D** For a taste of history <sup>5</sup>\_\_\_\_\_ visit the *Recoleta* cemetery, the final resting place of hundreds of famous Argentinians. Most visitors probably come to see the tomb of María Eva Duarte de Perón, also known as Evita.

**E** Forty-five minutes from the capital is an unspoilt subtropical delta full of islands and waterways. Take a river bus to the *Puerto de Frutos* and <sup>6</sup>\_\_\_\_\_ shopping at the craft fair. This is <sup>7</sup>\_\_\_\_\_ for exploring further down the river by booking a boat trip at the *Estación Fluvial* in Tigre.

- 2 Complete the text in Exercise 1 with the guidebook phrases in the box.

a perfect starting point   be sure to   check out   enjoy a great day out  
is famous for   lined with   take advantage

- 3 What advice would you give to a visitor to Buenos Aires city who:

- a wants to buy handicrafts and souvenirs?
- b is a gourmet?
- c who likes going to bed late?
- d wants to escape from the city for a while?



## Vocabulary

### GUIDEBOOK PHRASES

#### 4 Complete the sentences about some other cities with the guidebook phrases in the texts from Exercise 1.

- \_\_\_\_\_ at the Sea Life London Aquarium – home to one of Europe's largest collections of marine life.
- Moscow \_\_\_\_\_ the Kremlin, Red Square and the huge GUM department store.
- Avenida 9 de Julio is \_\_\_\_\_ cinemas, cafés and restaurants and luxury specialty shops.
- When in Rome, \_\_\_\_\_ visit the Colosseum, Piazza Navona and the Trevi Fountain.
- Santiago de Compostela is \_\_\_\_\_ for a walking tour around the countryside of Galicia.
- While you're in Dublin, \_\_\_\_\_ of the fantastic live music scene.

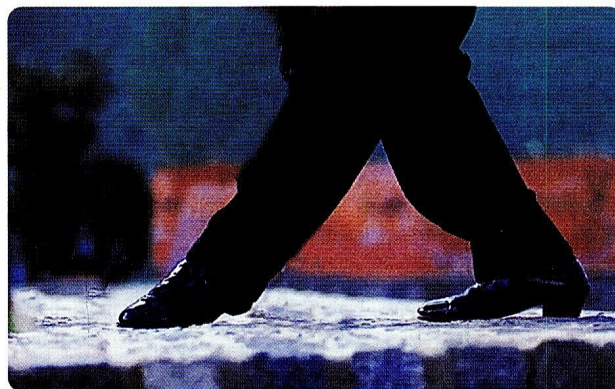
## Speaking

### DESCRIBING ATTRACTIONS

#### 5 Work in pairs. Complete the descriptions of tourist attractions with the expressions in the box. Which create a positive impression and which are negative? Write P or N.

affordable fun lively overrated packed ~~touristy~~  
value for money worth visiting

- Miramar used to be an attractive seaside town but now it's become very touristy and is full of souvenir shops. *N*
  - The Science Museum is well \_\_\_\_\_ and has lots of hands-on activities for children.
  - The Museum Pass gives huge discounts on tickets to monuments, palaces and museums, and is excellent \_\_\_\_\_.
  - I recommend the open-air market if you want to buy handicrafts at \_\_\_\_\_ prices.
  - For family-\_\_\_\_\_ activities, visit Lujan Zoo in the Province of Buenos Aires, one of the city's best attractions.
  - In her opinion, French food is vastly \_\_\_\_\_ and even though she's from Paris, she prefers international cuisine.
  - She's more interested in a quiet destination and wants to avoid places \_\_\_\_\_ with daytrippers.
  - If you're going out for a night on the town, don't expect to see a \_\_\_\_\_ crowd until after midnight.
- 6 Think of a tourist attraction or activity in your region to go with each of the words and expressions above. Tell your partner about them.





# EXPLORING ARGENTINA

## Vocabulary

### GEOGRAPHICAL FEATURES

1 Match the different geographical features 1–8 with the names a–h. Compare your answers with a partner.

- |                   |   |
|-------------------|---|
| 1 deserts         | a the Himalayas, the Andes, the Atlas                         |
| 2 mountain ranges | b Aconcagua, Everest, Mont Blanc                              |
| 3 rivers          | c Baikal, Ontario, Tanganyika                                 |
| 4 waterfalls      | d the Serengeti, the Pampas, the Prairie Provinces            |
| 5 lakes           | e the Gobi, the Kalahari, the Sahara,                         |
| 6 glaciers        | f the Mer de Glace, the Jostedal, the ice sheet on Antarctica |
| 7 plains          | g Niagara, Victoria, Iguazú                                   |
| 8 mountain peaks  | h the Nile, the Ganges, the Amazon                            |

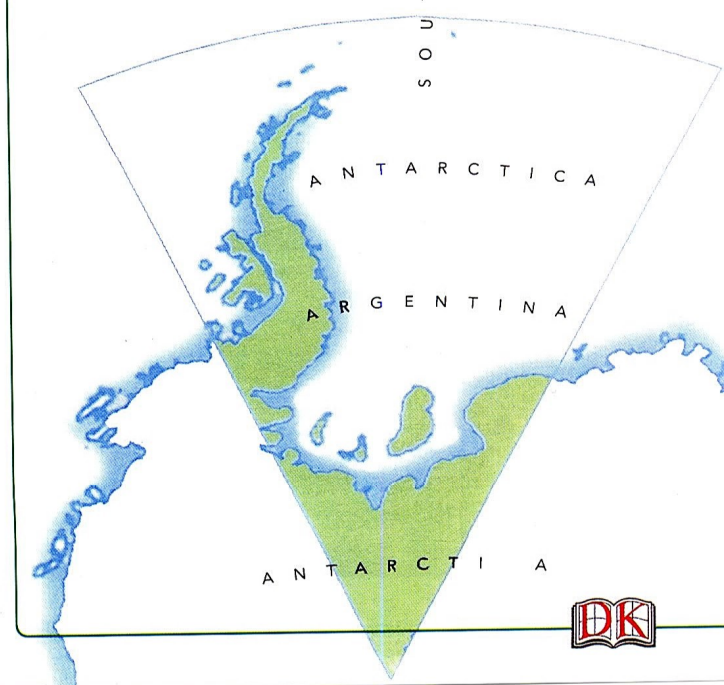
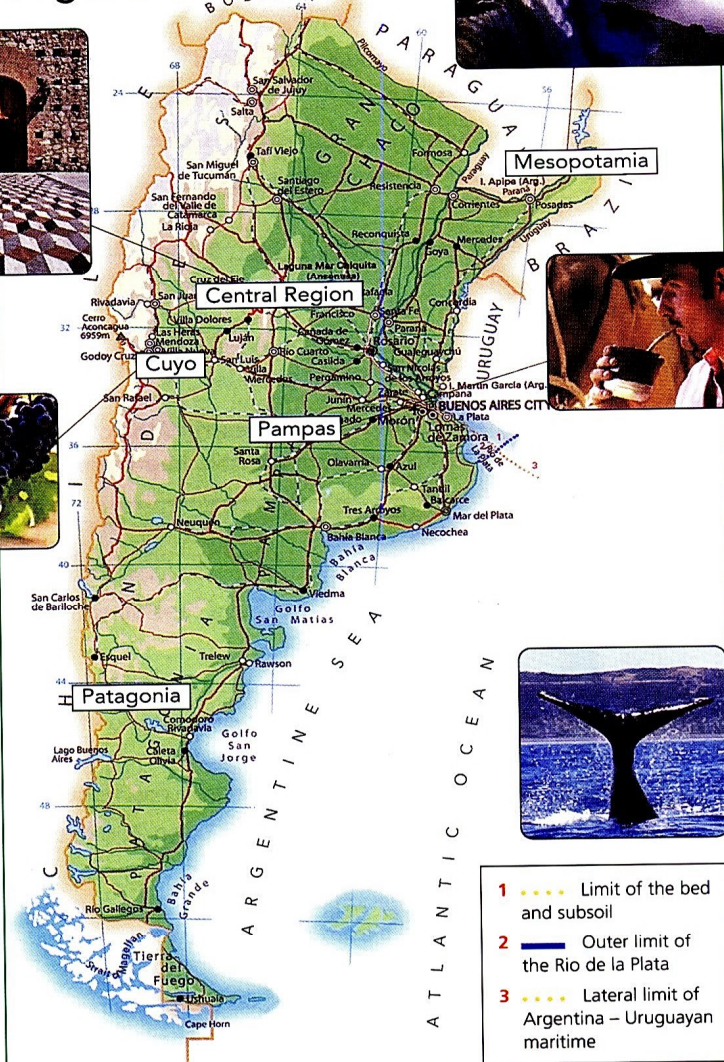
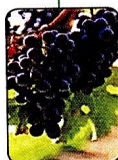
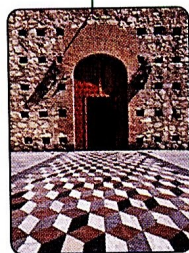
2 Complete the geographical description of Argentina with the correct words in the box.

glaciers landscapes peaks  
plains rainforests wilderness

### A geographical description of Argentina

Argentina is the second largest country in South America after Brazil and the eighth largest country in the world. It has borders with five other countries – Chile in the west, Paraguay and Bolivia in the north and Brazil and Uruguay in the northeast. Due to its immense size (2.8 million km<sup>2</sup>), Argentina features a wide range of different <sup>1</sup> \_\_\_\_\_. The vast <sup>2</sup> \_\_\_\_\_ of the central Pampas region are characterized by flat and fertile grassland, while the west features the high <sup>3</sup> \_\_\_\_\_ and deep ravines of the Andes, the world's highest mountain range outside Asia. The north boasts subtropical <sup>4</sup> \_\_\_\_\_ and also the magnificent Iguazú Falls, one of the world's great natural wonders. The steppe lands in the south of the country consist of a mainly dry plateau, although rivers, lakes and <sup>5</sup> \_\_\_\_\_ can be found along the mountain range in the west. At the southernmost tip of the country, the remote archipelago of Tierra del Fuego is the perfect starting point for travellers who wish to visit Antarctica, the Earth's last great <sup>6</sup> \_\_\_\_\_.

### Argentina





## Listening

### THINGS TO DO IN ARGENTINA

- 3 **5.1** Beatriz Guido from the Argentinian Secretariat of Tourism is giving a presentation of the country's attractions to European travel agents. Listen and make notes on the geography of the regions:

Pampas Mesopotamia the Central Region Cuyo Patagonia

- 4 Match the activities in the box with the icons on the right. Then listen again and list all the activities Beatriz mentions for each region.

angling bird-watching climbing hang-gliding horse-riding  
quad-biking rafting skiing trekking whale-watching



- 5 Which regions and places in Argentina would you recommend to somebody:

- |   |  |
|---|--|
| 1 who is interested in architecture?      | 4 wants to visit the vineyards?              |
| 2 likes watersports?                      | 5 isn't very fit but wants to see the Andes? |
| 3 wants an authentic cultural experience? | 6 is interested in wildlife?                 |

## GRAMMAR: CONDITIONAL STRUCTURES WITH IF

If introduces a condition – something that may or may not happen, depending on the circumstances.

- 1 First conditional (if- clause + present tense – result clause + will)

The if-clause introduces a possible situation; the main clause states the result.

If you **like** dramatic landscapes, you'll love Mesopotamia. (NOT ~~if you'll like~~)

You'll **have** a great time if you visit my country.

- 2 If sentences can introduce suggestions (if- clause + present tense – suggestion clause + would/should)

If you **have** customers who enjoy fiestas, I'd **recommend** the carnival in the city of Gualeguaychú.

If you're **looking** for excitement, you **should take** a boat trip to the edge of the falls.

See Grammar reference, page 116.

- 6 Study the Grammar box and complete the if sentences with the correct form of the verbs in brackets (+ will, should or would as necessary).

- If you \_\_\_\_\_ dramatic landscapes, you \_\_\_\_\_ Argentina. (like / love)
- You \_\_\_\_\_ to adapt to the high altitude if you \_\_\_\_\_ walking in the Andes. (need / go)
- If they \_\_\_\_\_ overnight, they \_\_\_\_\_ tired in the morning. (travel / feel)
- We \_\_\_\_\_ an opportunity to see some amazing places if we \_\_\_\_\_ in Buenos Aires city. (miss / stay)
- If you \_\_\_\_\_ for a taste of the real Argentina, we \_\_\_\_\_ staying on a ranch. (look / recommend)
- You \_\_\_\_\_ Córdoba if you \_\_\_\_\_ interested in colonial architecture. (visit / be)
- If you \_\_\_\_\_ to go whale-watching, you \_\_\_\_\_ a boat trip from the Puerto Pirámides. (wish / take)
- If he \_\_\_\_\_ to experience an authentic carnival, he \_\_\_\_\_ to Gualeguaychú. (want / go)

## Writing

### A GEOGRAPHICAL DESCRIPTION

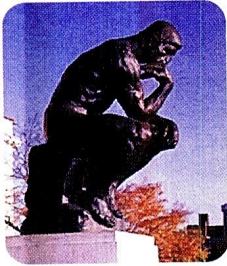
- 7 Write a geographical description of your country. Use the text in Exercise 2 as a model to help you.

Present your description to the class. Talk about some of the tourist attractions and activities related to sport, nature and culture in the different regions.



# PROFESSIONAL SKILLS

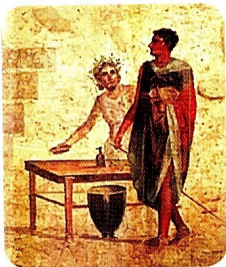
## SPEAKING TO A GROUP



A



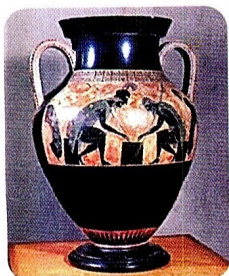
B



C



D



E

### Speaking

#### DESCRIBING A WORK OF ART

1 Look at the images of different works of art A-E and match them with the genres 1-5. Check your answers with a partner. Which do you like/not like? Why?

- 1 a fresco                      2 a vase (a piece of pottery)    3 a tapestry  
4 a statue/sculpture    5 wood carving

2 Complete the descriptions with the names and places in the box. Which works of art A-E do they refer to?

Achilles vase    Mosque of Uqba    Pompeii  
The Lady and the Unicorn    The Thinker

- 1 \_\_\_\_\_ is the title of a series of six tapestries held in the Cluny Museum in Paris.  
2 The first bronze cast of Auguste Rodin's sculpture \_\_\_\_\_ was made in 1902 and is now in the Musée Rodin in Paris.  
3 The door to the main prayer hall of the \_\_\_\_\_ is richly carved with geometric motifs.  
4 This \_\_\_\_\_ or amphora is one of the earliest examples of Greek pottery.  
5 This fresco showing a domestic scene was painted on a wall of a building in \_\_\_\_\_.

### Vocabulary

#### TALKING ABOUT WORKS OF ART

3 Match the groups of words 1-6 with the descriptions a-f.

- |  |                                       |
|--|---------------------------------------|
| 1 still life, landscape, portrait, abstract, historical    | a painter's equipment                 |
| 2 marble, bronze, stone, wood, clay                        | b adjectives to describe colour       |
| 3 paint, carve, model, sculpt, engrave, cast               | c major art movements and periods     |
| 4 oil paint, watercolour, pastels, canvas, brush, easel    | d genres in painting                  |
| 5 bold, rich, vibrant, light, dark                         | e raw materials                       |
| 6 Cubism, Impressionism, Fauvism, Renaissance, Romanticism | f verbs to describe artistic creation |

4 Complete the sentences with the appropriate form of words from Exercise 3.

- 1 The artist Rembrandt used himself as a model and painted many self-p\_\_\_\_\_.  
2 The *Venus de Milo* is a white m\_\_\_\_\_ statue by an unknown Greek sculptor.  
3 Van Gogh's paintings are remarkable for their b\_\_\_\_\_ and v\_\_\_\_\_ colours.  
4 There is a beautifully c\_\_\_\_\_ wooden staircase in the main hall of the castle.  
5 I\_\_\_\_\_ is a term associated with a group of French painters in the late 19th century.  
6 She put the new canvas on the e\_\_\_\_\_ and started to get her paints ready.  
7 His famous s\_\_\_\_\_ painting of a bowl of lemons is in the National Gallery.  
8 B\_\_\_\_\_ is the most popular metal for cast metal sculptures.





## Listening

### GUIDED TOUR OF AN ART GALLERY

5 ))) 5.2 Listen to a guide describing the painting *Ophelia* above. Are the statements true (T) or false (F)? Correct any false statements.

- 1 Millais was a great admirer of the paintings of Raphael. T / F
- 2 This painting dates from the late 19th century. T / F
- 3 The Pre-Raphaelites were inspired by works of literature. T / F
- 4 Ophelia killed herself by drowning in a river. T / F
- 5 It took several months to complete the painting. T / F
- 6 Millais paid Elizabeth's father £50 to use her as a model. T / F

### PROFESSIONAL SKILLS: SPEAKING TO A GROUP

6 Complete the tips for speaking to a group with the words in the box.

Don't speak Drink Make sure Rehearse Research Sound Speak

- 1 \_\_\_\_\_ everyone can hear you.
- 2 \_\_\_\_\_ clearly and distinctly.
- 3 \_\_\_\_\_ the subject matter.
- 4 \_\_\_\_\_ what you are going to say.
- 5 \_\_\_\_\_ plenty of water as your voice may get tired.
- 6 \_\_\_\_\_ enthusiastic. Use some humour or an anecdote to maintain interest.
- 7 \_\_\_\_\_ for too long. Most people just want an overview, not detail.

7 ))) 5.3 Listen and write the dates and dimensions you hear for six paintings.

8 Practise saying these dates with a partner.

1 1659 2 circa 1850 3 2nd century 4 C17th 5 1942 6 1267

## Writing

### A CATALOGUE DESCRIPTION

9 Use your audio guide commentary to write an entry in the gallery's catalogue. Use the examples in the Writing bank on page 97 to help you.

### RESEARCH

RESEARCHING A PAINTING  
Do some research on a painting you like. Prepare an audio guide commentary for visitors to the gallery.



# CASE STUDY

## PLAN A COACH TOUR

### CASE STUDY MENU

Aim: Plan a suitable eight-day itinerary for a coach tour of France for a group of US senior citizens.

- 1 Read an email requesting a customized package.
- 2 Share information about tourist attractions in France.
- 3 Listen to the prices of visits to these attractions.
- 4 Work out and cost a suitable itinerary.

### A request for a customized tour

- 1 Alain Fournier, director of operations at Hexagon Voyages, has received a request for a customized tour. Read the message and look at the map of France. Which top three destinations do you think the group should visit?

Dear M Fournier

I have a request from a group of 35 senior citizens who wish to spend eight days (seven nights) touring France and visiting places of interest next fall. They are particularly interested in French history (many of them had relatives who fought in the Second World War) and, of course, gastronomy. Many of them would also be fascinated by all your historic monuments and kings and queens.

Could you please provide a customized itinerary and your best price for this group, plus your rate of commission?

We look forward to hearing from you.

Yours sincerely

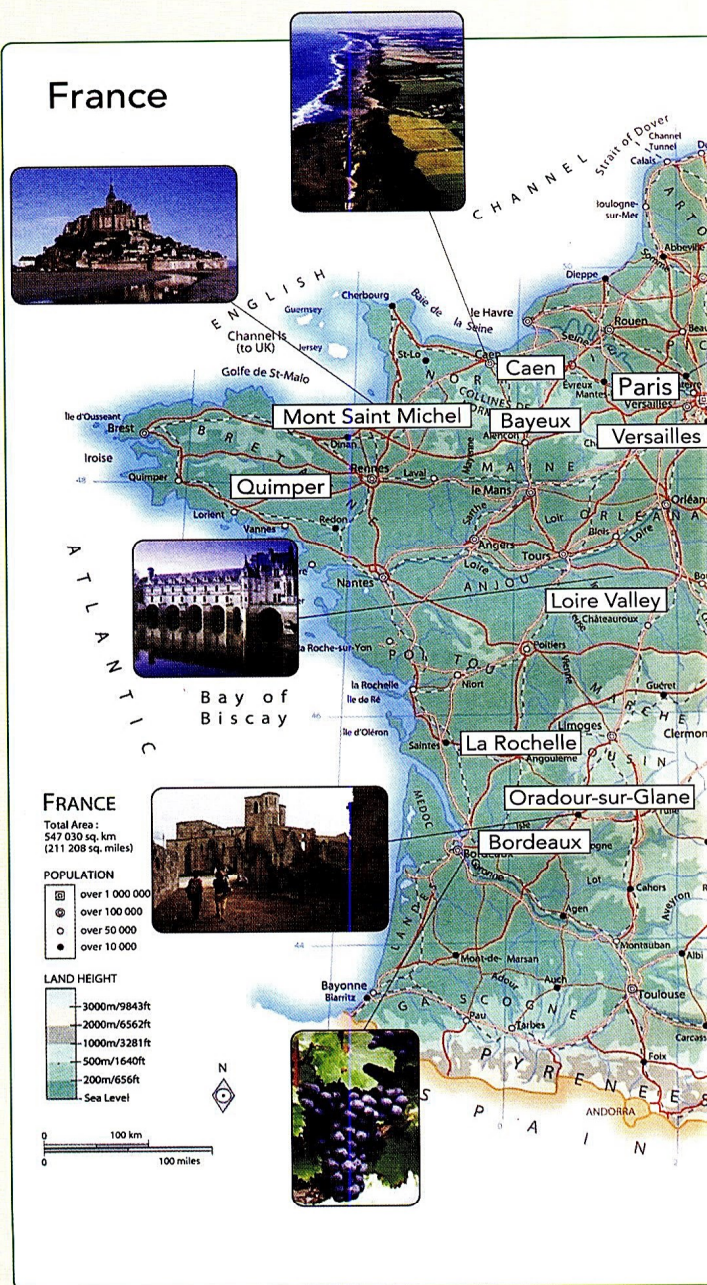
Bethany Martinez (Roots Travel Inc)

### Destinations in France

- 2 Work in pairs. Student A, turn to File 11, page 106. Student B, turn to File 15, page 108. Read about four places in France.

- 1 Find the places on the map. Note their distance from each other and from Paris.
- 2 Why would these places be of interest to Bethany Martinez's group of senior citizens?
- 3 Share your information with your partner. Decide which places you would want to include in an itinerary for this group.

Aignon	Beaune	Bordeaux	Blois	Caen	Mont Saint Michel	Oradour	Paris	Versailles
379	627	409	301	127	486	411	22	
572	364	601	279	461	359	400		
662	542	550	234	357	400			
966	649	206	186	234	357			
996	415	186	234	357	400			
642	313	571	179	234	357			
689	314	571	179	234	357			
692	314	571	179	234	357			

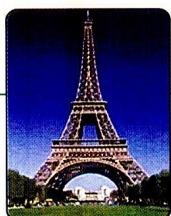




## Entrance fees and prices

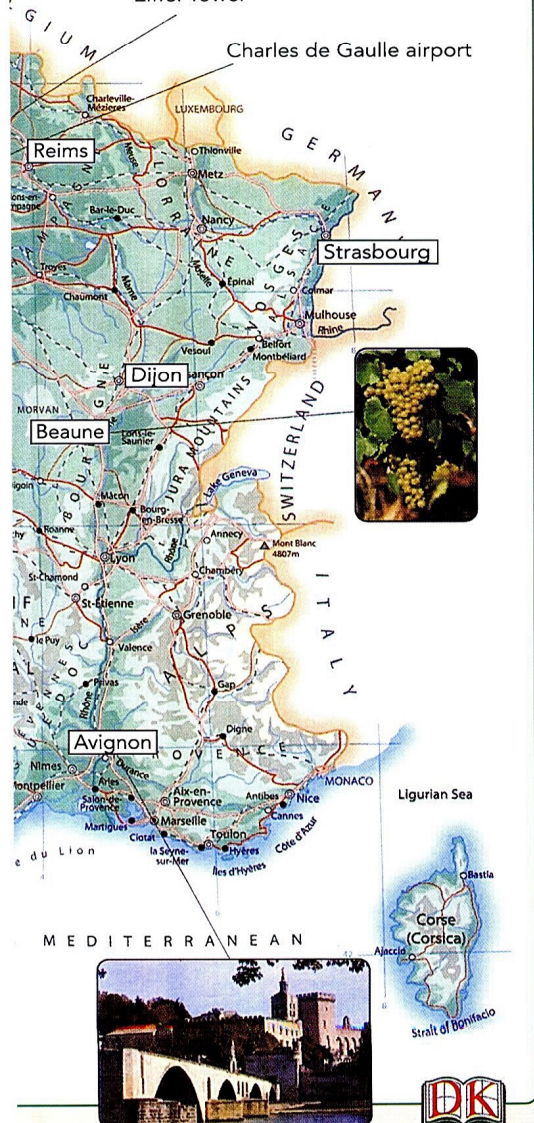
- 3 ))) 5.4 Listen to a conversation about entrance fees and prices and complete the table below. Which destination is the most expensive and which is the best value?

Destination	Price per person	Price for a group (if given)
Château de Versailles		
Mont Saint Michel		
Caen Memorial (war museum)		
Avignon (Palais des Papes)		
Loire Valley Châteaux		
Burgundy vineyard tour, Beaune Hôtel-Dieu		
Bordeaux vineyard tour		



Eiffel Tower

Charles de Gaulle airport



### TASK

- 4 Work in pairs. Create an itinerary for Bethany Martinez. Take the following information into account.

- The group arrive from Los Angeles at Charles de Gaulle Airport at 10.30 a.m. on Monday 7 October and depart on Tuesday 15 October at 12.00. The flight time is ten and a half hours.
- The group have requested a full day's sightseeing in Paris.
- You have information about the distances, likely travel times and the length of the guided tours. However, you also need to take into account the fact that the average age of the customers is 70 and many of them have reduced mobility.

#### Discover France Tour – Itinerary

##### Mon 7 October

10.30 a.m. – Arrive Paris CDG

Coach transfer to Hotel Saint Louis near the Place d'Italie  
Afternoon – Free time

##### Tues 8 October

9.30 a.m. – Depart for ...

- 5 Work out the cost per head of the tour. Present the whole package to the class.

Calculate the cost of the tours and visits you have chosen.

- The cost of half-board accommodation is €60 per person per day.
- For the driver and guides, count €500 per day.
- The cost of the coach transport. (A coach carrying 35 passengers can travel 160 km on a full tank of fuel at a cost of approximately €235. You will need to calculate the distances.)

### Explaining costs

- 6 Write an email to Bethany Martinez. Attach your itinerary and compose a short message (100–150 words) quoting the total price per person for the package.

#### UNIT 5: KEY WORDS

authentic canvas glacier  
handicrafts itinerary  
mountain peak plain rafting  
region sculpture touristy  
trekking vineyard waterfall  
wildlife

See DVD-ROM Mini-dictionary



## 1

REVIEW AND  
CONSOLIDATION

## Tense review

- 1 Complete the text about the history of the Kuoni Group with the correct form of the verbs in brackets.

## The Kuoni Group

Born in Chur, Switzerland in 1874, Alfred Kuoni <sup>1</sup>\_\_\_\_\_ (spend) the first few years of his professional life abroad but <sup>2</sup>\_\_\_\_\_ (come) back to Switzerland in 1905 and <sup>3</sup>\_\_\_\_\_ (join) the transport business three of his brothers <sup>4</sup>\_\_\_\_\_ (set up) during his absence.

He rapidly <sup>5</sup>\_\_\_\_\_ (see) the opportunity of adding a travel section to the business and the Kuoni Travel Bureau <sup>6</sup>\_\_\_\_\_ (found) in 1906. The first escorted group visits to Egypt <sup>7</sup>\_\_\_\_\_ (organize) the following year and innovation after innovation followed. As early as 1951, Kuoni <sup>8</sup>\_\_\_\_\_ (advertise) the first charter flights to Africa, <sup>9</sup>\_\_\_\_\_ (organize) the first around-the-world charter tour and <sup>10</sup>\_\_\_\_\_ (be) the first to offer holiday packages to the Maldives.

Over the last 100 years, Kuoni <sup>11</sup>\_\_\_\_\_ (grow) to become one of the world's biggest tour operators. Today the group <sup>12</sup>\_\_\_\_\_ (employ) over 9,000 people and <sup>13</sup>\_\_\_\_\_ (operate) in more than 40 countries over five continents. In 2010, Kuoni <sup>14</sup>\_\_\_\_\_ (name) the 'World's Leading Tour Operator' for the eleventh year in succession.

The global village <sup>15</sup>\_\_\_\_\_ (get) smaller but Kuoni <sup>16</sup>\_\_\_\_\_ (still expand) and in future years <sup>17</sup>\_\_\_\_\_ (continue) to provide consumers with a wide range of holiday choices through traditional retail outlets such as travel agencies. Also, over the coming months, it <sup>18</sup>\_\_\_\_\_ (continue) to develop its e-business with new features such as discussion forums, blogspots, chatrooms and consumer ratings for the different packages available on its e-portal.

## Descriptions

- 2 Complete the advertisement with the words in the box.

dream golden inexpensive majestic  
promotional remote spacious strong

With over 50 years' experience of creating <sup>1</sup>\_\_\_\_\_ vacations and a reputation for <sup>2</sup>\_\_\_\_\_ customer service, it is no surprise that Time2Go has become one of the country's leading travel companies. We offer literally hundreds of packages from the <sup>3</sup>\_\_\_\_\_ sandy beaches of <sup>4</sup>\_\_\_\_\_ islands in the Pacific Ocean to the <sup>5</sup>\_\_\_\_\_ mountains of the Himalayas.

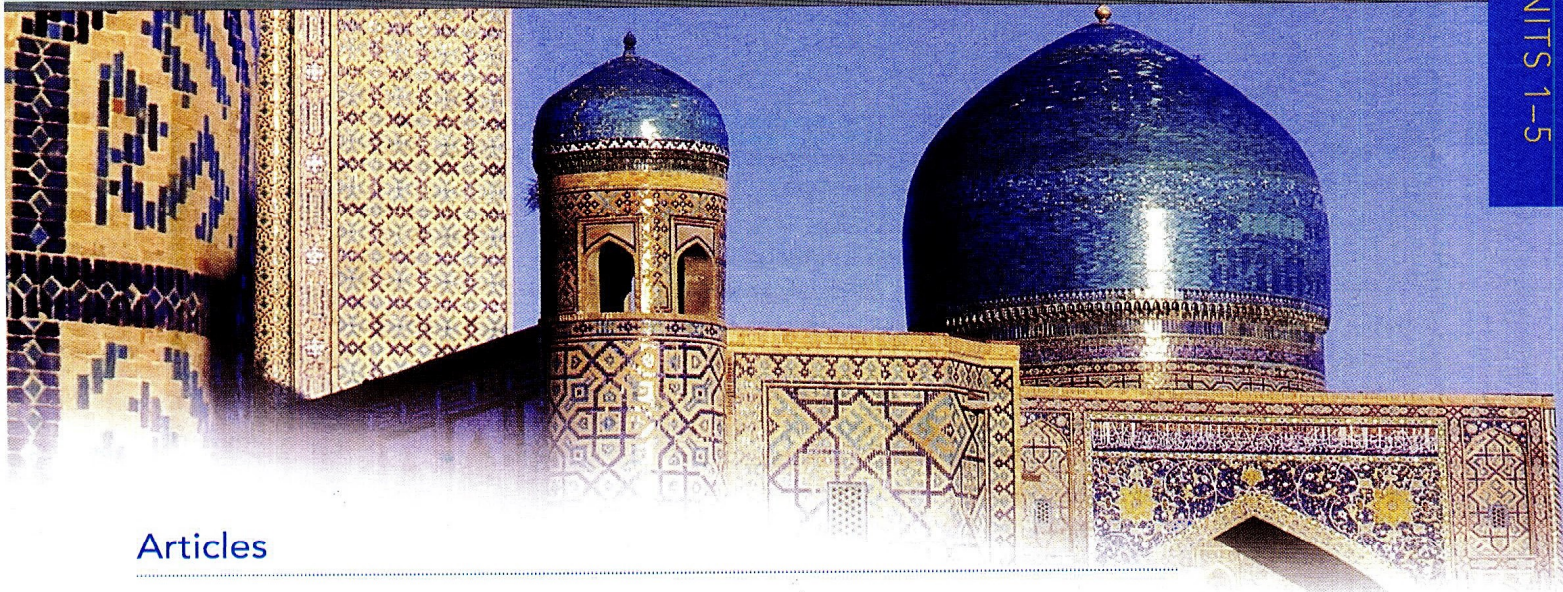
Wherever you go, you'll stay in comfortable, <sup>6</sup>\_\_\_\_\_ accommodation at <sup>7</sup>\_\_\_\_\_ prices. Order a copy of our latest brochure today and use the <sup>8</sup>\_\_\_\_\_ code for a 10% discount on any vacation worth over \$5,000.

## The marketing mix

- 3 Match the words 1–8 with the words a–h to make collocations.

1 perishable	a code
2 point of	b mix
3 profit	c for money
4 marketing	d fluctuations
5 promotional	e sale
6 currency	f product
7 sell-by	g margin
8 value	h date





## Articles

- 4 Read the travel advice. All the articles (*a, an, the, etc.*) have been removed. Rewrite the text and add the articles where necessary.

April is good time to visit Uzbekistan as weather is pleasant, with average temperature throughout month of 22°C. To make most of your trip, you will need at least two to three days to visit Samarkand, one of most famous cities along Silk Road. Samarkand is 275 km from capital city of Tashkent, which has international airport. It is not difficult to find suitable place to stay as there are many privately-owned guesthouses.

Information on public transport in Uzbekistan, routes, maps and useful journey planner are available here for download.

Allow about £120 per day for food, local travel and accommodation.

For trips into countryside it is best to hire taxi from licensed operator. Travellers are advised to negotiate fare in advance and not to share taxis with strangers.



## A weather forecast

- 5 Complete the weather forecast with the words in the box.

damp drizzle intervals mist overcast scattered sunny wind

After last week's spell of hot and <sup>1</sup>\_\_\_\_\_ weather, temperatures have now fallen by 10°C and most of the country will start the day cloudy and <sup>2</sup>\_\_\_\_\_, with some light rain or <sup>3</sup>\_\_\_\_\_ along coastal areas. In some northern areas, expect <sup>4</sup>\_\_\_\_\_ showers during the afternoon, with temperatures at least 5°C below the seasonal average and gusts of <sup>5</sup>\_\_\_\_\_ reaching 70 kilometres an hour.

For much of the day it will remain cool but there should be some sunny <sup>6</sup>\_\_\_\_\_ during the afternoon. And the outlook for tomorrow? Once the early morning <sup>7</sup>\_\_\_\_\_ and fog has cleared, it should be a cloudy, <sup>8</sup>\_\_\_\_\_ day with temperatures up two or three degrees, but still rather chilly for the time of year.

## Making suggestions

- 6 Match the sentence beginnings 1-5 with the endings a-e.

- |                  |  |
|------------------|--|
| 1 If I were you, | a check the traffic conditions before you set off. |
| 2 I suggest you  | b help you make your final choice.                 |
| 3 I recommend    | c to take out an insurance policy.                 |
| 4 I advise you   | d I would avoid the city centre at night.          |
| 5 Maybe I could  | e the Italian restaurant near the railway station. |



## Cruise FAQs

7 In each of the lines numbered 1–12 there is one unnecessary word. Cross out the word and write it in the space provided on the right.

**When is the best time to go on a cruise to Alaska?**

Cruises run from May to September each year as it's too much cold during the other months. The best time for to go is July and August.

1 much

2 \_\_\_\_\_

**What about tipping on board the ship? How much should I give the steward and how often?**

General tipping guidelines are usually left in your cabin for you to read them. We suggest you to leave \$5 a day for your steward and dining room waiter paid at the end of the cruise. Of course you can leave more if you want to do.

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

**What is included in the cruise price?**

Your cabin, meals, soft drinks and most of entertainment. Not included are shore excursions and their internet access. If you can't do without email, your best bet is to check it for free or inexpensive Wi-Fi in each port of call.

6 \_\_\_\_\_

7 \_\_\_\_\_

8 \_\_\_\_\_

**What is the age profile of people on cruise ships?**

In the past, cruise passengers were used to be over 55 but now cruise ships cater to people of all the ages, from families with young children to seniors.

9 \_\_\_\_\_

10 \_\_\_\_\_

**Is it better to leave from Seattle or Vancouver?**

The both ports have their advantages and disadvantages. For those flying from American cities, the advantage of Seattle is so that you can avoid going through customs at the airport.

11 \_\_\_\_\_

12 \_\_\_\_\_

مرجع زبان ایرانیان

## Multi-word verbs

8 Replace the verbs in *italics* with a multi-word verb in the box.

break down   carry on   find out   get on   get through  
hang around   set off   write down

- 1 I'll leave early to avoid the traffic.
- 2 Does the photocopier *stop working* frequently?
- 3 I'll *record* your details on this form.
- 4 I don't have time to *wait and wait* all day.
- 5 We *have a friendly relationship* with each other.
- 6 I can't *reach her on the phone* – she's on voicemail.
- 7 Sorry, I interrupted you. Please *continue*.
- 8 Did you *learn* whether or not there are any seats left?

## Transport vocabulary

9 Match the words 1–11 with the words in a–k to make compound nouns.

### Air transport

- |             |           |
|-------------|-----------|
| 1 air       | a baggage |
| 2 excess    | b card    |
| 3 boarding  | c gate    |
| 4 economy   | d control |
| 5 departure | e seat    |
| 6 security  | f rage    |

### Road transport

- |             |           |
|-------------|-----------|
| 7 traffic   | g belt    |
| 8 car       | h bridge  |
| 9 toll      | i way     |
| 10 seat     | j station |
| 11 petrol   | k lights  |
| 12 carriage | l hire    |



## Types of accommodation

10 Complete the definitions of the places to stay. Each space represents a letter.

- 1 r \_ \_ \_ \_ \_ - a place that provides shelter on a mountain
- 2 m \_ \_ \_ \_ \_ - a very large house, for example a stately home
- 3 p \_ \_ \_ \_ \_ - the residence of kings and queens
- 4 y \_ \_ \_ \_ h \_ \_ \_ \_ \_ - a place where travellers, especially young people, can stay cheaply
- 5 c \_ \_ \_ s \_ \_ \_ - a place where people stay in tents for a short time
- 6 f \_ \_ \_ \_ \_ \_ \_ - a large stone building easily defended against attack

## Letter of apology

11 Complete the email with the words and expressions in the box.

apologies apologize at our expense  
inconvenience problems  
short of staff standard of service  
under renovation

Dear Mr Dadashian

Thank you for your email dated 12 March concerning the poor service at our CityStay hotel during your last visit.

I was extremely sorry to learn that you did not experience the <sup>1</sup> \_ \_ \_ \_ \_ that you are entitled to expect. As you may have realized, our hotel was <sup>2</sup> \_ \_ \_ \_ \_ when you stayed with us and this explains the level of noise caused by the workmen.

I would also like to <sup>3</sup> \_ \_ \_ \_ \_ for the slow service in the restaurant. On the day in question, we were very <sup>4</sup> \_ \_ \_ \_ \_ owing to a flu epidemic. I am enclosing a guest certificate for your next stay and a meal in the restaurant <sup>5</sup> \_ \_ \_ \_ \_.

Once again, thank you for taking the time to write to us about the <sup>6</sup> \_ \_ \_ \_ \_ you experienced and please accept my <sup>7</sup> \_ \_ \_ \_ \_ for the <sup>8</sup> \_ \_ \_ \_ \_.

I look forward to welcoming you again on your next trip to Tbilisi.

Yours sincerely

Zurab Kvirkashvili

Front Office Manager

## Modal verbs

12 Complete the hotel rules and regulations with the words in the box.

don't have to may must mustn't will

### Hotel Rules and Regulations

- Check-out time is 12.00 noon.
- All international direct dialling charges <sup>1</sup> \_ \_ \_ \_ \_ be settled immediately.
- Hotel keys <sup>2</sup> \_ \_ \_ \_ \_ be deposited at the reception desk whenever the guest leaves the premises. Any damage and loss <sup>3</sup> \_ \_ \_ \_ \_ be subject to a fine.
- Our staff <sup>4</sup> \_ \_ \_ \_ \_ check the room from time to time.
- Guests <sup>5</sup> \_ \_ \_ \_ \_ take good care of their own belongings. The Management <sup>6</sup> \_ \_ \_ \_ \_ not be held liable for any damage or loss.
- The hotel <sup>7</sup> \_ \_ \_ \_ \_ offer guests who ask to extend their stay a different room to the one in which they were originally accommodated.
- Guests <sup>8</sup> \_ \_ \_ \_ \_ move furnishings or interfere with the electrical network or any other installations in the hotel rooms without the prior consent of the Management.
- NOTE: Guests <sup>9</sup> \_ \_ \_ \_ \_ pay for breakfast and the complimentary tea and coffee available from reception as these items are included in the room price.

## Works of art

13 Which word or expression does not belong to the list?

- |             |            |          |             |
|-------------|------------|----------|-------------|
| 1 wood      | tapestry   | bronze   | stone       |
| 2 model     | sculpt     | carve    | portrait    |
| 3 landscape | still life | pottery  | watercolour |
| 4 statue    | carving    | painting | marble      |
| 5 oil       | bold       | vibrant  | rich        |

## Conditional structures with if

14 Complete the sentences with the appropriate positive or negative form of will, would or should.

- 1 If you want to get a good seat, you \_ \_ \_ \_ \_ book early.
- 2 I \_ \_ \_ \_ \_ advise you to travel alone if it's your first visit.
- 3 If you like pop art, you \_ \_ \_ \_ \_ love the Tate Modern.
- 4 They \_ \_ \_ \_ \_ stay in the resort all the time if they want to experience the local culture.
- 5 You \_ \_ \_ \_ \_ have lots of problems if you don't speak any English.
- 6 We \_ \_ \_ \_ \_ recommend that hotel if you want a peaceful stay. It's next to an all-night disco.
- 7 If he wants to be safe in the jungle, he \_ \_ \_ \_ \_ employ a local guide.
- 8 If you don't like spicy food, we \_ \_ \_ \_ \_ advise you to eat your meals in the hotel which caters for Western tastes.



## 6



# NICHE TOURISM

## UNIT MENU

**Grammar:** verb + infinitive or -ing form

**Vocabulary:** sectors in niche tourism

**Professional skills:** dealing with figures

**Case study:** improve client security

## Speaking

### NICHE TOURISM VS MASS TOURISM

- 1 Look at the features in the box. Which are characteristics of niche tourism and which of mass tourism? Put them in the correct column.

cheap package tours   economies of scale  
high spenders   international hotel chains   large tourist resorts  
~~potential high profit margins~~   small businesses   small-scale operations

Niche tourism	Mass tourism
<u>potential high profit margins</u>	

## Listening

### NICHE OPPORTUNITIES

- 2 **6.1** You are going to hear a talk about opportunities in niche tourism. What are the differences between niche and mass tourism? Listen and check your answers to Exercise 1.
- 3 **6.2** What are the FIVE types of niche tourism the speaker mentions? Listen again and complete the descriptions.
- \_\_\_\_\_ tourism such as pilgrimages and visits to \_\_\_\_\_ sites
  - travel to \_\_\_\_\_ festivals
  - visits to \_\_\_\_\_ fields
  - \_\_\_\_\_ tourism, where people travel abroad for health reasons
  - courses aimed at people who want to learn a \_\_\_\_\_





## Vocabulary

### NICHE TOURISM EXPERIENCES

- 4 Match the texts about niche tourism experiences with the sectors a–c. Then complete each text with the words in the box.

a health and wellness   b religious   c battlefield

military   soldier   trenches   tunnel

- 1 \_\_\_\_\_  
Before we start the tour, can I remind you that flash photography is not allowed in the 1 \_\_\_\_\_ but at the end of the visit you'll be able to take photos of a reconstruction of the ceremony of the unknown 2 \_\_\_\_\_. During the visit you'll see a 3 \_\_\_\_\_ hospital, the food store and kitchens and experience life as it was in the 4 \_\_\_\_\_.

holy   language   pilgrimage   university

- 2 \_\_\_\_\_  
This year, I'm thinking of going on a residential 5 \_\_\_\_\_ course to brush up my Spanish because last year I went on a 6 \_\_\_\_\_ to Santiago de Compostela with a group of friends from 7 \_\_\_\_\_, and a bit more Spanish would've really come in use. And I know I'd like to visit some more 8 \_\_\_\_\_ sites in Spain and South America in future.

low-calorie   massages   spa   stress

- 3 \_\_\_\_\_  
Are you worried about those extra kilos? So why not try a 9 \_\_\_\_\_ break at the Gwendale Lifestyle Retreat? All the latest hydrotherapy equipment, bubble baths, pressure showers and Yin Yang oil 10 \_\_\_\_\_ will take away the 11 \_\_\_\_\_ of modern living and relieve your aches and pains. Our specialists will advise you on how to diet and prepare your own 12 \_\_\_\_\_ organic meals.

- 5 Check your answers with a partner. Who is speaking in each case – a marketing and promotions executive, a tourist or a guide?

## Reading

### NICHE TOURISM IN SOUTH AFRICA

- 6 Read the report. What sector of niche tourism does it relate to? What reasons does the writer mention to explain why South Africa is a suitable market? Compare your answers with a partner.

### Niche tourism in South Africa

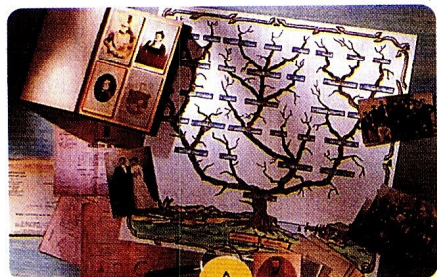
The definition of Avi-tourism is 'travel outside one's usual environment to view birds in their natural habitat'. Experts estimate that avi-tourism is a fast-growing sector of nature tourism; at the moment, tourists are making about three million trips internationally each year specifically for bird-watching. South Africa is already an attractive avi-tourism destination because of the wide diversity of bird species in the country, including many rare species, and tourism professionals believe it has considerable potential. Both domestic and international visitors generally have a preference for nature-based experiences, so if the profile of avi-tourism experiences could be raised and they could be marketed more intensively, the sector could grow very fast.

Developing niche tourism sectors in South Africa offers many advantages. Even if niche markets are smaller than mainstream markets, niche tourists tend to spend more. Niche tourism also has more potential for growth and creates quality jobs that require specialized skills, rather than the low- or semi-skilled jobs associated with mass tourism. For example, different areas of niche tourism might need local guides and teachers who specialize in aspects of local history, culture or wildlife, or different kinds of sport and outdoor activities. Finally, since niche tourism facilities often attract independent travellers who pay for preferential treatment, they spend more locally than pre-paid package tourists who have purchased much of their travel, accommodation, food and entertainment before they arrive.

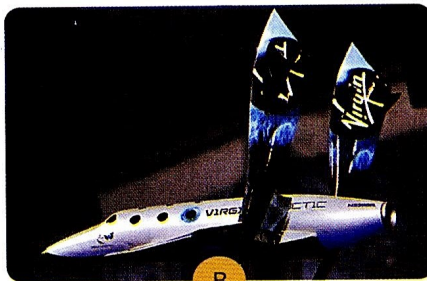




# NICHE SECTORS



A



B



C

## Speaking

### SECTORS IN NICHE TOURISM

- 1 Match the names of the different types of niche tourism in the box with the photos A–F.

culinary extreme genealogy slum space wildlife

## Vocabulary

### DESCRIBING SECTORS IN NICHE TOURISM

- 2 Read the descriptions. Which niche tourism sector do they describe? Write the correct name from Exercise 1.

1 \_\_\_\_\_  
Book now for the Virgin Galactic tour beyond the Earth's atmosphere. Join five other passengers and marvel at the view of the planet from a distance of 300 km. Preparation for the flight involves training for at least three weeks at the Mojave Air and Space Port in California to get used to being weightless in space. If you can afford to pay a starting price of £125,000, this is the experience for you!

2 \_\_\_\_\_  
This once-in-a-lifetime adventure to Borneo gives you an opportunity to climb into the canopy and observe orang-utans in their natural environment. The package includes a number of nights spent in local villages. These transfers usually mean hiking through the forest and travelling by canoe from lodge to lodge.

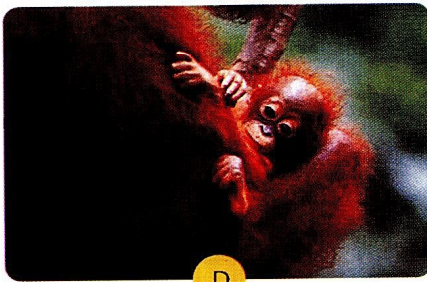
3 \_\_\_\_\_  
Do you like experimenting with new recipes? Learn to cook Italian-style under the guidance of Gino Pieroni who has extensive knowledge both as a top class chef and a hotel manager. Gino will show you how to select the ingredients, prepare and cook them. Finally, you'll enjoy eating what you have jointly created.

4 \_\_\_\_\_  
If you plan to travel to the Family History Library in Salt Lake City, Utah, or to a completely unfamiliar ancestral homeland where you don't speak the language, we recommend taking a customized tour as the best way to get the most out of your vacation.

5 \_\_\_\_\_  
RealWorld Tours promises to show you what you won't find in your guidebooks, the real India. Our guided tours of Dharavi (India's biggest slum) take you to the heart of small-scale industry in Mumbai, with its famous recycling area. Our tours also contribute to the local economy as we undertake to support community projects and the activities of NGOs working in the area.

6 \_\_\_\_\_  
The White Sea in the Russian Polar Circle is the only sea in Europe which is covered by ice during winter. It is one of the best places in the world to enjoy diving under the ice, but we know that 100% safety in the Arctic weather conditions is indispensable and we avoid taking any risks. As a result, we have never had an accident at the centre.

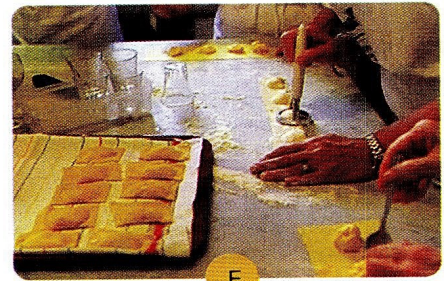




D



E



F

## Writing

### DESCRIBING A NICHE TOURISM PRODUCT

- 3 Study the Grammar box, then underline all the examples of verb + infinitive with **to** and verb + **-ing** form in the texts on page 54.

#### GRAMMAR: VERB + INFINITIVE OR -ING FORM

- When two verbs are used in the same sentence, the second verb is EITHER:  
in the **-ing form**, e.g. We recommend **taking** a customized tour.  
OR  
in the **infinitive form** (with **to**), e.g. We undertake **to support** community projects.
- These common verbs are followed by **-ing**: admit (to), appreciate, avoid, be used to, consider, delay, discuss, enjoy, feel like, finish, get used to, imagine, involve, keep (on), like/dislike, look forward to, love, miss, (not) mind, postpone, practise, recommend, regret, risk, start, stop, suggest, tolerate, understand.
- These common verbs are followed by **the infinitive** with **to**: agree, allow (sb) to, can/can't afford, choose, decide, encourage (sb) to, expect, forget, help (sb) to, hope, learn, manage, mean, need, offer, promise, refuse, teach (sb) to, want, wish.
- There are more verbs followed by infinitives than by the **-ing** form. If the verb is not found in the list in 2 above, it is probably followed by an infinitive.  
See Grammar reference, page 116.

#### 4 Choose the correct alternative.

- If you wish to enrol / enrolling on the gastronomy tour, please fill in the application form.
- For top quality dental treatment abroad, we recommend to go / going to Croatia.
- Unfortunately, some of our suppliers delay to pay / paying their bills.
- We plan to increase / increasing the number of space tourists in the next twenty years.
- As a responsible travel organization, we undertake to reduce / reducing our carbon footprint.
- If you want to learn about your family history, I suggest to enrol / enrolling on this genealogy tour.
- Imagine to sleep / sleeping out under the stars in the Sahara Desert.

#### RESEARCH

NICHE TOURISM OPPORTUNITIES IN YOUR AREA  
What potential is there for niche tourism in your local area? Make some suggestions for unexploited possibilities and present them to the class.

- 5 Choose a niche tourism product and write a description of it (80–100 words) for a promotional website. Use the models in Exercise 2 to help you.



# PROFESSIONAL SKILLS

## DEALING WITH FIGURES



### Reading

#### MEDICAL TOURISM

- 1 What do you understand by the terms 'medical tourism' and 'wellness tourism'? Do they mean different things? Discuss your ideas with a partner.
- 2 Read the report on medical and wellness tourism and check your answers to Exercise 1.

### The rise of medical and wellness tourism

#### 1 Introduction

The rise of medical and wellness tourism in Western societies is caused by socio-economic factors including rising health costs, a growing distrust of orthodox medicine and an increasing desire for alternative, more holistic therapies. Media pressure to conform to images of physical beauty and eternal youth is also a significant factor.

1.1 The terms used to describe this form of tourism – *medical, wellness, health* and *holistic* – vary and are sometimes used interchangeably. In fact, they describe different tourism products. 'Medical' tourists travel to have surgery or some other kind of medical treatment, whereas 'wellness' tourists go on holiday to improve their physical fitness and/or their psychological and spiritual well-being.

#### 2 Essential vs Voluntary medical tourism

Essential medical tourism involves major surgery, such as organ transplants, or non-surgical procedures, such as cancer treatment. Voluntary medical tourism is concerned with preventative medicine, dental treatment and aesthetic improvements, like plastic surgery and botox injections.

#### 3 Wellness tourism

There are three main sectors of wellness tourism experience: beauty, lifestyle and spiritual.

##### 3.1 Beauty tourism

This typically involves a visit to a spa for water-based treatments such as saunas, hammam or steam baths accompanied by special massages and beauty treatments. Two examples of this are thalassotherapy which uses beauty products made from seaweed and mud, and vinotherapy which uses grape-based products.

##### 3.2 Lifestyle tourism

This involves activities and seminars related to fitness, healthy eating, weight loss and relaxation techniques. In contrast to beauty spa visitors, lifestyle visitors are actively involved in the courses.

##### 3.3 Spiritual retreat

Spiritual retreats may be religious or non-religious but usually include techniques of meditation. Many retreats are based on specific teachings or philosophy and focus on an activity, such as yoga or T'ai Chi.

### 3 Read the report again and answer the questions.

- 1 What are the reasons for the growth in medical and wellness tourism?
- 2 In which sectors of medical tourism would you put the following?
  - a a yoga and meditation retreat in the Himalayas
  - a a hip replacement holiday in Thailand
  - a dental holiday in Costa Rica (for teeth veneers)
- 3 Find TWO synonyms for *increasing* in line 3 of the report.
- 4 Find TWO adjectives that collocate (are used with) the noun *well-being*.
- 5 Complete the word-building table with words from the report.

Noun (activity)	Noun (person)	Verb	Adjective
<sup>1</sup> _____	therapist		therapeutic
surgery	surgeon		<sup>2</sup> _____
<sup>3</sup> _____		relax	relaxing
<sup>4</sup> _____		keep fit	fit (unfit)
prevention		prevent	<sup>5</sup> _____



## Speaking

### DEALING WITH FIGURES AND STATISTICS

#### PROFESSIONAL SKILLS: DEALING WITH FIGURES

- When we use a decimal, we say *point*. Each figure is said separately:  
8.5% = *eight point five percent* 4.25% = *four point two five percent*
- The letter *m* after a number indicates million. The abbreviation *bn* represents billion:  
£6m = *6 million pounds* \$4.8bn = *four point eight billion dollars*
- When speaking about money, write the currency unit before the figure and say it after:  
€34 = *thirty-four euros* ¥23,000 = *twenty-three thousand yen*
- Pronounce fractions using ordinal numbers:  
 $\frac{1}{2}$  = *a half*  $\frac{1}{3}$  = *one/a third*  $\frac{2}{3}$  = *two-thirds*  $\frac{3}{4}$  = *three-quarters*  $\frac{4}{5}$  = *four-fifths*
- It is possible to express a fraction as a ratio:  
*one out of three* *four out of five*
- Pronounce a hyphen between two figures as to:  
*the 65–75 age range* = *the sixty-five to seventy-five age range*
- Use these words to refer to approximate amounts:  
*around 1.6 million* *somewhere in the region of US \$100 billion* *about 40%*

- 4 ))) 6.2 Study the Professional skills box. Work with a partner and take turns to practise saying the figures below. Listen and check.

1 US\$252 2 €3.5m 3 ¥72,525 4  $\frac{1}{4}$  5  $\frac{2}{3}$  6 12.5% 7 1½ m 8 6.25bn

## Listening

### MEDICAL TOURISM STATISTICS

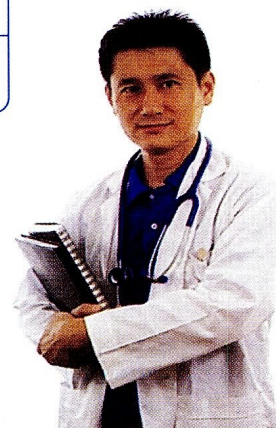
- 5 ))) 6.3 Listen to a talk about medical tourism in Asia. Identify THREE reasons for the growth of medical tourism over the last decade.
- 6 ))) Listen again and complete the table with the figures.

Value of the global market for medical tourism	
Cost of a heart bypass operation in Thailand compared to the USA	
Over 55s as a percentage of total wellness tourists	
Size of the medical tourism market in Asia	
Percentage of the American market Singapore would like to have	

#### RESEARCH

##### MEDICAL TOURISM STATISTICS

Choose a country that is known for its health tourism (e.g. Costa Rica, India). Do some research into the treatments and services available and compile some statistics relating to the number of patients treated, etc. Present your findings to the class.





# CASE STUDY IMPROVE CLIENT SECURITY

## CASE STUDY MENU

**Aim:** To compose appropriate 'do' and 'don't' safety tips for visitors to a dangerous region.

- 1 Read extracts about a township experience.
- 2 Listen to a phone conversation and read an email about cancelling a booking.
- 3 Listen to a discussion about safety measures.
- 4 Write a list of safety tips and compose an email to reassure tourists.

## The township experience

- 1 **Dikeledi Sisulu runs a small-scale tour operation in Steenland, a township in the Western Cape region of South Africa. Read the extract from her website and the article on page 59. Answer the questions.**

- 1 What does the Township Experience offer for tourists?
- 2 Why did the Ashburns go to Steenland?
- 3 What is Amaswazi's Place and why did they want to go there?
- 4 Do you think Steenland is too dangerous for tourists?



## The Township Experience

The Township Experience is a unique occasion for those who desire to get to know the 'real' South Africa in complete safety. You can meet the locals, experience a warm welcome in our hosts' homes and experience the community life.

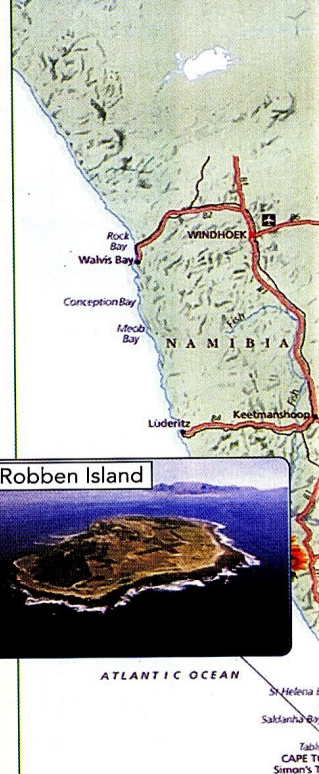
- Eat at Amaswazi's Place – a local barbecue hotspot
- Sample a 'smiley' – a boiled sheep's head – and a glass of the local drink
- Visit a community radio station and educational projects
- Check out the local craft stalls for souvenirs
- Take a local taxi around other townships – Gugulethu, Khayelitsha and Crossroads

For those with an interest in life under apartheid, a trip to Robben Island where Nelson Mandela was sent to prison is a must, as are tours where protest action took place. These tours are led by former Umkhonto we Sizwe (Spear of the Nation) freedom fighters.

All trips can be customized to suit your interests and requirements.

Contact us on our website.

## South Africa



## Couple robbed

British tourists Saffi (29) and Rodney (34) Ashburn had their holiday ruined when they were robbed during a visit to the Western Cape township of Steenland. The couple, who were enjoying a 'once-in-a-lifetime' trip to the country, were staying in a luxury Waterfront Hotel but allegedly wanted to experience the 'real South Africa'. Fellow tourists say that they complained of finding the area around their hotel boring and sanitized and 'too much like being at home'. On Saturday night, against advice from the staff at their hotel, they hired a car and

driver to take them to visit a township where they could try the local food. Their car was stopped at traffic lights by three men, who forced the driver out of the vehicle before robbing its passengers. Rodney Ashburn was slightly injured in the attack and his wife suffered from shock. The attack has worried the community but local Community Safety Officer Jan Van Der Stel hastened to reassure reporters that police have made it 'a priority' to find the robbers and bring them to justice.



## A customer phone call

2 **6.4** Listen to a phone call from a customer who booked a Township Experience tour last month and read her follow-up email. Answer the questions.

- 1 How does Dikeledi try to convince Mrs Jones not to cancel her booking?
- 2 Do you think Mrs Jones is overreacting? Why/Why not?
- 3 Find THREE things you could say to Mrs Jones to persuade her not to cancel.

To: booking@thetownshipexperience.za

From: b.jones@aol.com

Subject: My booking

Further to our recent phone conversation, I confirm that I wish to formally cancel my booking on the Township Experience tour. As I am cancelling outside the 30-day period before I was due to travel, I request that you refund the deposit back to my credit card, in accordance with your terms and conditions.

Thank you in anticipation of your co-operation and I apologize for any inconvenience.

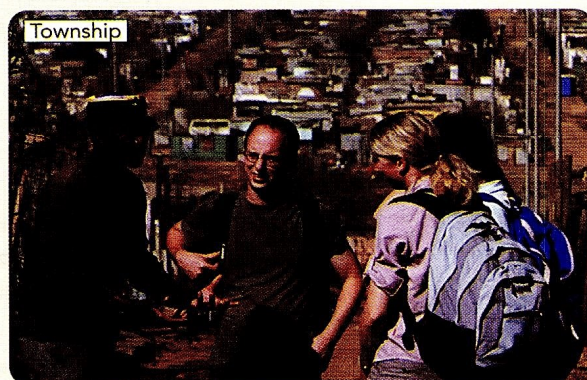
Yours sincerely

Bronwyn Jones

## Safety measures

3 **6.5** Listen to a conversation about safety and security in Steenland. What safety measures are discussed in relation to the following?

- 1 expensive items
- 2 money
- 3 going out



## TASK

Work in pairs. Brainstorm all the ways in which Dikeledi can improve security for her customers.

- 1 Write a section for the Township Experience website on safety and security. Try to reassure potential visitors by highlighting the positive aspects of a visit to Steenland (100–150 words). Provide a list of 'do' and 'don't' safety tips for visitors to the township.
- 2 Write an email to Bronwyn Jones to try to persuade her not to cancel her tour.

## UNIT 6: KEY WORDS

culinary economy of scale  
enrol high spender lifestyle  
mainstream niche sector  
operation pilgrimage slum  
surgery well-being wellness  
See DVD-ROM Mini-dictionary





# CULTURAL TOURISM

## UNIT MENU

**Grammar:** the passive

**Vocabulary:** culture, linking words

**Professional skills:** taking part in meetings

**Case study:** present a proposal

## Speaking

WHAT IS CULTURAL TOURISM?

**1 Work in pairs. What do you think 'culture' is? Discuss the definitions below.**

- 1 Culture consists of a society's beliefs, customs and ways of thinking and feeling.
- 2 Culture is a lifestyle – the way people do things in their everyday lives.
- 3 Culture refers to the artistic heritage of a nation – its literature, music and architecture.

## Reading

CULTURAL TOURISTS

**2 Read the extract from a tourism report on page 61. Five sentences have been removed from the text. Choose a sentence A–F for each of the gaps 1–5. There is one extra sentence that you don't need to use.**

- A** This is important for future planning as, on the whole, 'heritage' attractions tend to attract older visitors, whereas 'popular' cultural attractions have a younger audience profile.
- B** Consequently, he or she learns less and the experience is more superficial.
- C** Furthermore, as globalization and mass production lead to greater uniformity worldwide, the value of authenticity will also increase.
- D** At last, we are in a position to fully understand the impact of cultural tourism in a country's economy.
- E** As a result, their experience is intense and they will spend most of their time learning about the history and cultural heritage.
- F** Although city cultural tourism continues to be dominated by the established 'cultural capitals', there is a new trend towards more trips to smaller destinations and new regions of Europe.





## Who are the cultural tourists?

There are five different types of cultural tourist. The first is the purposeful tourist, whose primary motive for visiting a destination is cultural tourism.

<sup>1</sup> \_\_\_\_ The second type, the sightseeing cultural tourist, visits a destination for cultural reasons but has only a general interest in it. <sup>2</sup> \_\_\_\_ The third type is the chance discovery cultural tourist. This is someone who didn't originally travel for cultural reasons but is excited by the cultural aspects of their visit and so has a more intense cultural experience than expected. The casual cultural tourist, however, has a relatively weak interest in travel and though they may visit a historic monument or museum, they are likely to spend most of the time following other pursuits. The fifth type is the incidental cultural tourist who does

not travel for cultural reasons at all but visits some of the most prestigious sites even if he or she doesn't understand or appreciate their significance.

Experts predict that cultural tourism will grow in Europe over the next ten to fifteen years since the number of travellers over 55 will grow significantly.

<sup>3</sup> \_\_\_\_ <sup>4</sup> \_\_\_\_ And whether the city is large or small, the ability to innovate is essential in order to keep it on the cultural tourism map. <sup>5</sup> \_\_\_\_ Traditional cultural events will continue to attract visitors, however, 'the creative city', which links tradition and heritage to contemporary creative industries such as media, entertainment, design and fashion will be better placed to attract tourists.

### 3 Read the extract again and make a list of the FIVE types of cultural tourist.

## Vocabulary

### LINKING WORDS

#### 4 Match the linking words 1–6 with their functions a–d.

- |                |                               |
|----------------|-------------------------------|
| 1 as a result  | a making an additional point  |
| 2 however      | b introducing a contrast      |
| 3 on the whole | c indicating cause and effect |
| 4 furthermore  | d making a generalization     |
| 5 consequently |                               |
| 6 although     |                               |

#### 5 Complete the sentences with a word from the list above. One sentence has two possible answers.

- \_\_\_\_ cultural tourism attractions are part of our marketing mix, some of them don't generate much money.
- \_\_\_\_, women are more attracted by spa holidays than men.
- The museum staff are still on strike. \_\_\_\_\_, we have had to cancel all visits.
- We want to encourage more visitors to our heritage sites. \_\_\_\_\_, we also need to protect our historic monuments from damage caused by tourists.
- Cultural visitors spend almost twice as much as city-break visitors. \_\_\_\_\_, many overseas visitors cite 'history/culture' as a motivation for visiting our country.
- \_\_\_\_ not everyone considers watching a football match to be cultural tourism, football is an important part of popular culture.

## RESEARCH

### CULTURAL TOURISM OPPORTUNITIES

Do some research on cultural tourism in your city or region. Decide what you think are the top THREE opportunities for developing cultural tourism and make a short presentation about them to the class.





# EXHIBITIONS

## Listening

### PLANNING AN EXHIBITION

- 1 What does an exhibitions manager have to do when planning an exhibition?  
Discuss your ideas with a partner and list at least **THREE** things.
- 2 **7.1** Listen to Simon Lau, a museum exhibitions manager, talking about his job. What is the theme of the exhibition he is working on? Who is it designed for?  
Tick (✓) the things he mentions.
 

<input type="checkbox"/> action plan	<input type="checkbox"/> budget	<input type="checkbox"/> headphones	<input type="checkbox"/> resource pack
<input type="checkbox"/> audio guide	<input type="checkbox"/> entry fee	<input type="checkbox"/> interactive display	<input type="checkbox"/> packaging
<input type="checkbox"/> brochure	<input type="checkbox"/> exhibits	<input type="checkbox"/> labels	<input type="checkbox"/> website
- 3 **7.2** Listen again. Put the stages of organizing an exhibition in order on the diagram below. If necessary, listen again to check.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
1 requirements and budget decided													
2													
3													
4													
5													
6													
7													
8													
9													
10													

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| a requirements and budget decided | f website designed              |
| b publicity material sent out     | g audio guide recorded          |
| c resource pack printed           | h action plan drawn up          |
| d exhibits ordered and delivered  | i interactive software produced |
| e exhibit labels printed          | j exhibition opened             |

## GRAMMAR: THE PASSIVE

- 1 Use **the passive voice** when the focus is on the action and it is not important (or we don't know) who performs the action.  
 Press releases **will be sent out** to the local and national newspapers. (We don't know who will do this.)  
 If we need to mention who performs the action, use **by**.  
 The interactive displays **will be produced by** a different software company.
  - 2 Form the passive with the verb **be** (in the appropriate tense) + past participle.
 

present simple: Many treasures from Tutankhamun's tomb <b>are displayed</b> .
present continuous: A new pyramid <b>is being excavated</b> at the present time.
past simple: Scribes <b>were taught</b> to write and then <b>were employed</b> to keep financial accounts.
present perfect: Over one million animal mummies <b>have been found</b> in Egypt.
future: A new Egyptian cultural centre <b>will be opened</b> next year.
- See Grammar reference, page 117.



**4 Study the Grammar box on page 62 and complete the text about the Rosetta Stone with the correct passive form of the verbs in brackets.**

The Rosetta Stone <sup>1</sup> \_\_\_\_\_ (discover) in 1799 by French soldiers during Napoleon's Egyptian campaign. It was found in a small village where a fort <sup>2</sup> \_\_\_\_\_ (rebuild) at the time. The text on the stone <sup>3</sup> \_\_\_\_\_ (probably write) during the reign of the Egyptian pharaoh, Ptolemy V. Archaeologists were excited about the discovery because three different scripts <sup>4</sup> \_\_\_\_\_ (carve) into the stone – hieroglyphic, Demotic and Greek. At the time all three languages <sup>5</sup> \_\_\_\_\_ (use) in Egypt: Greek was the language of the government, Demotic was the language of ordinary people and hieroglyphic <sup>6</sup> \_\_\_\_\_ (keep) for religious documents. The Greek and Demotic texts <sup>7</sup> \_\_\_\_\_ (translate) fairly quickly but the ability to read hieroglyphic text <sup>8</sup> \_\_\_\_\_ (lose) for many centuries.

Eventually, certain hieroglyphs <sup>9</sup> \_\_\_\_\_ (find) to correspond to the names of Greek rulers. But it was not until 1822 that the hieroglyphs <sup>10</sup> \_\_\_\_\_ (finally decipher) by a Frenchman, Jean-François Champollion.



## Speaking

### DESCRIBING ARTEFACTS

**5 Work in pairs. Student A, look at the information below. Student B, turn to File 7, page 104.**

**Ask your partner questions to complete the information about the Suffragette penny. Then answer your partner's questions about the Portuguese coins and a jeton.**

### Suffragette penny

This is a British one penny coin which is dated <sup>1</sup> \_\_\_\_\_. It shows a profile of King Edward VII but his portrait has been over-stamped with <sup>2</sup> \_\_\_\_\_. The penny coin was rarely replaced and so this message would be read by <sup>3</sup> \_\_\_\_\_.

At this time in history, women were

denied <sup>4</sup> \_\_\_\_\_ and considered to be second-class citizens. The suffragettes were women who wanted to be able to take part in political life. Defacing a coin in this way was considered <sup>5</sup> \_\_\_\_\_ and suffragettes could be and were <sup>6</sup> \_\_\_\_\_ for doing so.

### Portuguese coins and a jeton



These coins were found during the excavation in 2002 of a medieval ship in South Wales (UK). The ship was discovered in the bank of a river when a theatre and arts centre were being built. The ship is currently being conserved and studied by archaeologists.

The coins are Portuguese and were made in Lisbon during the 15th century. They might have been lost by the ship's crew. These coins were not used in the UK but can often be found in South Wales and are evidence of extensive trade between the two countries.

Jetons were counters that were used by merchants to help them add and subtract sums of money.



# PROFESSIONAL SKILLS

## EFFECTIVE MEETINGS



### Reading

#### CULTURAL TOURISM IN BRITAIN

- 1 The Tower of London, Stonehenge and the Roman baths are three of the top most visited cultural sites in England. What do you know about them? What sites do you know in other parts of Britain (Scotland, Wales and Northern Ireland)? Compare your ideas with a partner.
- 2 Read the article about cultural tourism in Britain.
  - 1 Find FOUR reasons why Britain represents a good opportunity for investment in cultural tourism.
  - 2 Why does the decrease in public investment in tourism 'make poor economic sense'?
  - 3 How are cultural tourists different from other tourists?

### You can bank on culture

Britain's leading cultural and heritage organizations have launched their vision for the future in a document called *A Cultural Manifesto*.

The document shows that the last fifteen years of investment in culture has created a public appetite for it that continues to grow. Free admission to national museums and galleries has also encouraged visitor numbers to rise. Consequently, arts, cultural heritage and festivals make a strong contribution to the economic and social well-being of Britain.

The UK has the largest cultural economy in the world in relation to GDP and one of the most effective in terms of return on investment. Every £1 invested in culture produces £2. Two-thirds of the adult population in the UK enjoy arts festivals, visit historic sites and go to museums and galleries.

The manifesto argues that the recent decrease in public investment in culture makes poor economic sense. Since last year, the Heritage Fund has lost £161.2 million; the four arts councils and two film councils have lost another £172 million. 'These are false economies and are doing immense damage to the tourism sector', a spokesperson said. International research carried out by ATLAS (The Association for Tourism and Leisure Education) shows that cultural tourists have higher incomes and spend more than most other tourists. It is therefore essential to continue to invest in the cultural sector that makes Britain a number one international destination for cultural tourism.



## Listening

### FESTIVALS IN BRITAIN

- 3 What do you know about the British cities of Cardiff, Edinburgh and Belfast? Label them on the map below.
- 4 **7.2** A tour operator wants to organize a new package for a British festival. The staff is holding a meeting to decide which festival would be the most suitable. Listen and complete the table.

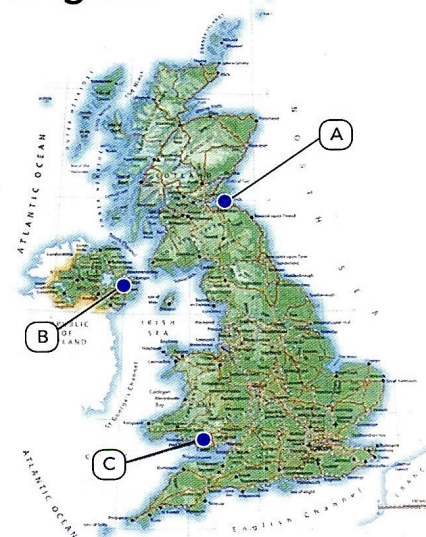
	When held?	No. of visitors	Advantages	Disadvantages
The Eisteddfod				
Edinburgh Festival				
Belfast Festival				

- 5 Complete the expressions to do with meetings in the Professional skills box with **ONE** word in each case. Compare your ideas with a partner. You can use the audio script for the festivals meeting on page 124 to help you.

### PROFESSIONAL SKILLS: TAKING PART IN MEETINGS

- Opening a meeting  
Let's make a s\_\_\_\_\_, shall we? Shall we b\_\_\_\_\_?  
The first item on the a\_\_\_\_\_ is ...
- Stating the purpose of a meeting  
The a\_\_\_\_\_ of this meeting is to discuss ...  
We're here to t\_\_\_\_\_ about ... We need to r\_\_\_\_\_ a decision on ...
- Asking someone to speak  
Kristina, what do you t\_\_\_\_\_ about it?  
Would anyone like to c\_\_\_\_\_?  
Carla, do you have anything to a\_\_\_\_\_?
- Introducing another topic  
Can we m\_\_\_\_\_ on to ...? The next item on the a\_\_\_\_\_ is ...
- Checking everyone agrees  
Do we all a\_\_\_\_\_? Is that d\_\_\_\_\_ then?  
Do I take it we are all in a\_\_\_\_\_?
- Concluding the meeting  
Is there any other b\_\_\_\_\_? I think we've c\_\_\_\_\_ everything.  
So to s\_\_\_\_\_ up ...?

### United Kingdom



- A \_\_\_\_\_  
B \_\_\_\_\_  
C \_\_\_\_\_

## Speaking

### CHOOSING A FESTIVAL

- 6 Work in groups of three. Student A, look at the information on the right. Student B, turn to File 17, page 109. Student C, turn to File 25, page 112.

- Read your role cards and select a chairperson for your meeting.
- Hold a meeting to choose the best festival from Exercise 4 for your new package.
- Use the language in the Professional skills box to help you conduct the meeting.

#### Student A

You are in favour of the Edinburgh Festival because:

- It's easy to find accommodation.
- It's a truly international festival with performers from all over the world.
- You can buy tickets for the 'fringe' performances on the day.
- You don't have to book in advance.
- There is a military tattoo (pipe bands) at Edinburgh Castle.
- You can easily combine the festival with visits to other places of interest, e.g. Loch Ness and the Orkneys.

You are not in favour of Belfast. In your opinion, there is occasionally some violence between the different communities.



# CASE STUDY PRESENT A PROPOSAL

## CASE STUDY MENU

Aim: To present a proposal for the Blue Ribbon City of Culture Award.

- 1 Read about an award and answer questions.
- 2 Listen to a meeting about the impacts of the award and complete some information.
- 3 Read the proposal guidelines and information about one of three cities.
- 4 Compose a proposal summary for a city and present it to the class.

## The Blue Ribbon Award

- 1 Read the extract from the International Travel Foundation's website and discuss the questions with a partner.

- 1 What's the purpose of the Blue Ribbon Award?
- 2 Which cities in your country could apply for it? What cultural activities and attractions could they offer?

### The Blue Ribbon Award

The Blue Ribbon City of Culture Award was set up by the International Travel Foundation to celebrate the world's cultural richness and diversity. The aim of the award is to bring people from different countries into contact with each other's culture and promote mutual understanding. Since 1984, 30 cities have held the award, from Stuttgart to St Petersburg, Glasgow to Gdansk and Perugia to Porto. Studies have shown that a successful nomination can:

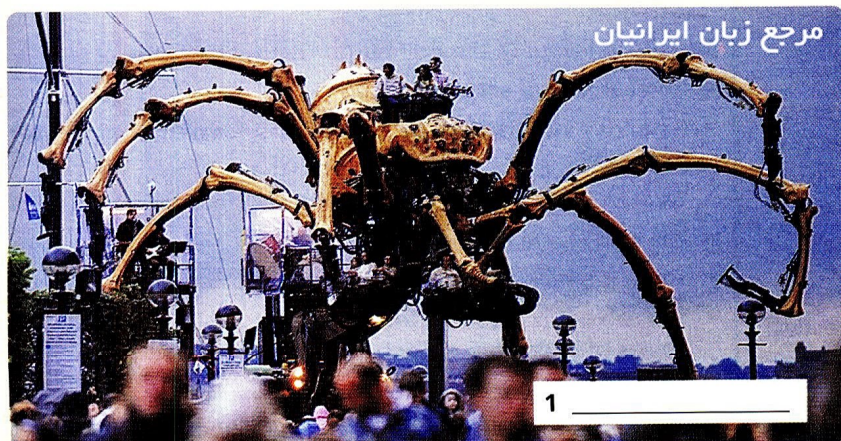
- regenerate the urban infrastructure
- enhance the city's image in the eyes of its own inhabitants
- give a new dynamic to its cultural life
- raise the city's international profile and increase tourism

## Positive impacts

- 2 ))) 7.3 The members of a regional Tourism Board in the UK are discussing the impact of winning last year's award. Listen to the first part of the meeting and complete the statistics.

No. of events: <sup>1</sup> \_\_\_\_\_  
 No. of artists: <sup>2</sup> \_\_\_\_\_  
 Concert attendance: <sup>3</sup> \_\_\_\_\_  
 No. of visitors to museums and galleries: <sup>4</sup> \_\_\_\_\_  
 % increase of visitors to museums and galleries: <sup>5</sup> \_\_\_\_\_  
 No. of people in the city who visited a museum or gallery: <sup>6</sup> \_\_\_\_\_  
 National average of visits to museums and galleries: <sup>7</sup> \_\_\_\_\_

- 3 ))) 7.4 Listen to the second part of the meeting. What does Kevin say about visitor numbers and hotel occupancy?
- 4 Look at the photos below of two of the most popular attractions at the festival. What were they called?



1





## TASK

You are a member of your city's Tourism Board and you are going to nominate a city for the Blue Ribbon Award. Read the guidelines to be followed when applying for the Blue Ribbon Award. Then work in three small groups. Group A, read about Vaasa on this page. Group B, read about Donostia-San Sebastián in File 12, page 107. Group C, read about Manchester in File 18, page 109.

- 1 Brainstorm your ideas regarding the key cultural features of your city and the key events of your proposed cultural programme. If possible, do some internet research for more information and ideas.
- 2 List the benefits of winning the award for the community.
- 3 Compose a proposal summary based on the guidelines below. (Use the model in the Writing Bank on page 100 to help you.)
- 4 Present your proposals to the class. Vote for the winning city.

### Proposal guidelines

- 1 Why should your city be nominated for the award? What are its key features?
  - 2 What would be the key cultural events in the programme?
  - 3 What would be the overall cultural, social and economic benefits for your city?
- All proposals must be written in English and will be assessed by an international panel of judges.

#### Group A

#### Vaasa

##### Why Vaasa is the best choice

- Vaasa is an important centre for Finnish-Swedish culture (bilingual population: 70% Finnish, 30% Swedish).
- The Vaasa archipelago is a UNESCO World Natural Heritage Site.
- All the museums, theatres and attractions are easily accessible on foot or by bike.

##### Key events

- Opening ceremony – firework display launched from old sailing ships anchored in the port.
- The Saunalab Project – will bring new dimensions to this ancient Finnish tradition. There will be saunas with glass roofs for stargazing, hot cube floating saunas, saunas built next to a Viking village, etc.
- The Urban Darkness Experience will light up the city during the winter nights from September to March. Fires will be lit on the waterfront, in parks and in people's gardens. Open-air concerts and movies, cultural events on the theme of darkness and sporting activities (e.g. night-time golf and swimming at the heated winter beach) will take place every evening and are free.

##### Overall benefits

*'The cultural participation of adult Finns is connected to long life expectancy. Those who are very active live longer than those who are moderately active or are inactive. The health effects of culture have been scientifically proven.'*

(Dr Markku T. Hyypä)

Vaasa is a major centre of research into alternative sources of energy and one out of five people is a university student. The nomination would bring in extra finance to boost renewable and sustainable sources of electricity.

#### UNIT 7: KEY WORDS

artefact audio guide  
belief coin cultural event  
cultural heritage custom  
display entry fee excavate  
exhibit fringe festival  
hieroglyph impact script  
See DVD-ROM Mini-dictionary





# RUNNING A HOTEL

## UNIT MENU

**Grammar:** *have/get something done*

**Vocabulary:** *-ed/-ing adjectives*

**Professional skills:** making presentations

**Case study:** transform the team

## Reading

HAVE YOU GOT WHAT IT TAKES TO RUN A HOTEL?

- 1 Read the article about running a hotel. Find and underline the qualities and skills in the box in the article below. Why are they useful?

excellent business sense   motivating   outgoing   quick-thinking   theatrical

- 2 Read the article again and answer the questions.

- |  |  |
|--|--|
| 1 Why should hoteliers be born on Krypton? | 3 What is a '24/7 commitment'?             |
| 2 Why is a hotel like a theatre?           | 4 How do hoteliers meet basic human needs? |

### Have you got what it takes to run a hotel?

What were the occupancy rates for the last quarter? Why aren't the flowers on the reception desk fresh? The Assistant Housekeeper has phoned in sick, what shall we do? These are typical of the issues that hoteliers have to deal with every day. It's a responsible job and hotel managers sometimes say that you have to be born on the planet Krypton to do it, since only Superman could manage all the different administrative, aesthetic and financial decisions they have to make on a daily basis. And if you aren't Superman, you should at least be energetic and quick-thinking and combine great people skills with excellent business sense.

There is also a strong theatrical aspect to running a hotel – hoteliers are 'on stage' all day long, smiling and keeping the guests happy, so hotel managers need to enjoy performing and have an outgoing personality. However, it's equally important to stay motivated and motivating when working on everyday tasks with the team of staff that make everything happen behind the scenes. It's a tiring job that requires 24/7 commitment and lots of energy. Dealing with irritating and demanding guests can be exasperating and, in a recent survey, over 70 percent of hotel owners said that they didn't just feel 'tired' at the end of a working day (or night), they felt 'totally exhausted'.

Despite all this, there are not many industries as fascinating and rewarding as hospitality. To start with, it's a profession that is never boring: every day really is different. But the real pleasure is in meeting the basic human needs for food, warmth, comfort and friendship. You can't please all people all of the time but the art lies in wanting to try.



## Vocabulary

ADJECTIVES ENDING IN -ING AND -ED

### VOCABULARY: ADJECTIVES ENDING IN -ING AND -ED

Use adjectives ending in **-ed** to describe feelings.

I feel **tired**. We were **bored**. They were **exasperated** by his bad behaviour.

Use adjectives ending in **-ing** to describe qualities or characteristics (the reason for the feelings).

It's been a **tiring** day. The film was **boring**. His behaviour was **exasperating**.

- 3 Study the Vocabulary box above. Find and underline the **-ed** and **-ing** adjectives in the article in Exercise 2 to describe feelings. Which adjectives can take both forms? Use a dictionary to check.

motivating ✓ motivated ✓ demanding ✓ ~~demanded~~ X

- 4 Complete the sentences with the adjectives in the box.

exhausting irritated irritating motivated rewarded rewarding

- All our staff are hard-working and highly \_\_\_\_\_.
- The receptionist had an \_\_\_\_\_ habit of interrupting me.
- We must make sure that staff are \_\_\_\_\_ for excellent performance.
- Sometimes I have to work very long hours and it's \_\_\_\_\_ but at least I'm never bored!
- Guests get \_\_\_\_\_ when they don't get the service they paid for.
- If you enjoy helping people and sorting out their problems, it's a \_\_\_\_\_ job.

## Listening

A DAY IN THE LIFE OF A HOTEL MANAGER

- 5 **8.1** Listen to Jim Reginato, Manager of the International Pacific Hotel in Los Angeles, talking about his job. Number the activities in the correct order.

- |  |  |
|--|--|
| ___ Say hello to the guests            | ___ Do administrative work                 |
| ___ Review the Night Manager's reports | ___ Attend a strategy and planning meeting |
| ___ Check emails                       | ___ Have lunch with staff members          |
| ___ Attend the daily staff briefing    | ___ Check the breakfast arrangements       |

- 6 **8.1** Listen again and complete the information about Jim's problems and projects.

#### Problems this morning

- One guest's \_\_\_\_\_ didn't arrive for an hour and a half, so we need to find out why.
- This morning, we ran out of \_\_\_\_\_ in the restaurant.
- We've actually got a potential \_\_\_\_\_ problem at the end of this week, so we had to discuss alternative accommodation arrangements for the extra guests.

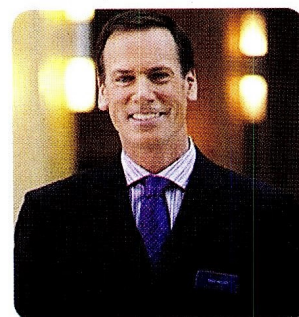
#### Ongoing projects

- At the moment we're planning a major \_\_\_\_\_ of all the guestrooms and suites.
- We're sending the sales team over to Australia and New Zealand to get more \_\_\_\_\_ business.
- We've had problems with check-out times recently, so we're reviewing our \_\_\_\_\_ policy.

### RESEARCH

#### HOTEL STAFF ROUTINES

Interview a member of staff in a local hotel (e.g. concierge, housekeeper, receptionist, manager) and find out about their daily routine. Report your findings to the class.





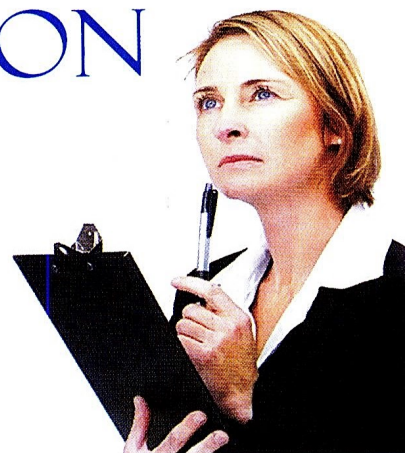
# HOTEL INSPECTION

## Speaking

### INSPECTION CRITERIA

- 1 How does a hotel inspector evaluate a hotel? What might he or she expect when checking the following aspects of a hotel's service?

- |                |                  |         |
|----------------|------------------|---------|
| 1 reservations | 3 restaurant     | 5 staff |
| 2 room service | 4 reception area | 6 rooms |



## Listening

### THE HOTEL INSPECTOR

- 2 **8.2** Tina Chapman is an inspector for the Miramar chain of hotels. Listen to her talking about what she expects when she's evaluating different services. Does she mention any of your ideas from Exercise 1?

- 3 **8.2** Listen again. Match the hotel service areas 1–6 with Tina's checklist criteria a–f.

- |                  |   |
|------------------|---|
| 1 Reservations   | a speed of service, clean cutlery and plates, asked if enjoyed meal |
| 2 Reception area | b politeness, friendliness, use of name                             |
| 3 Rooms          | c clean and tidy, looks welcoming, offer to help with baggage       |
| 4 Room service   | d use of name, speed of response, ability to answer questions       |
| 5 Restaurant     | e clean and tidy, en-suite facilities, everything in place          |
| 6 Staff          | f speed of response, ability to answer questions, upselling         |

## Speaking

### AN INSPECTOR CALLS

- 4 **Work in pairs.** You and your colleague are hotel inspectors sharing a mystery guest audit in a four-star hotel in New York. You are going to inspect four areas of service – reservations, room service, breakfast and dinner.

- Discuss what aspects of work you are going to evaluate and the target levels of performance. Compile a checklist for each service (see below).
- Student A, turn to File 14, page 107. Student B, turn to File 23, page 111. Read the reports of your two service areas. Complete the charts for these areas and write comments on the standards achieved.
- Ask your partner questions about their two areas and complete the charts.
- Compare and discuss your notes. What are the hotel's strengths and weaknesses?
- Decide on FIVE things the hotel could do to improve the level of service. Report back to the class.

Name of service	Items checked	Comments
Reservations	<i>No more than three rings before answering the phone</i>	
Room service		
Breakfast service		
Dinner service		



## Listening

## HOTEL STATISTICS

- 5 **8.3** Listen to part of a report by the American Hotel Standards Inspectorate on improving standards in hotels in the USA. Complete the statistics.

One significant area of improvement was in wireless internet access. <sup>1</sup> \_\_\_ of the hotels inspected had wireless internet connection compared with only <sup>2</sup> \_\_\_ from just four years earlier. In addition to this, the number of hotels that charge for in-room internet use is decreasing. <sup>3</sup> \_\_\_ of hotels inspected currently charge for this service, down from <sup>4</sup> \_\_\_ last year and <sup>5</sup> \_\_\_ in the previous year. Thirty-five percent of the hotels inspected offer iPod docking

stations in-room. Of these, <sup>6</sup> \_\_\_ were five-star hotels and <sup>7</sup> \_\_\_ were four-star hotels.

It is also encouraging to note that hotel managers are becoming more environmentally responsible. <sup>8</sup> \_\_\_ of hotels now use energy-efficient lighting. <sup>9</sup> \_\_\_ of the hotels inspected are planning to adopt Leadership in Energy & Environmental Design (LEED) standards in the next <sup>10</sup> \_\_\_ months. Twenty percent have already done so in the past quarter.

## GRAMMAR: HAVE/GET SOMETHING DONE

- 1 Use the structure **have/get + past participle** to describe the situation when we arrange for something to be done.

We **have/get** our catalogues **printed** in Morocco.

Please **get/have** these carpets cleaned! They're filthy.

- 2 It is also possible to include the person who performs the service.

We'll get **an electrician** to fix those lights.

They had the bedrooms refurbished by **an exclusive interior decorating firm**.

See Grammar reference, page 117.

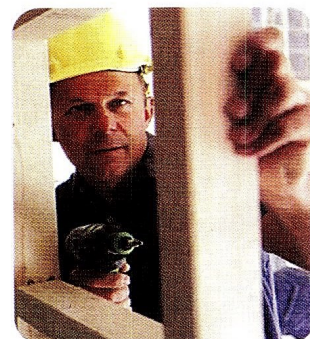
- 6 Study the Grammar box and read the minutes of a meeting about the refurbishment of a hotel. Complete the action points with the verbs in the box. Use the construction **have/get + verb**.

install look at put up repaint replace rewire

## Meeting held on 3rd May

Present: Jim Reginato, Adelina Dinculescu, Karen Coltrane, Nelson Weekes

Action point	Discussion	Person in charge and deadline
Ground floor	After much discussion, we agreed to <sup>1</sup> ___ the reception area <sup>2</sup> ___ and to <sup>3</sup> ___ ACV Vending Services to <sup>4</sup> ___ an espresso/cappuccino machine in the bar.	AD, May 26
Rooms 3-9	Nelson will arrange for carpets to be removed and to <sup>5</sup> ___ a firm of carpenters to <sup>6</sup> ___ shelves in each of the rooms.	NW, May 15
Bathrooms 21-29	Karen agreed to contact a firm of plumbers and <sup>7</sup> ___ any leaking faucets <sup>8</sup> ___.	KC, May 20
Laundry room	Jim is going to <sup>9</sup> ___ an electrician to <sup>10</sup> ___ the wiring in the laundry room. We need to install extra washing machines, so if necessary, we'll <sup>11</sup> ___ him to <sup>12</sup> ___ the whole system.	JR, June 5





# PROFESSIONAL SKILLS

## PRESENTATIONS

### Reading

#### MAKING PRESENTATIONS

- 1 What are common mistakes that people make when they give a presentation? Discuss your ideas with a partner and feed back to the class.
- 2 Study the Professional skills box about giving presentations. Complete the DOs and DON'Ts with the phrases a-j below.
 

a ask if there are any questions	f keep to the time allowed
b forget to check your spelling	g use lots of different colours and fonts
c greet the audience	h read from a script
d stand in front of the screen	i keep to your plan
e speak clearly	j use a small font

#### PROFESSIONAL SKILLS: GIVING PRESENTATIONS

##### DO

- 1 \_\_\_\_\_. (e.g. *Good morning, ladies and gentlemen*) and tell them who you are.
- 2 \_\_\_\_\_ at a natural speed. Don't rush or talk deliberately slowly.
- 3 \_\_\_\_\_. Finishing early is better than running into extra time. Allow about two minutes for each slide.
- 4 \_\_\_\_\_. Don't be tempted to digress – you will waste time and you might lose your concentration.
- 5 \_\_\_\_\_. If they are slow in coming, have some ready.

##### DON'T

- 6 \_\_\_\_\_. Prepare short prompts instead and rehearse your talk in advance so you feel confident.
- 7 \_\_\_\_\_. Check that everyone can see.
- 8 \_\_\_\_\_ or put too many words on the slide. Keep your slides clear and simple.
- 9 \_\_\_\_\_. It makes the information difficult to read, especially from the back of the room.
- 10 \_\_\_\_\_ on your slides. Mistakes of this kind can create a very bad impression.



## Listening

### KAIZEN

#### 3 ))) 8.4 Listen to a presentation about using Kaizen.

- 1 What is Kaizen and what is it used for?
- 2 What does the word mean?
- 3 Which Japanese industry first used Kaizen?

改善



#### 4 ))) Listen again and complete the slides for the second half of the presentation with ONE to THREE words.

1

Who does Kaizen concern?

- Everybody.
- From <sup>1</sup> \_\_\_\_\_ to <sup>2</sup> \_\_\_\_\_.

改善

2

When and where does Kaizen happen?

- Kaizen takes place <sup>3</sup> \_\_\_\_\_.
- Kaizen is based on making changes <sup>4</sup> \_\_\_\_\_ where improvements are possible.

改善

3

The philosophy of Kaizen

- There is no one best way; there's always <sup>5</sup> \_\_\_\_\_.

改善

4

The practice of Kaizen

- Encourage staff to work <sup>6</sup> \_\_\_\_\_.
- Empower staff to <sup>7</sup> \_\_\_\_\_.
- Provide incentives by giving staff <sup>8</sup> \_\_\_\_\_.

改善

#### 5 Do you think Kaizen sounds like a good system? Can you think of any disadvantages?

## Speaking

### MAKING HOTEL IMPROVEMENTS

#### 6 Work in groups of three. You work for an extremely badly run hotel in central New York. You have three months in which to improve the situation or it will be closed down.

- 1 Begin by working individually. Make a list of ideas for how to make a hotel efficient. Think about: booking and reservation, staff training, rooms and housekeeping, room service and restaurants, maximizing profit margins, differentiation from the competition, use of technology and target customers.
- 2 Hold a meeting to exchange your ideas and agree on an action plan.
- 3 Organize the information about your action plan into a presentation of up to ten PowerPoint slides.
- 4 Present your action plan to the class.



### RESEARCH

#### CUSTOMER LOYALTY PROGRAMMES

Do a comparative study on the customer loyalty programmes offered by major international hotel chains. Present your findings to the class.



# CASE STUDY TRANSFORM THE TEAM

## CASE STUDY MENU

Aim: To improve human resources management at the Howatt Hotel.

- 1 Read about human resource problems in Paris hotels.
- 2 Listen to a consultant interviewing the staff of the Howatt Hotel.
- 3 Read and exchange information about recent changes at the hotel.
- 4 Give a PowerPoint presentation of your conclusions and write a report.

## Human resource problems

- 1 Read the article about Paris hotels. What kinds of problems do many hotels in Paris have these days? Why?

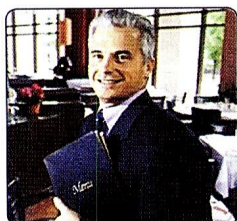
### ► *Hotels in Paris*

PARIS — The French hotel industry is facing a nationwide problem of high staff turnover and a shortage of skilled employees. The problem is even worse in the nation's capital, where turnover is up to 15 percent higher than in the provinces. According to a recent French government report, over 50 percent of young hotel employees in Paris leave their jobs within six months of being taken on, creating a real headache for employers. The reasons for this high turnover include low salaries, anti-social working hours and undervalued jobs with limited career prospects. The result is an undermotivated and often incompetent workforce.



## Interview with staff

- 2 ))) 8.5 Alexandre Huchet, the Manager of the Howatt Hotel in Paris, has employed a consultant to help the hotel improve. Listen to the consultant's interviews with the members of staff. What problems does each person mention and what suggestions do they make?



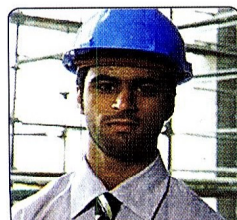
Louis Moulin, Restaurant Manager

Problems \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Suggestions \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Fatoumata Dembele, Chambermaid

Problems \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Suggestions \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Munir Gadouche, Maintenance Engineer

Problems \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Suggestions \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Mercedes Rodas, Receptionist

Problems \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Suggestions \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Exchanging information

- 3 Work in pairs. Student A, look at the information on this page. Student B, turn to File 10, page 106. Read the documents from the hotel files. Make notes. What, if anything, can you find out about the following? Share your information with your partner.

- 1 recent changes to working conditions, including salaries and overtime
- 2 cost-cutting
- 3 customer feedback – positive and negative
- 4 new technology
- 5 the following members of staff: Alexandre Huchet, Françoise Lagarde, Rachida Gadouche

### Student A

From: Françoise Lagarde

To: Alexandre Huchet

... we can offer a generous salary, plus ten percent commission on net profits, which will be reduced to three percent p.a. when profits increase beyond our agreed targets.

We look forward to working with you,

Françoise Lagarde  
District Manager, Howatt Hotels

## Interim report – Alexandre Huchet

Over the last six months, I believe I have made a number of useful changes to improve staff motivation and staff retention and increase profits.

### ■ Staffing

All the staff now wear the same uniform and badge. I have also introduced a method of job evaluation in order to identify jobs which have similar skills and introduce flexible working arrangements. If we are short-staffed in a particular area, other employees can do the work and we don't need to employ any temps. I have introduced a Kaizen approach to staff management which means that employees now work in teams and share their responsibilities. In the new system, teams and individuals in teams can make their own decisions, which means they work more efficiently. We have also bought new software which will monitor employees' time and productivity so we can see who might deserve a raise or promotion. We have increased pay to take inflation into account but the salaries have stayed at last year's levels. The new flexible working arrangements have made it possible to reduce staff overtime by 30 percent.

### ■ Finance

I have made a number of changes to reduce costs. I have replaced the previous à la carte menu with pre-packaged frozen foods purchased in bulk from a local supplier. We are able to serve the same items for only 60 percent of the previous cost. As the number of tourists visiting Paris continues to rise, there will always be a shortage of bed-nights in the capital, so I have reduced discounts for internet bookings and commissions to tour operators. I am working towards a paperless reservations system so we can reduce the number of staff at the front desk. In addition, dinner reservations can now be made from the in-room television screen, which can also be used for hotel information services.

### TASK

Is the hotel well managed or not? What changes, if any, need to be made? Work in pairs. Prepare a presentation of up to ten PowerPoint slides outlining your conclusions. Give the presentation to the class.

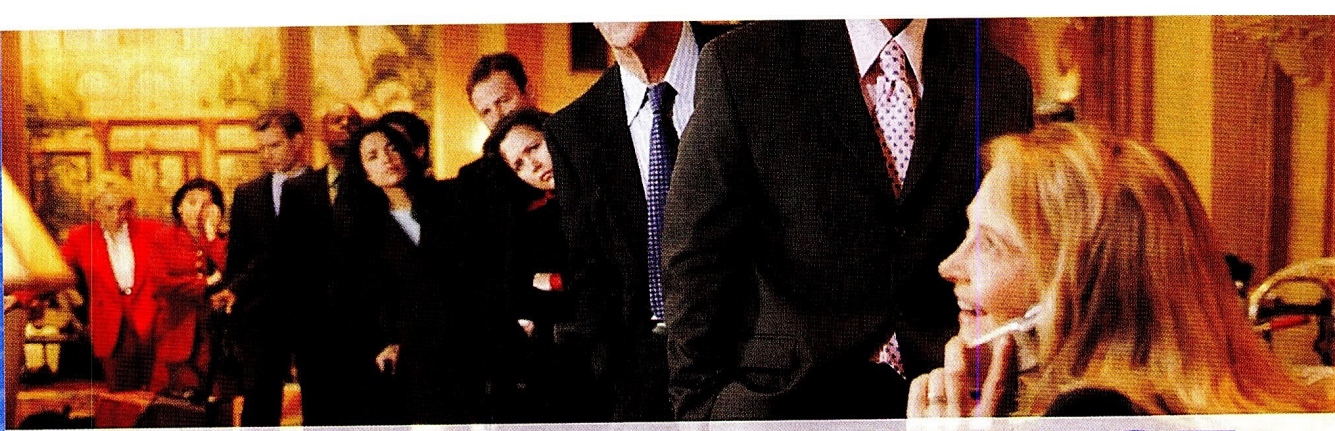
## Writing a report

- 4 Write a report of 200–300 words describing the problems in running this hotel together with your recommendations. Use the model in the Writing bank on page 101 to help you.

### UNIT 8: KEY WORDS

administrative work bed-night  
casual labour cost-cutting  
demanding empower evaluate  
incentive occupancy rate policy  
refurbishment rewarding  
run out of staff retention stocked  
See DVD-ROM Mini-dictionary





# CUSTOMER SERVICE

## UNIT MENU

**Grammar:** question forms

**Vocabulary:** customer service terms, personal qualities, multi-word verbs

**Professional skills:** handling telephone conversations

**Case study:** improve customer service

## Speaking

### CUSTOMER EXPECTATIONS

- 1 Do you agree that 'The customer is always right'? Discuss your ideas with a partner.
- 2 Talk about your own experiences of good or bad customer service in one or more of the following places.

a hotel a restaurant a store a travel agency an airport a call centre

## Listening

### CUSTOMER SERVICE EXPERIENCES

- 3 **9.1** Listen to four people speaking about customer service. Where did each experience happen? Which are good experiences and which are bad?
- 4 Which of the speakers 1–4 use the phrases below? Listen again and write 1, 2, 3 or 4.

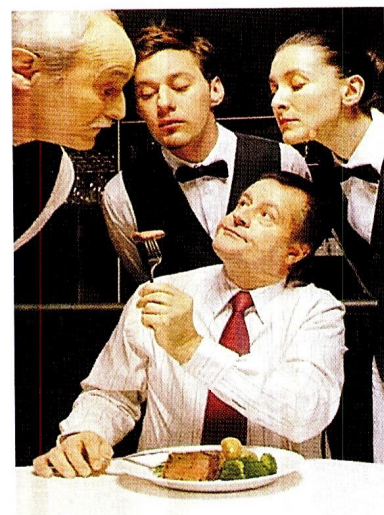
#### Problems

- \_\_\_ [They] had no idea what they were doing.
- \_\_\_ There was no record of the reservation.
- \_\_\_ There didn't seem to be any network at all.
- \_\_\_ There was a mechanical problem.
- \_\_\_ All the tables were taken.

#### Customer service

- \_\_\_ gesture of goodwill
- \_\_\_ complimentary box of chocolates
- \_\_\_ It shows they care.
- \_\_\_ on the house
- \_\_\_ frequent-flyer mileage credit

- 5 What could the people responsible in the two bad customer service situations have done to improve those situations? Discuss your ideas with a partner.





## Vocabulary

### PERSONAL QUALITIES

#### 6 Complete the Employee Code of Conduct with the words in the box.

appropriate competent loyal reliable welcoming

#### Employee Code of Conduct

The Prestige Group of Hotels trains all its staff in customer care, particularly in the importance of having the right professional attitude and behaviour. Employees with a good professional attitude should:

- be warm and <sup>1</sup>\_\_\_\_\_ to guests when they arrive and throughout their stay.
- be <sup>2</sup>\_\_\_\_\_ to the organization and not criticize it in front of guests.
- wear <sup>3</sup>\_\_\_\_\_ clothes and make it a priority to be well-dressed and well-groomed.
- be <sup>4</sup>\_\_\_\_\_ so that others can count on you and be a good team player.
- know your job and work in a <sup>5</sup>\_\_\_\_\_ and efficient manner at all times.

#### 7 Write the opposite of the personal qualities 1–12 below using the prefixes in the box. Use a dictionary to help you.

dis im in un

- |                  |                |                 |                 |
|------------------|----------------|-----------------|-----------------|
| 1 ___appropriate | 4 ___competent | 7 ___efficient  | 10 ___friendly  |
| 2 ___honest      | 5 ___loyal     | 8 ___patient    | 11 ___personal  |
| 3 ___polite      | 6 ___reliable  | 9 ___respectful | 12 ___welcoming |

#### 8 Complete the sentences below with the appropriate form (positive or negative) of adjectives from Exercise 7.

- His clothes were \_\_\_\_\_ for a waiter. He wore jeans and a not very clean T-shirt.
- The receptionist obviously had no idea what she was doing and was totally \_\_\_\_\_.
- In our country, it is \_\_\_\_\_ to address older people by their first names.
- Our staff are very \_\_\_\_\_. Nothing has ever been stolen from the guests' rooms.
- The hotel is part of a chain, so the rooms are the same everywhere and it all feels a bit \_\_\_\_\_.
- The food is excellent but the service is \_\_\_\_\_; some nights it's good and on others it's awful.
- I couldn't believe how \_\_\_\_\_ and well organized the staff were. They sorted out all my problems.
- The atmosphere was \_\_\_\_\_. The receptionist didn't smile or speak to me when I walked past and nobody offered to help me with my bags.

## Speaking

### SHOWING YOU CARE

#### 9 What could customer service staff do as a 'gesture of good will' in the following situations? Discuss your ideas with a partner and feed back to the class. Use the ideas from the listening in Exercise 3 to help you.

- A family have to wait a long time to get served in the restaurant and the food is not of a good standard.
- The receptionist forgot to make a restaurant reservation and the restaurant is now full.
- A passenger on a long-haul flight (20 hours) has ordered a vegetarian meal but there are none available.
- A guest complains that her room is dirty and smells of tobacco smoke.

#### RESEARCH

**GOOD AND BAD CUSTOMER SERVICE**  
Conduct a webquest to find examples of good and bad examples of customer service in travel and tourism facilities (hotels, tourist attractions, transport, etc.). Report back to the class.



# CUSTOMER FEEDBACK

## Speaking

### EVALUATING FEEDBACK

'The pool was nice and clean, and there were always plenty of clean towels.'

'We found the sand was not like the sand in the brochure. Your brochure shows the sand as golden but it was white.'

'We had to queue outside with no air conditioning for 20 minutes.'

'It is your duty as a tour operator to warn us in advance of any rude or noisy guests.'

'It took us nine hours to fly home from Barbados to England. It only took the Americans three hours to get home.'

'The best resort in Spain, loads to do and see. There was great varied evening entertainment.'

- 1 Work in pairs. Read the examples of customer feedback. Which are useful and possible to act on? Which are unreasonable? How can you react to positive feedback?

## Listening

### GETTING CUSTOMER FEEDBACK

- 2 **9.2** Listen to some tips about how to get feedback from your customers. Tick (✓) the techniques mentioned.

☐ questionnaire    ☐ direct questions    ☐ mystery guest audit  
☐ focus group    ☐ phone survey    ☐ feedback area on website  
☐ staff interaction    ☐ competitions

- 3 **9.3** Listen again and complete the tips with THREE words. Which feedback technique does each tip refer to?

- 1 Act as one of a group of customers with special needs, such as a person in a wheelchair or someone whose first language is not English and see how \_\_\_\_\_.
- 2 There can be a great difference between what we *think* people want and what \_\_\_\_\_.
- 3 Make sure that the people you use for your phone surveys are polite and unaggressive because many people react negatively to \_\_\_\_\_.
- 4 If the questionnaire is long, remember to allow people to save their data and come back \_\_\_\_\_.
- 5 With focus groups, you can obtain good qualitative data and, at the same time, make customers feel part \_\_\_\_\_.

- 4 If you could choose only one, which technique above is the best for getting customer feedback for the businesses below? Discuss your ideas with a partner and report back to the class.

a hotel   a museum   a restaurant   a theme park   an airline



## GRAMMAR: ASKING QUESTIONS

## Question forms

- 1 Closed questions can only be answered by *yes* or *no*. Use closed questions to clarify facts but not to gather details.  
**Was** the room comfortable? **Did** you enjoy your stay?
- 2 *Wh-* questions cannot be answered by *yes* or *no*. Use them to start a discussion or gather information.  
**What** exactly seems to be the problem? **How** can I help you?
- 3 Use these forms to make a polite request.  
**May** I sit next to you? **Do you mind** if I smoke? **Would you mind** sharing a room?
- 4 Indirect questions are more formal and polite than direct questions. Note the word order.  
**Can I ask you** how old you are? **Could you tell me** what time it starts?  
**Have you any idea** when you'll be leaving? **So you'd like to** order breakfast in your room? **Do you know whether** he wants the executive suite?

See Grammar reference, page 117.

5 Study the Grammar box and reorder the words below to form questions that a hotel receptionist would ask.

- 1 you / in / would / filling / me / this / for / mind / form ?
- 2 me / credit / is / you / could / what / card / tell / number / your ?
- 3 details / you / the / I / all / if / mind / check / again / do ?
- 4 like / you / would / taxi / to / for / book / 8 / a / so / tomorrow / me / morning / at ?
- 5 was / mind / if / I / you / your / changing / room / tomorrow / wondering / would / night ?
- 6 call / give / tell / early / time / could / me / you / to / me / you / morning / an / what / want / you ?

6 Use the expressions in brackets to make these direct questions polite and indirect.

- 1 What kind of room would your director prefer? (Can you ...?)
- 2 How many nights will he be staying? (Do you know ...?)
- 3 He'll need to be picked up from the airport. (So he ...?)
- 4 What time will he be arriving? (Could you ...?)
- 5 Will he have all his meals in the hotel? (I was wondering ...)
- 6 When will he be checking out? (Have you any idea ...?)

## Speaking

## A FEEDBACK QUESTIONNAIRE

- 7 Work in pairs. Take turns to be the hotel guest and the customer service employee at a Prestige Hotel. Interview a guest about a recent stay at the Prestige Hotel and complete the questionnaire in File 20, page 110. Use polite question forms when asking the questions.

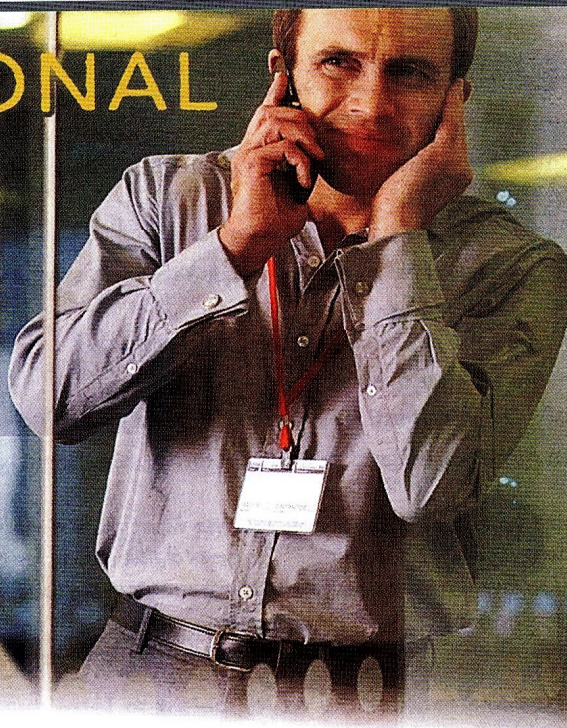
Please Rate Your Experience With Us:

Excellent	<input checked="" type="checkbox"/>
Good	<input type="checkbox"/>
Average	<input type="checkbox"/>



# PROFESSIONAL SKILLS

## HANDLING TELEPHONE CALLS



### Vocabulary

#### USEFUL TELEPHONE PHRASES

- 1 Complete the telephone conversations with appropriate words or phrases. Compare your ideas with a partner.**

**1 (TA = Travel agent, C = Customer)**

TA: Hello, Aphrodite Travel, Constantin speaking. <sup>1</sup> \_\_\_\_\_?

C: I'd like to speak to Mrs Castellanos, please.

TA: <sup>2</sup> \_\_\_\_\_?

C: My name's Robert Taylor. <sup>3</sup> \_\_\_\_\_ a booking I made recently.

TA: Fine. Can you give me the reference number, please?

**2 (CS = Customer Service operator, C = Customer)**

CS: Hello, Customer Enquiries. <sup>4</sup> \_\_\_\_\_. How can I help you?

C: I'd like to speak to the Chief Operations Officer, please. Maria Tardelli.

CS: Yes. <sup>5</sup> \_\_\_\_\_?

C: It's Lars Vandenbosch from Belltours.

CS: I'm putting <sup>6</sup> \_\_\_\_\_.

C: Thank you.

**3 (C = Customer, R = Receptionist)**

C: Good morning. My name is David Saada. I'm calling from a landline at the airport. I checked out this morning and I think I left my cell phone in room 218. I was wondering if anyone has found it.

R: Oh right, well, I'll <sup>7</sup> \_\_\_\_\_ straightaway and see if the room has been cleaned.

C: Thank you. I'll call back in ten minutes.

**4 (R = Receptionist, C = Customer)**

R: I'm sorry, she's in a meeting at the moment. <sup>8</sup> \_\_\_\_\_?

C: Yes, please. Can you tell her that Mrs Castell phoned about the meeting in Zurich at the end of the week. I need to change the time of the appointment.

R: OK. I'll <sup>9</sup> \_\_\_\_\_ and make sure she <sup>10</sup> \_\_\_\_\_ to you as soon as the meeting's finished. Does she have your number?

C: Yes, but I can give it to you just in case. It's 00 33 1 60 63 61 40.

R: OK, I've got that.

- 2 ))) 9.3 Listen and check your answers. Learn the useful telephone phrases.**



## Reading

### TELEPHONE ETIQUETTE

- 3 Read and complete the Professional skills box about telephone etiquette with the words in the box. Compare your answers with a partner. Is there anything else you can add?

adapt answer ask interrupt smile take notes turn away

#### PROFESSIONAL SKILLS: TELEPHONE ETIQUETTE

1 \_\_\_\_\_ all calls quickly – more than five rings is unacceptable.

2 \_\_\_\_\_ from your desk and computer screen.

Greet the caller with your name and/or organization and 3 \_\_\_\_\_ how you can help.

Listen carefully and don't 4 \_\_\_\_\_.

Think about your answer while the caller is speaking.

5 \_\_\_\_\_ while you are talking – it raises your voice and makes you sound warm and friendly.

Speak clearly and slowly. 6 \_\_\_\_\_ your language to the English language ability of the caller.

7 \_\_\_\_\_ when there is a message for a colleague and the information includes names or numbers.

## Speaking

### TELEPHONE NUMBERS

- 4 ))) 9.4 Listen and write the SIX telephone numbers you hear.

- 5 What are the different ways of pronouncing these numbers?

00 44 07734 066 7777 50 078899

## Vocabulary

### MULTI-WORD VERBS

- 6 Complete the sentences with the words in the box to make equivalent expressions.

cut off get back get through hang up hold on look into pass on  
put you through run out sort out

1 I'm trying to connect you now.

2 One moment, please.

3 I'll contact you again soon.

4 I'll give her your message.

5 Sorry, we were disconnected.

6 Don't end the call yet.

7 My battery is nearly flat.

8 It's impossible to connect to the number.

9 I'll investigate the possibility of a reduction.

10 It won't take long to solve the problem.

I'm trying to \_\_\_\_\_ now.

\_\_\_\_\_ a minute, please.

I'll \_\_\_\_\_ to you soon.

I'll \_\_\_\_\_ your message.

Sorry, we were \_\_\_\_\_.

Don't \_\_\_\_\_ yet.

My battery has nearly \_\_\_\_\_.

It's impossible to \_\_\_\_\_.

I'll \_\_\_\_\_ the possibility of a reduction.

It won't take long to \_\_\_\_\_ the problem.

## Speaking

### A HOTEL BOOKING

- 7 Work in pairs. Student A, turn to File 13, page 107. Student B, turn to File 26, page 112. Make the phone call and manage the conversation.





# CASE STUDY

## IMPROVE CUSTOMER SERVICE

### CASE STUDY MENU

**Aim:** To improve customer service at a stately home.

- 1 Read about the history of a stately home, its facilities and attractions.
- 2 Share customer feedback on services at the stately home.
- 3 Listen to a customer telephone call and complete the feedback card.
- 4 Read some information and hold a meeting to draw up a plan for improvement.

### The history of Lilburne Manor

- 1 Read the information about Lilburne Manor. Are the statements true (T) or false (F)? Correct any false statements.

- 1 The manor and gardens are privately owned. T / F
- 2 Some parts of the building are not suitable for visitors with reduced mobility. T / F
- 3 The exhibition is specially designed to interest children. T / F
- 4 Renovation work on the house is currently in progress. T / F
- 5 It is possible to have a picnic in the grounds behind the manor. T / F
- 6 Access to the manor by car is difficult at the present time. T / F

### Lilburne Manor

Set in 100 acres of woodland, Lilburne Manor – with extensive pleasure gardens, orangery, boating lake and a beautiful suite of receptions rooms on the first floor\* – is one of the most complete and best-preserved examples of a 16th-century gentlemen's residence. The house was built by William Lilburne, a favourite of King Henry VIII, in 1522 and was the home of the Lilburne family for over 400 years until it was bought by the Historic Houses Trust in 1952.

Facilities include:

**Gourmet restaurant** in the grounds of the manor, serving morning coffee, lunch and afternoon tea.

(Please note that consumption of food is not permitted elsewhere in the house and grounds.)

**Year-round children's activities**, including quizzes, nature trails and a permanent hands-on exhibition about daily life in 16th-century Britain. Family tickets are available at a reduced price.



**Boat Hire** is available on the lake from 16 April–30 September at weekends and during school holidays.

**Note:** the car park is being renovated and is closed to the public. There is limited free parking 750 metres away.

\* There is currently no disabled access to this part of the house.



## Customer comment cards

- 2 Work in pairs. Read the visitors' comment cards and share the information to compile a list of Lilburne Manor's strengths and weaknesses. Student A, look at the cards below. Student B, turn to File 16, page 108.

**Date of visit:** 4 July    **E-mail:** Jávorka@viasat.hu  
**Name:** Zsuzsa Jávorka  
**Address:** Kiscelli u. 116  
**Postcode:** HU-1037  
**Country:** Hungary  
**Comments:**

The manor is certainly interesting for children but I am in a wheelchair and as there is no ramp, I had to be carried up the front steps. Also, why not install a lift to the first floor? You have a legal obligation not to discriminate. There was no toilet for the disabled either.

*Data collected from this comment card is used solely for internal purposes and is not passed on to third parties.*

**Tel:** 030 8857 3322    **comments@lilburnemanor.net**

**Date of visit:** 5 July    **E-mail:** m.stofer@wanadoo.fr  
**Name:** Michelle Stofer  
**Address:** 60 Boulevard Jourdan, Paris  
**Postcode:** 75015  
**Country:** France  
**Comments:**

The so-called 'gourmet' restaurant was most disappointing. The starters we ordered were swimming in oil and the salad was tired. The chicken soup was lukewarm and the assortment of meat and vegetarian dishes all tasted the same. The only good thing was the courteous manner in which the staff patiently listened to our complaints. I hope in future the quality of your food is able to match the quality of your service.

*Data collected from this comment card is used solely for internal purposes and is not passed on to third parties.*

**Tel:** 030 8857 3322    **comments@lilburnemanor.net**

## Customer phone call

- 3 **9.5** Jack Carter is the Customer Service Manager at the manor. Listen to him taking a telephone call from a recent visitor and complete the comment card.



**Date of visit:** 1 \_\_\_\_\_    **E-mail:** 2 \_\_\_\_\_  
**Name:** 3 \_\_\_\_\_  
**Address:** Grüner Weg 6  
**Postcode:** 61169 Friedberg  
**Country:** Germany  
**Comments:**

*Data collected from this comment card is used solely for internal purposes and is not passed on to third parties.*

**Tel:** 030 8857 3322    **comments@lilburnemanor.net**

- 4 Do you think the complaint was justified? Did Mr Carter handle the conversation satisfactorily? Why/Why not?

## Writing a response to a customer

- 5 Choose two of the complaints from the comments cards and write an email in reply to the customer. Use the model in the Writing bank on page 101 to help you.

### TASK

You are going to hold a meeting to decide on an action plan for improving customer services at Lilburne Manor. Work in pairs. Student A, turn to File 4, page 103. Student B, turn to File 9, page 105.

- 1 Read your additional information and make notes about your ideas for improving customer service.
- 2 Come together in groups of four and hold the meeting.
- 3 Draw up an action plan with at least FIVE main points for improving customer service at Lilburne Manor. Include the time frame and approximate costs.
- 4 Present your action plan to the class.

### UNIT 9: KEY WORDS

audit    code of conduct  
 complimentary    efficient manner  
 gesture of goodwill    incompetent  
 interrupt    on the house  
 qualitative data    show you care  
 sort out    unacceptable  
 well-groomed  
 See DVD-ROM Mini-dictionary





# BUSINESS TRAVEL

## UNIT MENU

**Grammar:** past perfect

**Vocabulary:** idioms and metaphors

**Professional skills:** socializing and making small talk

**Game:** The Trade Fair Game

## Reading

### CHANGES IN BUSINESS TRAVEL

1 Read the article, originally published in the *New York Times*, and answer the questions.

- 1 Look at the title. Who sits 'in the front row'? What is the significance of the front row in air travel?
- 2 Find TWO reasons why business travel decreased and TWO reasons why it has increased?
- 3 List the strategies airlines use to attract business travellers.
- 4 What could limit the growth of business travel in the future?

## A Return to Spending and the Front Rows

By JAD MOUAWAD

Whether they are the CEOs of small and medium businesses, sales representatives, VIPs or corporate executives, business travellers these days are more often found at the front of the plane than at the back, where cuts in travel budgets confined them during the recession.

The restrictive company policies that banned business-class travel, limited overnight stays to three-star hotels and replaced three-day sales conferences in Las Vegas with virtual meetings via conference calls have all but disappeared. The years of chasing costs have given way to a rebound in travel as the economy picks up and company travel managers are prepared to **foot the bill** for first-class travel and better accommodation.

The airlines have greeted the return of their premium travellers with open arms and are fighting more fiercely than ever for their loyalty with new business-class seats, refurbished business lounges and improved on-board service.

Karl Kennedy, a Detroit-based travel consultant who does about 100,000 miles a year with United Airlines, said he has seen evidence of this trend this year. 'It's been harder to get upgraded to first class these days

because so many frequent fliers are crowding the air. Budgets had been **cut to the bone**. But you can't keep your people in the office forever. Webinars and e-meetings may save time but you don't get to know people in the same way. Companies realized they had to get back on the road and **grow their business**.'

While the days of travelling **on a shoestring** are largely over, business travellers remain cautious. Unemployment remains high and the risks posed by the prospect of high energy prices are threatening airlines and their passengers. Air travellers still also have to live with heightened security measures – the skies are not safe yet from terrorists.

While companies have sent their managers back into the air, there remain significant hazards **on the horizon**. Energy costs are **going through the roof** and companies may switch back to economy class on short-haul flights and premium economy for longer distances.

'We will certainly have a better year for business travel but the question is how high is high?' said travel analyst, John W. Huffman. 'The reality of high fuel costs, uncertain earnings and the weak dollar could potentially **put the brakes on** the growth.'





## Vocabulary

### IDIOMS AND METAPHORS

- 2 The expressions in **bold** in the article are all popular idioms. Replace each of the expressions in *italics* below with one of the idioms.
- Prices have to be *reduced to a bare minimum* during a recession or you get no sales at all.
  - Business is good at the moment but we foresee problems *in the near future*.
  - Unfortunately, when fuel costs go up, it's the passenger who has to *pay*.
  - The original promotional video didn't have a budget and was filmed *for almost nothing*.
  - A rise in interest rates could *slow down* our potential for further investment.
  - The price of real estate in cities like Moscow or London is *rising very rapidly*.

## Speaking

### BUSINESS TRAVELLERS AND INCENTIVES

- 3 How are business travellers different from ordinary travellers? Discuss the factors below with a partner.

car hire   check-in procedure   class of travel   complexity of itineraries  
cost factors   hotel reservations   safety and security   scheduled/charter flights

- 4 If your employer wanted to reward you for your performance, which of the options below would you prefer? Discuss your ideas with a partner.

a gift   a mystery package   a vacation with colleagues  
a vacation with your family   money

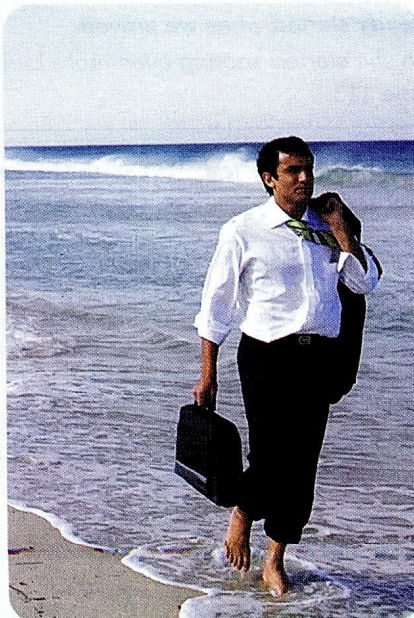
- 5 Read about Taylor's Travel's incentive travel programme and answer the questions.

- Why, according to Taylor's Travel, is money not a good way to reward employees?
- What is the advantage to the employer of a group vacation?
- Find out about a specialist company that offers incentive travel packages to companies. Report back to the class.

### *Taylor's Travel*

#### INCENTIVE TRAVEL SOLUTIONS

If you're looking for a way to reward your high-flying employees, an incentive travel programme can be one of your best solutions. Companies often give their best employees an annual bonus but this is often spent on bills and shopping for groceries. How much better to give your personnel an experience they'll remember for the rest of their lives! Sharing unforgettable moments will bond your team and increase motivation and productivity in the workplace more than you can imagine. Call us now and let a Taylor Travel specialist put together an incentive travel programme that's right for you.





# TRAVELLING AND TEAM-BUILDING

## Listening

### BUSINESS TRAVEL STORIES

- 1 **10.1** Listen to the two business travel stories and answer the questions.

#### Speaker 1

- 1 Why didn't she wear earplugs that night?
- 2 Why was she so tired at breakfast?
- 3 Why did she sleep in the presidential suite the next night?

#### Speaker 2

- 1 How long had he worked in San Francisco before coming to Memphis?
- 2 Why did he decide to dress as a cowboy?
- 3 How was he finally able to attend the awards banquet?



## GRAMMAR: PAST PERFECT

- 1 Use the **past perfect** to talk about an action or event that happened before another past event.

*I came down to breakfast but I'd only **slept** for about 15 minutes.*

*I left the hotel in San Francisco where I'd **worked** for 13 years.*

- 2 The **past perfect** shows you which of two events happened first.

*When he got to the airport, he checked in. (He arrived and then checked in.)*

*When he got to the airport, he **had checked in**. (He checked in on-line before leaving for the airport.)*

- 3 The **past perfect** is often used with adverbs that situate an event *before* a point in the past.

*The presentation had **already** started when we arrived.*

*I'd **just** got to sleep when she started snoring even more loudly.*

See Grammar reference, page 113.

- 2 Study the Grammar box and complete the story with the verbs in the box in the past simple or past perfect tense.

ask be create fly got land leave pack put spend

Last year, I <sup>1</sup> \_\_\_\_\_ to Mexico City for a crucial product expo held by the company's largest and most important account. The client <sup>2</sup> \_\_\_\_\_ me to make a presentation to decide whether or not to continue the partnership.

I <sup>3</sup> \_\_\_\_\_ all of the materials for the exhibition – brochures, surveys, badges and registration signs – in my suitcase the night before I <sup>4</sup> \_\_\_\_\_. But when I <sup>5</sup> \_\_\_\_\_ at Santa Lucia Airport, I discovered the baggage handlers <sup>6</sup> \_\_\_\_\_ it on a flight bound for the Middle East.

So I <sup>7</sup> \_\_\_\_\_ two days re-doing the documents and printing them in a business centre. Luckily, because it <sup>8</sup> \_\_\_\_\_ such a big event, I <sup>9</sup> \_\_\_\_\_ there three days early. The trip <sup>10</sup> \_\_\_\_\_ a new company policy: all printed materials would henceforth be taken as carry-on luggage.



## Reading

## TEAM-BUILDING EVENTS

- 3 What do you know about corporate team-building events? What sorts of activities are available? Discuss with a partner.
- 4 Read the text about team-building package providers. Match the questions a–f with the answers 1–6 in the text.
- a Does the provider have public liability insurance?
  - b Does the provider create programmes to meet the client's needs?
  - c How competent are the facilitators?
  - d How challenging and imaginative is the programme?
  - e Can we see examples of feedback from other clients?
  - f What about the choice of venue and facilities?



## How to find a good team-building provider

1 \_\_\_\_\_

Your provider should have experience in tailoring programmes for corporate clients. This means building the programme from zero to suit the client's specific aims, not just offering a standard package.

2 \_\_\_\_\_

Dealing with a group of HR executives or sales people is not the same as dealing with ordinary tourists. Sports and outdoor activity instructors won't have all the necessary skills. Make sure your provider has trained facilitators with experience in corporate training and management theory.

3 \_\_\_\_\_

Does your provider have good ideas? Are they creative and innovative? They will need to be in order to develop activities that prove truly inspirational. Talk to them and find out.

4 \_\_\_\_\_

A professional team-building provider wouldn't dream of taking a corporate group as far as the coffee shop without proper insurance coverage. It is essential to protect everyone's safety. Furthermore, if your provider is insured (and don't go anywhere near them if not!), this demonstrates that an insurance company is satisfied with their level of expertise.

5 \_\_\_\_\_

It doesn't matter if your team are going to the mountains for ten days or playing an enjoyable team game for two hours on the beach, good equipment is essential. It is important for safety reasons but it also helps to ensure professional delivery.

6 \_\_\_\_\_

Ask to see some client testimonials, or if these are not available, to speak to some past clients with needs similar to yours. It will be no problem for an experienced operator to provide this.

- 5 Do you think that organizing corporate team-building events would be a good business? What would you need to set up this kind of business? Discuss your ideas with a partner.

## RESEARCH

## TEAM-BUILDING PROVIDERS

Do some internet research about team-building and corporate event providers in your region. Find out what kinds of packages are available. Report back to the class.



# PROFESSIONAL SKILLS

## SOCIALIZING



### Speaking

#### TOPICS OF CONVERSATION

- 1 Look at the list of conversation topics. Which of them could you talk about with the people below? In what situations?

a client   a colleague   a friend  
someone you have just met at a trade fair   your boss

- |                                   |                           |
|-----------------------------------|---------------------------|
| 1 the weather                     | 6 your salary             |
| 2 family                          | 7 religion                |
| 3 work problems                   | 8 what you did last night |
| 4 trends in the travel industry   | 9 politics                |
| 5 finding out where someone lives | 10 your health            |

- 2 Are there any subjects you would never discuss?

### Vocabulary

#### MAKING SMALL TALK

- 3 Complete the tips for making small talk in the Professional skills box with the correct option a, b, c or d. Which tip do you find the most useful?

- |  |
|--|
| 1 a card   b name   c hand   d greeting              |
| 2 a Give   b Meet   c Introduce   d Offer            |
| 3 a speech   b say   c word   d remark               |
| 4 a statements   b greetings   c questions   d ideas |
| 5 a Eat   b Hear   c Wait   d Listen                 |
| 6 a English   b body   c formal   d polite           |
| 7 a offer   b advance   c idea   d opportunity       |
| 8 a leave   b finalize   c end   d organize          |

- 4 Write an example sentence for each tip (where appropriate). Share your example sentences with the class.

e.g. Tip 1: *Hello, may I give you my card?*

#### PROFESSIONAL SKILLS: MAKING SMALL TALK

- Say *hello* first. Offer your \_\_\_\_ so that the other person doesn't have to remember it.
- \_\_\_\_ people to each other. Make an effort to remember names and use them.
- Make a \_\_\_\_ about where you are and what's happening.
- Ask open \_\_\_\_ (that the other person can't answer with only *yes* or *no*.)
- \_\_\_\_ more than you talk. Look the other person in the eye – don't look around the room.
- Be careful about your \_\_\_\_ language. People who look ill at ease make others uncomfortable. Act as if you're confident and comfortable, even if you aren't.
- Have something interesting to say. If you know what's happening in the news/current affairs, this can give you an \_\_\_\_ to start a conversation.
- Prepare some 'exit lines' so that you can \_\_\_\_ the conversation and move on gracefully.



## Listening

### STRIKING UP A CONVERSATION

#### 5 ))) 10.2 Listen to the conversations and complete the exchanges.

1 (PB = Peter Baxter, MC = Mrs Chen)

PB: Excuse me, Mrs Chen?

MC: Yeah.

PB: <sup>1</sup> \_\_\_\_\_. I'm Peter Baxter from the Los Angeles office.

MC: Ah yes, Peter Baxter. <sup>2</sup> \_\_\_\_\_.

2

Hello, <sup>3</sup> \_\_\_\_\_. I'm Werner Krüg from Graz in Austria. Where do you come from?

3 (LL = Lucas Lee, TM = Tim Mason)

LL: Excuse me, are you Tim Mason by any chance?

TM: Yes, that's right.

LL: <sup>4</sup> \_\_\_\_\_. My name's Lucas Lee. I work for AsiaTravel in Singapore.

4 (HMC = Hwang Mi Hee, PM = Phillipe Moreau)

HMH: <sup>5</sup> \_\_\_\_\_ Phillipe Moreau.

PM: That's right.

HMH: <sup>6</sup> \_\_\_\_\_ Brent McIntosh, our Marketing Director in Sydney?

#### 6 ))) 10.3 Listen to these people and complete the missing words in the sentences below. What does the other person say in reply?

1

It's been a long day, <sup>1</sup> \_\_\_\_\_?

2

So, that was an interesting talk, <sup>2</sup> \_\_\_\_\_?

3

It's a splendid programme, <sup>3</sup> \_\_\_\_\_?

4

Just <sup>4</sup> \_\_\_\_\_, there's something I have to attend to.

5

Well, it's getting late. <sup>5</sup> \_\_\_\_\_.

6

Look Richard, <sup>6</sup> \_\_\_\_\_. I have a busy day tomorrow.

## Speaking

### COFFEE BREAK

#### 7 You are at a travel Trade Fair and are having coffee at the end of the morning session.

- 1 Choose a name for yourself, the organization you work for and your occupation.
- 2 Move around the class and strike up a conversation with a number of people.
- 3 Use the topics below, the Professional skills tips and the expressions in the listening to help you.
- 4 After three to five minutes with each person, say you have to leave and why.

a project you're working on   a recent news story   the weather  
 transport difficulties   your hotel   your new mobile phone



# THE TRADE FAIR GAME

## START

1 →

Tell the airport taxi driver where you want to go. On the way, ask what sights there are to see in the city.

2 →

Check in at the hotel and start a conversation about the weather forecast for the week. Confirm that you can have documents translated.

3 →

Introduce yourself and ask another delegate at the Trade Fair what he/she thinks of the choice of location and the facilities at the Trade Fair centre.

4 →

You have forgotten your smartphone in the taxi you took from the airport. Call the taxi company in order to try and get it back.

## FINISH

24

Invite someone to share a taxi back to the airport at the end of the Trade Fair. Ask about his/her travel arrangements.

23

Talk to another delegate about the sessions you found the most and least interesting. You now have to go back to your hotel and write a report.

21

Go back three spaces.

22 ↑

You meet someone who was on the same course as you a while ago. Talk about the course and what you learnt from it. Suddenly you realize you have to leave quickly to catch a train.

20 ↑

You are with a foreign delegate who asks you about economic conditions and the outlook for business travel spending over the next two years.

19

A visitor comes to your stand and asks you about the new incentive travel package on offer.

18

A visitor to your stand asks you if there are any niche tourism products that would interest business travellers.

17

You are not happy with your hotel accommodation. Tell another delegate about your bad experiences there. Discuss ways in which hotels can ensure high standards of customer service.



Work in groups of four and play the Trade Fair Game. Follow the instructions.

## Instructions

- 1 Play the game in groups of four.
- 2 The first player tosses a coin (heads = move 1 space, tails = move 2 spaces) and chooses another member of the group to speak to. These two players must conduct a conversation for one minute following the instructions in the square.
- 3 The person the player has chosen shares equal responsibility for keeping the conversation going by asking questions or providing additional information, etc. If they fail to do so, they move back one space.
- 4 When the minute has passed and the conversation is over, the next player tosses the coin, moves forward and chooses another person for the conversation.
- 5 The first player to reach the 'Finish' square – and successfully complete a conversation according to the instructions written there – is the winner.



5 →

A person has introduced himself/herself to you but you didn't catch his/her name. Ask him/her where he/she works, if it is his/her first visit and how long he/she is staying.

6 →

You meet an old friend. Find out what he/she has been doing recently. Tell him/her about the training course you went on a month ago.

7 →

You have been asked to help an overseas delegate. Explain the Trade Fair programme for the day, including breaks and how to get to a different place in the building.

8

A delegate asks for your opinion on the impact of major sporting events on tourism spending in your country.



10

Strike up a conversation with another delegate. Ask him/her where he/she comes from and what his/her job involves.



9

Go back three spaces.



11 →

A delegate asks you for your opinion on the effectiveness of various hotel guest loyalty programmes on offer.

12

You meet an interesting delegate from another country. Invite him/her for a drink. Talk about tourism opportunities and developments in his/her country.



16

You are sitting in the restaurant next to another delegate. Comment on the food and ask about typical dishes in his/her country.



15

A delegate has asked you for information about places to eat in town for dinner this evening. Describe the different types of restaurant available and make recommendations.



14

Strike up a conversation with another delegate. You recently attended a Trade Fair on 'doing business across cultures'. Tell him/her about it.



13

A visitor asks you which hotel is best for business travellers in your city, and why. He/She also wants to know about car hire.



## UNIT 10: KEY WORDS

bonus CEO conference call  
consultant corporate client executive  
grow a business incentive travel  
reward team-building upgrade  
VIP webinar

See DVD-ROM Mini-dictionary



# 2

# REVIEW AND CONSOLIDATION

## Niche tourism

1 Read the text about niche tourism. Choose the correct word a, b, c or d to fill the gaps.

The idea of niche tourism has become more and more popular, mainly as a reaction to <sup>1</sup>\_\_\_\_\_ tourism. Niche tourism <sup>2</sup>\_\_\_\_\_ for small groups of people – perhaps no more than a dozen at a time – who have a shared special interest, e.g. photography, steam engines, bird-watching or gastronomy. Niche tourism provides the opposite of the 'one-size-fits-all' strategy by treating their clientele as <sup>3</sup>\_\_\_\_\_ and offering them a personal level of service. Niche tourism products are <sup>4</sup>\_\_\_\_\_ to the client's individual needs and interests.

Because niche tourism is small-scale, it offers excellent opportunity for people who want to <sup>5</sup>\_\_\_\_\_ small independent businesses. Tourism is a very <sup>6</sup>\_\_\_\_\_ business and large tour operators depend on creating economies of <sup>7</sup>\_\_\_\_\_ in order to be profitable. Small travel companies have been able to <sup>8</sup>\_\_\_\_\_ areas of business that the major tour operators aren't able to take advantage of.

- |               |              |              |               |
|---------------|--------------|--------------|---------------|
| 1 a big       | b mass       | c majority   | d scale       |
| 2 a gives     | b sells      | c caters     | d creates     |
| 3 a singles   | b ones       | c specials   | d individuals |
| 4 a tailored  | b suited     | c provided   | d made        |
| 5 a put up    | b make up    | c set up     | d take up     |
| 6 a competing | b completion | c competitor | d competitive |
| 7 a size      | b scale      | c place      | d cost        |
| 8 a exploit   | b use        | c pay        | d profit      |

## Dealing with numbers and statistics

2 Write out these figures as you would say them.

- 1 \$492,000 \_\_\_\_\_
- 2 €6.25m \_\_\_\_\_
- 3 ¥72,525 \_\_\_\_\_
- 4  $\frac{4}{5}$  \_\_\_\_\_
- 5 R13.25bn \_\_\_\_\_
- 6 18–25 \_\_\_\_\_
- 7 3.75% \_\_\_\_\_
- 8 £350,000 \_\_\_\_\_

## Synonyms

3 Match the words 1–6 with the simpler and more frequent words a–f.

- |             |            |
|-------------|------------|
| 1 construct | a take out |
| 2 preserve  | b say      |
| 3 extract   | c give     |
| 4 seal      | d build    |
| 5 recite    | e close    |
| 6 grant     | f keep     |



## Culture quiz

- 4 Complete the sentences with the verbs in box A and the people in box B, using the passive and *by*, *for* or *during*.

A build compose paint write sing

B Giuseppe Verdi ~~John Lennon~~ JRR Tolkien Leonardo da Vinci  
Michael Jackson The Ming Dynasty the pharaohs William Shakespeare

- 1 Imagine was composed and sung by John Lennon.
- 2 *Romeo and Juliet* \_\_\_\_\_.
- 3 *The Lord of the Rings* \_\_\_\_\_.
- 4 The Great Wall of China \_\_\_\_\_.
- 5 *Thriller* \_\_\_\_\_.
- 6 *Rigoletto* \_\_\_\_\_.
- 7 The Egyptian Pyramids \_\_\_\_\_.
- 8 *The Mona Lisa* \_\_\_\_\_.

## Commonly confused words

- 5 Complete the sentences with the correct word in the box.

damage damages economic economical economics  
economies effective efficient raise rise

- 1 In the Antarctic, temperatures rarely \_\_\_\_\_ above freezing.
- 2 Tourism offers excellent \_\_\_\_\_ potential for the development of emerging countries.
- 3 The riots and repression could \_\_\_\_\_ the reputation of the place as a peaceful destination.
- 4 We need to make \_\_\_\_\_ by eliminating waste and cutting expenditure.
- 5 We offer good-quality package tours at \_\_\_\_\_ prices that everyone can afford.
- 6 The court awarded her \_\_\_\_\_ because she did not get the accommodation which she was promised in the brochure.
- 7 The course focuses on all the aspects of the \_\_\_\_\_ of tourism – markets, prices, financial investment and growth.
- 8 The director intends to \_\_\_\_\_ the museum's profile with the new international exhibition.
- 9 I have a really \_\_\_\_\_ filing system. I can find any document almost immediately.
- 10 How \_\_\_\_\_ do you think web advertising is in getting new customers?

## Adjectives with -ed and with -ing

- 6 Complete the sentences with the words in the box.

confused confusing satisfied satisfying surprised surprising tired tiring

- 1 She felt \_\_\_\_\_ after working hard all day.
- 2 We had an extremely \_\_\_\_\_ meal at Marco's restaurant.
- 3 Are you \_\_\_\_\_ with your progress on the course?
- 4 The London Underground can be very \_\_\_\_\_ the first time you use it.
- 5 Working 16 hours a day with children as a holiday rep can be very \_\_\_\_\_.
- 6 A \_\_\_\_\_ number of people actually complain about hotel hairdryers.
- 7 It is complicated, so if you're \_\_\_\_\_ about anything, don't hesitate to phone me.
- 8 I wasn't \_\_\_\_\_ to hear about their staff shortages because the pay is very low.



## have/get something done

- 7 Complete the list of hotel services with **have/get something done** and a verb phrase in the box.

bring a drink   clean them  
cut your hair   deliver your meal  
translate your documents  
wash and iron your clothes

### Room service

For everything you need, just contact reception by using the phone at the side of your bed. For example, if you're hungry, you can <sup>1</sup> \_\_\_\_\_ to your room.

### Shoe cleaning

Leave your shoes in the corridor at night and <sup>2</sup> \_\_\_\_\_ by morning.

### Laundry

You can <sup>3</sup> \_\_\_\_\_; just complete the form in the wardrobe and leave it on the bed.

### Beauty salon

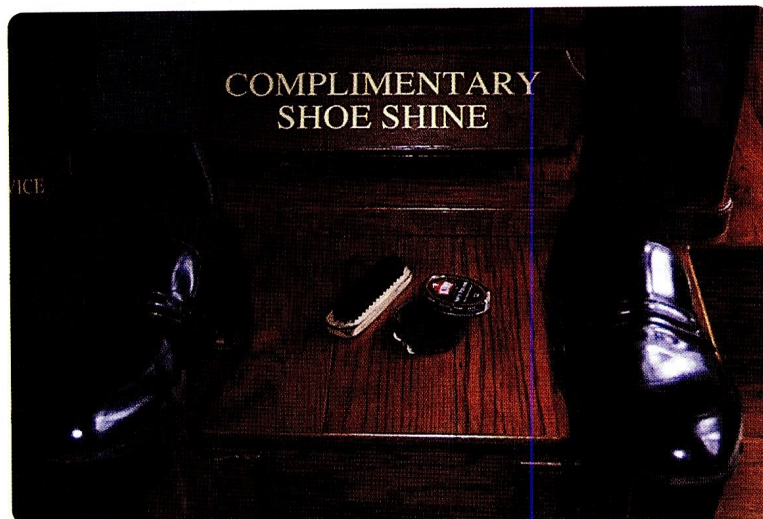
<sup>4</sup> \_\_\_\_\_ and your nails manicured at the same time. Just phone reception to make an appointment.

### Night porter

<sup>5</sup> \_\_\_\_\_ to your room after the bar has closed.

### Business facilities

You can <sup>6</sup> \_\_\_\_\_ into a foreign language. Please give 48 hours' notice.



## Linking words

- 9 Complete the sentences with the words in the box.

although   as a result   furthermore  
however   on the whole

- The hotel tax for hotels in Venice is based on their star rating. \_\_\_\_\_, there may be extra charges depending on the dates of your stay and the location of the hotel in the city.
- The museum was free but now there is an entrance fee. \_\_\_\_\_, the number of visitors has gone down.
- \_\_\_\_\_, the festival was a great success despite the bad weather.
- Until 1944, women in France were denied the right to vote. \_\_\_\_\_, they could not open a bank account or cash a cheque without their husband's permission.
- \_\_\_\_\_ I can't help admiring Picasso's technique, I don't like his paintings very much.

## Multi-word verbs

- 8 Complete the sentences with the multi-word verbs in the box.

catch up   get through   pass on  
run out   see to   sort out

- I've been trying to \_\_\_\_\_ to him all morning but the line's engaged.
- She's staying late at the office to \_\_\_\_\_ on some reports.
- Your passport will \_\_\_\_\_ next month. You must get it renewed.
- 'These payments need to be checked.'  
'I'll \_\_\_\_\_ them this afternoon.'
- We've managed to \_\_\_\_\_ the computer system's initial problems.
- I'll \_\_\_\_\_ your message to Mr Barber as soon as he gets back from lunch.

## Asking questions

- 10 Correct the mistakes in the questions below.

- Can I ask how old are you?
- It's too early, is not it?
- Does he wants the executive suite?
- Do you mind if I'm asking you to move?
- Would you mind to share a room?
- What exactly does seems to be the problem?
- Could you tell me where do you live?
- I am wondering if you would agree to replace Fyodor?



## Personal qualities

**11 The following sentences do not make sense. Write the opposite of the personal qualities by choosing a suitable prefix.**

- Many hotel guests are honest and steal the towels.
- They're terribly efficient because it took five phone calls and a letter of complaint before they finally decided to react.
- It would be appropriate of me to comment on the situation until I know more of the facts.
- She was awfully polite and just took the tickets off me without saying *thank you*.
- He's totally competent. He never files anything and often loses documents.
- I dislike staying in branded hotels; they're so personal and welcoming.
- No one wants to work with a person who is reliable and capable of correcting his or her mistakes.
- The passengers were getting more and more patient as the flight was soon to take off and many of them had not checked in.

## A travel story

**12 Complete the travel story. Put the verbs in brackets in the past simple or the past perfect.**

Two years ago, I <sup>1</sup> \_\_\_\_\_ (be) on my way to spend the holidays with my fiancé who <sup>2</sup> \_\_\_\_\_ (live) in Boston at the time. I <sup>3</sup> \_\_\_\_\_ (feel) really tired because I <sup>4</sup> \_\_\_\_\_ (be) to a party the night before. At the airport, I <sup>5</sup> \_\_\_\_\_ (run into) a colleague who <sup>6</sup> \_\_\_\_\_ (be) on her way to Buffalo. She <sup>7</sup> \_\_\_\_\_ (tell) me that she <sup>8</sup> \_\_\_\_\_ (arrive) there the previous day and that no flights <sup>9</sup> \_\_\_\_\_ (take off) since Thursday because of the snowstorms. It <sup>10</sup> \_\_\_\_\_ (look like) we would have to wait a long time. We couldn't do any shopping because most of the stores <sup>11</sup> \_\_\_\_\_ (close) early owing to a lack of personnel.

My co-worker <sup>12</sup> \_\_\_\_\_ (have) a classical guitar with her and I <sup>13</sup> \_\_\_\_\_ (take) singing lessons before I <sup>14</sup> \_\_\_\_\_ (abandon) the idea of becoming an American Maria Callas. The people around us <sup>15</sup> \_\_\_\_\_ (look) really fed up so we <sup>16</sup> \_\_\_\_\_ (decide) to give an improvised concert to cheer up all the passengers who <sup>17</sup> \_\_\_\_\_ (miss) their flights.

This <sup>18</sup> \_\_\_\_\_ (last) for about three-quarters of an hour and then we <sup>19</sup> \_\_\_\_\_ (hear) that the ground staff <sup>20</sup> \_\_\_\_\_ (clear) the runway and everybody could finally check in. Then, to my horror, I suddenly <sup>21</sup> \_\_\_\_\_ (remember) – I <sup>22</sup> \_\_\_\_\_ (leave) my passport on the kitchen table. I <sup>23</sup> \_\_\_\_\_ (put) it there so I wouldn't forget it! So I <sup>24</sup> \_\_\_\_\_ (go) back home and <sup>25</sup> \_\_\_\_\_ (make) myself a lonely dinner and <sup>26</sup> \_\_\_\_\_ (talk) for hours with my fiancé on the phone. It was by far the worst holiday I <sup>27</sup> \_\_\_\_\_ (ever spend).

## The Princess Miranda Conference Centre

**13 Read the extract from a brochure about the Princess Miranda Conference Centre in Rio de Janeiro. Find and correct the TEN spelling mistakes.**

Located in downtown Rio and closed to the business distract, this brand-new accomodation comprises a total of 74 suits and 114 bedrooms. The conference centre is within waking distance of the Tiradentes Palace and the National Library. Nearby points of intrest include teh famous Carioca Aqueduct and the Santa Teresa quarter with its cafés and restaurants.

Each room has a fully stoked fridge and a direct-dial telephone with voicemail. Bathroom features include baths and/or showers, bidets and hairdryers.

The international airport is just 25 minutes away by car or shuttel bus.

## Idioms and metaphors

**14 Complete the idioms in the sentences with the words in the box.**

bill bone horizon roof shoestring

- I think there are probably more price rises on the \_\_\_\_\_.
- The book tells you how to plan a visit on a \_\_\_\_\_ budget.
- Who is going to foot the \_\_\_\_\_ for all the extra security measures?
- We can't make any more economies – everything's already been cut to the \_\_\_\_\_.
- Because of the speculation, the price of raw materials has gone through the \_\_\_\_\_.





# WRITING BANK

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## Brochure descriptions

Brochure descriptions and catalogue entries are designed to make a place sound wonderful and to make readers dream of a perfect holiday. As a result, there are many vivid adjectives and superlative expressions.

The golden beaches stretch for 60 beautiful miles of this fascinating country's glorious coastline. One of the world's most exclusive destinations, this is a perfect place to spend a luxurious and romantic honeymoon.

Nestled against the dramatic background of the imposing Aravalli mountain range, the Ramachandran is a majestic hotel set in a stunning location. The opulent rooms overlook the tranquil Lake Pichola which is an ideal spot for a picnic or a leisurely boat ride on the peaceful, turquoise-blue waters.

The Shahjehan is situated in serene, landscaped gardens featuring cascading fountains and elegant courtyards. Enjoy breathtaking views of the Taj Mahal as you sit out on the terrace after a day spent among the bustling streets of Agra. The superb restaurant offers the finest choice of both Indian and international cuisine.

## Press or media release

A press or media release attracts attention by announcing the launch of new products, events that are being planned, recent achievements or information about a destination.

A press release should fulfil the following criteria:

- It should be short and to the point – no more than 400 words long.
- It should be written in sentences using correct punctuation.
- There must be an attention-grabbing headline.
- It should begin with the most newsworthy item in the first paragraph.
- The organization that produced the press release should provide their contact details – a postal and/or email address and a phone number.
- It is a good idea to recycle your media releases in an archive on your website.

### Announcing Machuci's brand-new digital magazine

This first issue of the Machuci.com digital magazine features the contestants of the *Tribal Warfare* adventure reality TV series with exclusive interviews of their jungle challenges. In addition, the magazine highlights the country's many up-market hotels, resorts and activities, including the newly-opened Altos de Santa Teresa Luxury Spa & Beauty Treatment Resort.

The digital magazine is in both English and Spanish and is the latest resource for anyone looking for information on Machuci. Its cutting-edge CSS3 format enables display on all smartphone mobile and tablet devices. In addition, the magazine is integrated with the LinkedIn, Twitter and Facebook pages of Machuci's National Tourism Organization (NTO).

According to José Rodríguez, Public Relations Manager of Machuci's NTO, 'the digital magazine is the next step in providing information for those interested in making Machuci one of the world's most popular destinations'.

Machuci's tourism infrastructure boasts luxury properties as well as intimate boutique hotels and family-run guesthouses in all the major centres, as well as stunning mountain and eco-resorts. The country now enjoys one of the lowest tourist crime records on the continent, so visitors can rest assured their holiday will be trouble-free from start to finish. For further information on submissions and advertising opportunities, please contact [José.Rodriguez@Machuci.com](mailto:José.Rodriguez@Machuci.com) Tel: 011 505 555 4841



## Catalogue entries

Catalogues are printed to accompany temporary and permanent exhibitions of art works. The type of text varies; some provide information about the artistic period and the life of the painters, others describe the canvas and what it represents.

### ***Landscape and Houses at Céret (1913) by Juan Gris***

**Oil on canvas, 100 cm x 65 cm**

Juan Gris (1887–1927) was a Spanish painter and sculptor who lived and worked in Paris for most of his life. He was a friend of some of the most famous painters of the early 20th century including Matisse, Braque, Fernand Léger, Modigliani and his fellow countryman Pablo Picasso. He is regarded as one of the founder members of the artistic movement known as Synthetic Cubism.

Gris favoured bold, vibrant colours as in the painting here of Céret, a village in the Pyrenees in south-west France. The landscape is depicted not as the eye normally 'sees' it but as the artist 'thinks' it, deprived of volume and portrayed in a series of two-dimensional planes. The canvas is designed as an abstract geometrical structure into which Gris has inserted different features of the countryside, houses, trees and fields into the composition.



### ***Return of the Bucintoro to the Molo on Ascension Day (1732) by Canaletto***

**Oil on canvas, 77 cm x 126 cm**

Canaletto (1697–1768) was the most famous Italian landscape painter of the 18th century. His pictures were great favourites with the British aristocracy who purchased them as souvenirs during their Grand Tours of Italy which were so popular at the time. *The Return of the Bucintoro to the Molo on Ascension Day* was one of a series of paintings commissioned by Joseph Smith, a British business man living in Venice.



Canaletto's works were displayed in Smith's house where he introduced them to potential buyers. Kings and queens such as Catherine the Great of Russia and George III of England possessed substantial collections.



# Minutes of a meeting

**For most professional meetings, action minutes are more useful than a full account of what was said. They give a brief account of the discussion and indicate what was decided and who should carry out the decisions.**

When writing minutes you should:

- Use the meeting agenda for your outline.
- At the top of the minutes, give the date and time and purpose of the meeting and a list of who attended it (see template below).
- Use people's initials instead of their full names when you refer to them in the minutes.
- Summarize the main points of the discussion for each of the numbered items on the agenda.
- For each of these items, also write what decisions were taken and who is responsible for implementing them.
- Give the date, time and venue of the next meeting (if known) at the end of the minutes.
- Type up the minutes as soon as possible after the meeting so as not to forget anything.

## Tourism Advisory Board

**Purpose of meeting:** To discuss local tourism initiatives

**Date/Time:** 14 January

**Present:** Jolanda Bossers, Vera Brown, Mary Dodd, Tim Mason, Demond Tibbs (apologies Bobby Brown)

**Chairperson:** Mary Dodd

Topic	Discussion	Action	Person responsible and deadline
1 Seafood festival	Mary Dodd told the meeting that further to discussions with the Chamber of Commerce, the 1st seafood festival will be held in September to promote local seafood restaurants and offer samples of their specialties.	Tim Mason proposed a motion to donate £5,000 towards this event. Agreed unanimously. Mary Dodd to contact potential sponsors.	MD, 21 February
2 Historic village signage	Jolanda Bossers reported that she had met with County Manager Don Ward and Planning Director Ken Wilson, to suggest new signage. They would like to create criteria for cultural and historic sites. Signs should promote the cultural and/or historical significance of the site, not the businesses that are located there.	Jolanda Bossers agreed to meet again with DW, KW to take this forward and to suggest we incorporate GPS software, website information and interactive technology together with the sign.	JB, 30 June
3 Travel marketing report	Vera Brown pointed out that most of the key strategies put forward in the Executive Summary had been implemented but more research needed to be done, especially on visitor expenditure.	Demond Tibbs requested that we also review the Regional Tourism Action Plan, developed in December. He would present the main points at the next meeting.	DT, 3 March
4 River Locke nature trail progress report	There is a real need to complete the trail before the summer season. At present, access to the river is limited and there is very little infrastructure for riding or walking, especially for families. This trail will provide access for cycling, walking, fishing and water sports.	Mary Dodd stated that the aim is to have more funding in place before the next budget review. This item will be put on the agenda for the next meeting.	None

The next meeting will be held on 3 March in the TAB offices, room 101.



## Emails

The style of an email depends on the context and the relationship between the writer and the reader. If you are writing to someone you do not know, the style should be neutral. An email to a close colleague is usually informal.

For both neutral and informal styles you should:

- Complete the subject/reference line.
- Start the message with a greeting (*Dear Mr Baker, Dear Ms Sanchez, Hi Shara*).
- State what the purpose of the mail is.
- Keep the message reasonably short.
- Be polite (*Could you please ...?, I would be grateful if ..., I was wondering if ...*)
- Check for obvious spelling and vocabulary mistakes.
- Check that the receiver's email address is correct.
- Refer to any attachments in the body of the text and remember to enclose them.
- State in the final paragraph what happens next (e.g. *Please let me know by the beginning of next week.*).
- End the message in an appropriate way. Common endings are: *Yours sincerely, Best regards, Best wishes, Regards.*
- If you don't know the name of the person you are writing to, use the same style conventions as you would for a formal letter, e.g. begin *Dear Sir/Dear Madam* and sign off with *Yours faithfully*

### Neutral style

From: victoria.green@adventureafrica.com

To: metzler.valerie99@yahoo.com

Subject: Safari tours in Kenya

Date: 11 October

Dear Mrs Metzler

Thank you for your enquiry concerning our range of safari tours in Kenya. They all start from Nairobi — you make your own way there — and take in Rwanda, Burundi and the Democratic Republic of the Congo. Depending on the length of time you would like to spend on safari, we will send you a concept contract and all the specific requirements for travelling in Africa such as visas, vaccinations and recommended clothing.

Many of our clients choose to combine a safari with a stay in Mombasa on the Indian Ocean. If you so wish, we can arrange for reasonably-priced accommodation there and you could travel back on the famous overnight sleeper train called the *Jambo Kenya Deluxe* which takes you through the Tsavo game park.

If you would like to contact me with your dates, number of companions, etc., I will send you the full details.

I look forward to hearing from you.

Yours sincerely

Victoria Green

Travel Consultant

### Informal style

From: fiona.harding@travelexpert.co.uk

To: stephen.wainright@sicilysun.co.it

Subject: Baggage handling

Date: 8/11/13

Hi Steve

Following on from our exchange of emails yesterday, could you pls advise me on your position re transporting baggage? Surely we cannot expect 172 pax to collect all their bags on arrival and walk 500 metres to the bus pick-up point.

Could you please get back to me asap?

Regards

Fi



## Audio commentary for a museum or art gallery

An audio commentary is written to be read and therefore must be in relatively simple language and easy to understand. Make sure that the sentences are not too long so that it will be easy to read aloud.

Look now at the seated scribe in front of you. In the complex society of Ancient Egypt, the scribe was a very important person because he was one of the few people who was able to read and write.

A scribe studied for about 12 years to learn and master the 700 hieroglyphs that were commonly used. First of all, they spent a long time copying individual signs and passages from textbooks. Later, they learnt to write letters in different styles – accountancy, mathematics and astrology – all subjects they would need in their future careers.

For most people, the word *scribe* refers to someone in the act of writing. But it is also used to translate the word *sech*, which is the title of a high-ranking Egyptian official. These officials were responsible for the management of property and personnel. Government ministries and royal households employed hundreds of scribes who were responsible for the organization of agriculture and building activity. In the temples and pyramids, scribes were in charge of making a list of objects contained inside them. The Abusir archives, some of which are kept at the museum, provide valuable evidence of this intense activity. Without scribes, we would know very little of Egyptian culture and religion. Now turn round and look at the display containing ...

irLanguage.com

## Proposals

A proposal should be written in formal, neutral language and be as concise as possible. It is a good idea to begin with an 'executive summary' which gives a short description of what is proposed and why. This should be followed by a more detailed account of how everything is going to happen and the information about the benefits and advantages of the proposed action.

### Gastronomy Tours in the Lomagne Region

#### Executive Summary

This proposal aims to make a case for the development of art and gastronomy tours as a sustainable tourism strategy for our region. In recent years, the search for new and innovative products has led to the rediscovery of cultural tourism in all its aspects. However, one aspect that reflects the ancestral customs, history, geography and economic and social development of our region has not yet been fully explored – that of gastronomy.

#### Programme description

This proposal aims to develop this new tourist product by researching tourism routes that integrate diverse cultural attractions, with a special emphasis on local gastronomy.

#### The methodology will be as follows:

- A database will be generated of all the cultural and gastronomic attractions in the region, together with the accommodation infrastructure.
- Tour routes will be designed combining art, rural traditions and gastronomy, as well as other aspects of interest to potential visitors.
- On-site visits will be carried out to check that the services and attractions offer a minimum standard of quality and that the times estimated for the visits in the context of a package tour are feasible.

#### Economic benefits

The programme has the potential to increase the number of travellers interested in cultural tourism, both of national and international origin in the region and therefore to increase the revenue from tourism. In many of the areas we propose to research the availability of suitable accommodation, on the one hand, and the ethnic, cultural and gastronomic wealth on the other, and offer an adequate framework within which to implement projects of low impact sustainable tourism. This proposal aims to preserve both the cultural and natural resources in the region while at the same time bringing substantial economic benefits in terms of employment opportunities, transport infrastructure and foreign currency revenue.



## Reports

Reports should be organized clearly and in a logical order, and the language used should be formal and natural. The format and headings used here are suitable for the majority of short reports.

### Report: The Tourism potential of Santa Rosa

18 March 2013

#### Background

This report has been written on the request of the Regional Tourism Development Group to investigate the tourism potential of a seaside town on the southwest coast. A quantitative and qualitative approach has been used, using data on domestic tourist trips within the region, including places visited, activities, attractions, accommodation and transport.

#### Findings

The findings indicate that tourists are now looking for more than just a short break; they are seeking a complete experience with opportunities for sightseeing, a good standard of service and a pleasant environment. Our market research has shown, however, that the town simply does not have enough attractions and places of interest. The average visitor stays here for just 1.6 days and a shopping trip to the market and a visit to the Ocean Experience are still the main attractions.

#### Conclusion

Although domestic guest nights are up 0.8 percent to 133,201 and the average length of stay has increased from 1.5 to 1.6 nights, potential earnings from tourism are still unexploited. The town and its surroundings have great scenic and natural resources waiting to be developed.

#### Recommendations

In order to encourage a greater number of visitors and for them to stay longer (and therefore spend more money), the destination must develop a tourist-friendly infrastructure with innovative attractions and corporate events to draw in the business clientele. We recommend that the Council debate the kind of attractions suitable for the location and the amount of investment it is prepared to make.

## Responding to a complaint

When responding to a letter of complaint, you should:

- Thank the person for making the complaint and for drawing this problem to your attention.
- Apologize for the unpleasant experience and provide an explanation.
- State what action or remedy is being taken or has been taken.
- Finish on a positive note and make some sort of offer.
- Write as clearly and simply as possible.
- Don't use informal language, such as contractions.
- Always proofread your letter, check for sentence structure, grammar and spelling mistakes.

Subject: **Re: The Lakeside Hotel**

Date: **5 September 2013**

Dear Ms Parker

Thank you for your letter of 3 September concerning your visit to the above hotel.

We are sorry to learn about the problems you experienced on these premises and we are investigating your complaint with the hotel management.

We are passing your comments on to the Registration Officer, who will no doubt take them into consideration when reviewing the hotel's star rating. Comments such as yours are important in our efforts to maintain standards throughout the region.

Although all registered premises are subject to regular inspections, we are sure you will understand that in a service industry such as tourism, standards can vary within a short period of time owing to changes in personnel, management, etc. We will, however, take appropriate action if it is considered necessary.

In conclusion, we hope that your unhappy experience will not prevent you from visiting the region in the future. If we can be of assistance in planning your visit, please do not hesitate to contact us.

Yours sincerely

Leslie O'Gara (Mrs)  
Standards Officer



# PAIRWORK FILES

## File 1, unit 1, page 11

### STUDENT B

The tour operator you work for is creating a new package to the Ang Thong National Marine Park in Thailand. You are about to meet a travel consultant (Student A) who is interested in selling week-long holidays to exotic destinations. Answer the consultant's questions.

### Ang Thong National Marine Park

The park comprises about 40 islands northwest of Koh Samui, a 45-minute transfer from Bangkok. It covers a total area of 250 square kilometres. Most islands consist of limestone mountains which rise up to 400 meters above sea level. Along the coast there are many, strange-looking caves and dramatic cliffs, dreamy sandy beaches and secluded bays, perfect for relaxation, snorkelling, kayaking and hiking through the rainforest.

#### Flights:

London Heathrow–Bangkok–Suvarnabhumi Thai Airways International Business Class

**Days 1–3:** Relax on Koh Samui, in a luxury resort hotel on the southeast coast boasting three gorgeous sandy beaches and beautiful tropical gardens, and offering complete seclusion and relaxation. Visit the island's most popular attraction, the Big Buddha, sitting 15 metres tall. Koh Samui has some of the best nightlife in Thailand, including classical Thai dancing, full moon parties and cabaret shows.

**Day 4:** Take a speedboat tour into the marine park. In the morning, chill out on the beautiful beaches on Koh Wua Talab. In the afternoon, hike with our guide through the interior and enjoy the spectacular views.

**Day 5:** Take a boat to Koh Tao and visit the island by mountain bike.

**Day 6:** Head back into the marine park to visit Koh Mae Ko and go kayaking on Thale Noi, a beautiful saltwater lake surrounded by majestic mountains.

**Day 7:** Spend the day back on Koh Samui and trek around the island on the back of an elephant.

**Price for two:** £5,675, including food, accommodation, local transport and sightseeing.

## File 2, unit 4, page 39

### STUDENT A

### The climate in Eldorado

The rainy season normally runs from May to November. Flooding is common and widespread. Be aware that during this season (especially in rural areas), landslides, bridge collapses and heavy rains, causing cancellation of local flights, can on occasions affect travel plans.

### Tripcouncillor.com

#### The real deal

This was a terrible experience, they stole more than \$300 from my reservation, which the owner refused to return. My wife 'lost' a necklace, which we are sure was taken by a chambermaid. The hotel even asks you to pay more money if you have people visit the hotel lobby. We contacted the police, and even an agency called INTUR which is supposed to represent tourists if they have a complaint.

The service was so bad, breakfast is just a cup of coffee with a piece of bread and a little bit of butter. The employees watch every step you take, there is no privacy. They even wait for you at night in order to turn off the hotel lights (including the lobby) and close the gates. In reality, tourists are not welcome here. If you have any complaints, the owner tells you to speak to her lawyer.

#### Trip Advice

The beach at San Bartoleme del Sur is awful. The water is dirty, brown and polluted. The rubbish rolls in with the waves and the sea here is definitely not a place to swim.

### WTO Tourism statistics

No. of visitors to Eldorado			
Four years ago	Three years ago	Two years ago	Last year
81,389	128,114	353,361	331,904



## File 3, unit 2, page 23

## GROUP B

Read and discuss the information below. Use it to give you extra ideas as you plan for the meeting.

Gentlemen:

I am writing to demand \$1,750 to compensate the death of my pet dwarf rabbit as a result of your airline's negligence. On April 1, I flew on Flight 195 to Miami to stay with my brother. I have nobody to look after my rabbit so had no choice other than to take it with me. When I checked in, an agent told me that my rabbit would have to travel in a specially-designed case and placed in the baggage compartment. She became more helpful after I had offered her \$100 and finally agreed to let me put my rabbit inside my suitcase.

On arrival, I went to the baggage claim area only to discover that my baggage had not been put on the plane. I was told to fill out a claim form for delayed baggage but when the baggage arrived two days later (with no explanation) and I opened the suitcase, I found to my horror that my rabbit was dead and the inside of the suitcase had been ripped by the rabbit's claws.

I therefore demand \$1,500 in reimbursement of my rabbit and the psychological distress, plus the \$100 I gave to your agent and \$150 for the damage to my suitcase.

Sincerely yours,

*Anita Pathak*

Eagle Airlines has decided that obese people should have to pay for a second seat on their airline or be bumped off the aircraft. The company says that it decided to adopt the tougher policy after receiving more than 700 complaints last year from passengers 'who did not have a comfortable flight because the person next to them infringed on their seat', said Eagle spokeswoman Robin Swift.

There's a threat of an air-rage rebellion as travellers without children pressure airlines to protect them from their worst travel nightmare – a seat next to a crying or badly-behaved child. Nearly 60 percent of travellers surveyed by price-comparison website Skyscanner said airlines should put all groups with children in a 'families only' section on flights, and there have been several recent clashes with parents whose poorly-behaved kids angered other passengers.

### Law reports

A civil court has ordered an airline to pay \$20,000 in damages to a 27-stone passenger who had his stomach measured at an airport check-in desk before being told to buy two seats.

A crew member wrapped him in packing tape to prove that he was too fat for a single seat. In another case, a woman won a lawsuit against Cowperjet when the airline forced her to buy a second seat after she had boarded the plane. In Canada, a law has been passed preventing Canadian airlines from discriminating against clinically obese customers.

## File 4, unit 9, page 83

## STUDENT A

You have prepared the following points that you feel important for the meeting next Wednesday. Describe them to Student B.

- There should be a friendly guest assistant who greets visitors and finds out if they have a special interest or need. He or she could then advise and direct them accordingly.
- People with access needs should be provided with ramps and handrails; door handles and display cases should be at an appropriate height. For the visually impaired, there should be labels in Braille, large-print guides and, for the deaf, sign-interpreted talks.
- A lift should be installed to enable visitors in a wheelchair to have access to the upper rooms. It is important to comply with the Equality Act, which states that service providers 'need to make "reasonable adjustments" to any barriers that put a disabled person at a substantial disadvantage compared to non-disabled people'.
- The path leading to the museum is the responsibility of the local council, not the manor.
- It is not possible to deal with customer comments rapidly as there are not enough staff. We need at least a week, especially if the comments have to be entered into an Excel spreadsheet.



## File 5, unit 1, page 11

### STUDENT C

The tour operator you work for is creating a new package to Vanuatu in the South Pacific. You are about to meet a travel consultant (Student A) who is interested in selling week-long holidays to exotic destinations. Answer the consultant's questions.

### Vanuatu

Vanuatu is an archipelago of 83 volcanic islands in the South Pacific, about 1,750 kilometres east of northern Australia and just three hours' flight from Brisbane or Sydney.

#### Visitor attractions:

Vanuatu is a paradise for those who love diving. The waters surrounding these beautiful islands provide some of the most spectacular underwater exploration in the South Pacific. Experienced divers come from all over the world to explore the many shipwrecks from World War II which lie on the ocean floor. There are tropical rainforests, active volcanoes, sparkling blue lagoons, magnificent coral reef formations, cascading waterfalls and deserted beaches that range from golden yellow to volcanic black.

#### A week exploring the islands

**Days 1–2:** Arrive from Port Vila by ferry and settle into your private island resort hotel overlooking the Erakor lagoon. Explore Port Vila, including the colourful daily market.

**Day 3:** Go scuba-diving, enjoy a barbecue on Tranquility Island (one hour by ferry from Port Vila) and visit a turtle hatchery.

**Day 4:** Fly to Espiritu Santo and dive down to the wreck of the *US President Coolidge* which sank in 1942 during the Battle of the Pacific. Explore the fascinating underwater world of tropical fish that live among the magnificent coral formations.

**Day 5:** Visit Pentecost Island to see the locals take part in the land diving ritual.

**Day 6:** Fly to Tanna Island and walk up the active Yasur volcano which erupted on 26 May 2009.

**Day 7:** Return to Port Vila. Visit the Cascade Waterfalls and Ekasup Cultural Village to discover how the Ni-Vanuata people live, including traditional food preparation, herbal medicines, hunting and dancing.

**Price for two:** AUD 3,498, including accommodation, food, local travel and inter-island flights.

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## File 6, unit 2, page 21

### STUDENT A

- 1 You are a SkotsAir representative. Listen to an angry passenger and attempt to calm him/her down. SkotsAir has already offered to refund other passengers (a colleague can help with the paperwork).
- 2 You are a passenger. You are at an airport together with a large crowd of other passengers and have been waiting at the head of the line to check in for over an hour. It is now three o'clock and the flight is due to take off at 15.20. You hear this over the public address system: 'This is an important information announcement. Owing to adverse weather conditions earlier today, check-in has been suspended.' You don't understand why – there was fog earlier today but it has now lifted – and you really need to board the plane as you have an important meeting to get to. You are getting increasingly angry at the delay and apparent lack of organization. There seem to be no airline representatives on duty but suddenly you see one.

## File 7, unit 7, page 63

### STUDENT B

Answer your partner's questions about the Suffragette penny. Then ask your partner questions to complete the information about the Portuguese coins and a jeton.

### Suffragette penny

This is a British one penny coin which is dated 1903. It shows a profile of King Edward VII but his portrait has been over-stamped with the slogan 'Votes for Women'. The penny coin was rarely replaced and so this message would be read by many, many people.

At this time in history, women were denied the right to vote and considered to be second-class citizens. The suffragettes were women who wanted to be able to take part in political life. Defacing a coin in this way was considered a criminal act and suffragettes could be and were sent to prison for doing so.

### Portuguese coins and a jeton

These coins were found during the excavation in 2002 of <sup>1</sup>\_\_\_\_\_ in South Wales (UK). The ship was discovered in <sup>2</sup>\_\_\_\_\_ when a theatre and arts centre were being built. The ship is currently being conserved and <sup>3</sup>\_\_\_\_\_.

The coins are Portuguese and were made in Lisbon during <sup>4</sup>\_\_\_\_\_. They might have been lost by the ship's crew. These coins were not used <sup>5</sup>\_\_\_\_\_ but can often be found in South Wales and are evidence of extensive trade between the two countries.

Jetons were counters that were used by <sup>6</sup>\_\_\_\_\_ to help them add and subtract sums of money.



## File 8, unit 3, page 31

STUDENT B

The Comfort Villa we rented was very dirty and hadn't been painted for years. The paving on the 'patio' was coming up in places and would not have passed a Health & Safety inspection. The mattress had several stains on it, one of which looked like blood. The oven and worktops had to be cleaned, the shower curtain in the bathroom was torn and the carpet was damp and mouldy in places. We complained to reception and the details were added to at least three pages of complaints that the staff were currently working on!

Jonathon Ryder

On arrival in our villa, several items of bed linen were missing. I had to mess about trying to find a phone number to call (why aren't the numbers by the phone in the villas?) in order to inform reception.

- The shelf that holds milk, etc. in the fridge door kept falling off.
- The DVD player was not working; my husband had to fix it before the children could watch anything.
- We asked for extra towels and had to wait 48 hours for them to arrive.
- The pillows were dirty and we all now have head lice.
- We had to wait over an hour for our lunch in the Watersports Café. Finally, we were told they had 'lost' our order. We certainly won't be going back to the Sylvan Park in Caxton again.

Betty Chapman

### Berkely, Hume & Locke solicitors

Dear Sirs

We are acting on behalf of Katarina Chalupova who has instructed us to seek compensation for injuries sustained through your failure to apply the terms and conditions relating to the purchase of a holiday advertised in your SYLVAN PARKS catalogue in accordance with the requirements of Health & Safety legislation.

The claim for compensation will depend on whether or not my client will have to undergo surgery as a result of your negligence. However, in the meantime we will be pleased to receive your proposals for an amicable settlement.

Yours faithfully

## File 9, unit 9, page 83

STUDENT B

You have prepared the following points that you feel important for the meeting next Wednesday. Describe them to Student A.

- All children and adults must be provided with lifejackets before they go out on the lake. All organizations have a duty of care to their customers and can be prosecuted for negligence.
- The restaurant is substandard and a new chef should be found. The dishes are expensive and not good value for money.
- Computerized admission tills should be installed to monitor visitor numbers. By recording the type of customer when tickets are issued, we can monitor busy parts of the day and year. The manor could then make sure that events like family workshops and guided talks are organized for the best times and places, and there are enough staff to manage the extra visitors.
- In addition to comment cards, exit surveys should be conducted by a market research company. Visitors could be asked questions to assess satisfaction levels for their visit and key aspects of customer service, including toilets, the restaurant, cloakroom, signage, displays and staff.
- To respond to customer comments efficiently, priority issues should be dealt with within 24 hours; high priority within two days and others within five days.



## File 10, unit 8, page 75

STUDENT B

This hotel is in a great location and we were lucky to get a room because everywhere else was full, but it falls dramatically short in service. This is the only hotel I've ever checked into which didn't generate a single piece of paper. My smartphone reservation failed at the final screen but then a call to the hotel confirmed that it was made.

When we got there, we had to switch rooms three times until we got the category we had booked!! The Front Desk staff were so incompetent. I don't think some of them understood English very well.

In the afternoon, we called reception to ask if they could send up some coffee for the coffee pot, but they forgot. We didn't get a price list for the minibar until we went downstairs to ask for it. (Remember? No paper at check-in.) We ordered coffee while we were down there but it took ages – coffee is apparently housekeeping's responsibility and – I quote – it's not something the Front Desk does. There was no room service menu and no brochure describing the hotel's facilities. Perhaps it's all in the TV but making reservations for dinner through the TV failed ('no phone number on file').

When we tried to view our bill on the TV screen, it displayed someone else's charges from another room and date. That took about an hour to sort out.

It's a pity because if the right hand knew what the left hand was doing, this wouldn't be a bad place to stay.

### Confidential: Staff evaluation report

Mrs Rachida Gadouche (the wife of the maintenance engineer) is head housekeeper and has worked at the hotel for 11 years.

- She has taken every Friday and Saturday off since she joined the hotel and is rarely available to supervise staff at weekends.
- Her department is overstaffed by at least two people.
- She has offered overtime to her staff on numerous occasions and without forward planning, often when double-time rates have to be paid.
- She has ordered cleaning materials and equipment without permission and from a more expensive supplier.

It would be advisable to find a pretext to dismiss her but she is also head of the union and protected by French labour law.

AH

## File 11, unit 5, page 46

STUDENT A

#### 1 The Loire Valley

- Amboise, Blois, Chambord and Chenonceau are just four of the many spectacular castles in the Loire Valley, mostly dating from the Renaissance era. There are over 100 castles in total.
- Many of the castles have beautifully landscaped 'French Style' gardens as impressive as the chateaux themselves.
- Explore troglodyte caves along the banks of the River Loire and visit the vineyards.

#### 2 Mont Saint Michel

- Mont Saint Michel is a picturesque fortified village dating back to medieval times on an island off the coast of Normandy. It is a UNESCO World Heritage Site.
- Take the shuttle across to the island at low tide and walk round the numerous boutiques, museums and historic houses.
- Climb to the historic medieval abbey in the centre of the island and enjoy views across the bay.

#### 3 Chateau de Versailles

- Just half an hour's drive from Paris (if the traffic allows), this magnificent chateau was built by Louis XIV 'The Sun King' during the 17th century.
- It was the official residence of the royal family and 10,000 members of the court.
- Explore the main palace with the spectacular Hall of Mirrors.
- Stroll along the Grand Canal, admire the dozens of fabulous fountains and immense formal gardens.

#### 4 Caen

- Take a tour to the nearby Normandy landing beaches and cemeteries (approximately five to six hours).
- Visit the best World War II museum in France, with many artefacts from the French Resistance.
- Watch the video presentations of D-Day from both Allied and German perspectives.
- Take a tour to nearby Bayeux to visit the famous 11th-century Bayeux tapestry, which shows the events leading up to the Norman conquest of Britain.



## File 12, unit 7, page 67

## GROUP B

**Donostia-San Sebastián****Why Donostia-San Sebastián is the best choice**

Located in the north of Spain, only 20 km away from the French border, Donostia-San Sebastián is the capital of Gipuzkoa, in the autonomous community of the Basque Country. It is therefore a good example of the co-existence of three distinct cultural influences.

**Key events:**

Theatre festival in May

Jazz festival in July

Classical music concerts throughout August

Film festival in September (one of the five leading cinema events in Europe)

The *Semana Grande* with an international fireworks competition, horse-racing, beach volley competition, etc.

The city is important for its celebration of Basque culture and identity: in September there are improvised poetry performances, rowing competitions, stone-lifting contests and traditional games of *pelota*.

**Overall benefits:** The aim is to highlight the region's linguistic, cultural and religious diversity and to involve all citizens in 'the shared construction of a society constantly striving for a future in peace'.

The idea of a Eurocity across the French and Spanish border will be made possible through a new regional transport authority and a high-speed passenger train network.

## File 13, unit 9, page 81

## STUDENT A

You work for Acer Travel. You are calling to book two single rooms in a four-star hotel in Paris for your clients Mr Slimane Ziani and Mrs Charlotte Joly from 24th–28th June. They are attending a fashion exhibition at the Porte de Versailles in the south of Paris and would like a hotel nearby. They are good, regular clients and price is not an issue. Your email is [client\\_account@AcerTravel.com](mailto:client_account@AcerTravel.com).

## File 14, unit 8, page 70

## STUDENT A

Read about the two areas of the hotel you inspected and make notes in the format suggested. Ask Student B questions about their inspection and make notes.

**Reservations****Time of call: 11.10 a.m.**

My call was answered within five rings. The clerk gave the name of the hotel but not her name. I was told that I would be put through to reservations. The reservations clerk gave her name but her accent was difficult to follow. I found it difficult to get her to understand what kind of room and facilities I required. She didn't use my name throughout the conversation. The description of the hotel's location was confusing and I was referred to Google maps for directions. I asked to have a driver sent to pick me up from the station but she said they did not offer such a service. My call was ended rather abruptly and I was not thanked.

**Restaurant (dinner)****Time of call: 7.45 p.m.**

Anka greeted me within ten seconds of arriving in the restaurant. She checked for my booking but it had not been recorded. I was shown to a table but it was near a group of noisy guests and I asked to be moved. This was done and I was asked if it was acceptable. The waiter, Anton, was friendly and all the staff wore their uniforms and name badges. However, no one addressed me by name. The restaurant was clean and tidy but I had to get a waitress to change the dirty water glass I was given. Anton described the dishes on the menu well and recommended the lamb. The time between courses was appropriate, and the food excellent and cooked at the right temperature, but the fruit had not been washed. After 13 minutes, I asked to have the table cleared and Anton took my order for dessert. Anka asked me during the meal if everything was satisfactory but did not ask at the end. She was at the desk when I left but did not say goodbye.



## File 15, unit 5, page 46

STUDENT B

**1 Avignon**

- Take a guided tour round the 14th-century Popes' Palace, the biggest Gothic construction in the world.
- Discover 25 different rooms: reception halls, cloisters, chapels and the Popes' private apartments and their beautiful wall paintings.
- Take a cruise on the river (famous for its bridge) and visit the Musée Angladon, with its wonderful collection of art by, among others, Van Gogh, Picasso and Degas.

**2 Oradour-sur-Glane**

- This village is preserved exactly as the Nazis left it after they had massacred the population during World War II.
- The burnt-out cars and buildings provide a truly emotional experience of the horrors of war.
- Visit the museum to learn about the background to the events leading up to the massacre. There's also a moving exhibition about the 9/11 terrorist attack in New York.

**3 Beaune**

- Beaune is the capital of the Burgundy which offers tours of vineyards and opportunities to learn about viticulture.
- The famous and beautiful Hôtel-Dieu is a hospital built for the poor in the 15th century. Visit the building and the museum, which shows what the hospital was like in medieval times.
- Admire the famous nine-panel painting of *The Last Judgment* by the Flemish medieval painter Rogier van der Weyden in the Hôtel-Dieu chapel.

**4 Bordeaux**

- This beautiful city is on the banks of the Gironde from which you can visit many nearby chateaux for vineyard tours.
- Learn about the southwest of France at the Museum of Aquitaine, which relates the history of the region, from pre-history to modern times.
- The many fine buildings, 17th-century cathedral, The Opera House and the Place de la Bourse are well worth visiting.

## File 16, unit 9, page 83

STUDENT B

**Date of visit:** 5 July **E-mail:** mross@btnet.com**Name:** Michael Ross**Address:** 34 Fenwick Rd, Peckham, London**Postcode:** SE15**Country:** England**Comments**

When are you going to finish the work on the car park? It's been in its present state for over nine months!! I've just visited with my elderly parents but the walk on the uneven path was a struggle for them, and it's certainly more than 750 m. Getting up the Great Staircase was also difficult for my mother who's just had a hip replacement.

*Data collected from this comment card is used solely for internal purposes and is not passed on to third parties.*

**Tel:** 030 8857 3322 **comments@lilburnemanor.net****Date of visit:** July 5 **E-mail:** tony.calf2@gmail.com**Name:** Tony Calf**Address:** 1380 Thornton Drive, San Francisco**Postcode:** CA 94102**Country:** USA**Comments**

My children wanted to go out on the lake but the person in charge did not have any children's lifejackets and as result we decided not to hire a boat, as our children can't yet swim. Although the other visitors didn't seem to mind – if a child drowns, it's your responsibility! Also, some of the interactive screens were not switched on and the film on the history of the manor was unavailable.

*Data collected from this comment card is used solely for internal purposes and is not passed on to third parties.*

**Tel:** 030 8857 3322 **comments@lilburnemanor.net**



## File 17, unit 7, page 65

### STUDENT B

You are in favour of Belfast because:

- There are world-famous acts in small venues.
- The Irish have a great tradition of hospitality.
- The unspoilt coast and countryside offer great opportunities for niche tourism (rock-climbing, cycling, bird-watching).
- A tour can be easily combined with other destinations in Northern Ireland, e.g. the Giant's Causeway (UNESCO World Heritage Site), Strangford Lough (a wildlife conservation area) and ancient monuments, such as the Navan Fort (a ceremonial site built over 2,000 years ago), etc.
- Transport links are excellent: three airports, sea crossings from Scotland and England, direct rail link to Dublin.

You are not in favour of the Eisteddfod. In your opinion, it is ridiculous to go to the UK and not be able to speak English.

## File 18, unit 7, page 67

### GROUP C

## Manchester

### Why Manchester is the best choice

Already a major centre of cultural excellence (the People's History Museum, the world-class Art Gallery, the Museum of Science and Industry, etc.), Manchester is not a global tourist destination. However, the biannual international festival attracts inventive visual and artistic performances and the city has produced some of the most famous bands in the history of pop music – the Smiths, 10cc, Joy Division, the Happy Mondays, the Chemical Brothers – as well as two legendary football clubs – Manchester City and Manchester United.

**Key events:** inauguration of the new National Football Museum in the city centre, multi-media performances combining music, technology and nature, an exhibition of original musical instruments, e.g. the sharpsichord and the gravity harp, and Kidstage – theatre productions written and performed by local schools.

**Overall benefits:** increasing tourism to the north-west of England, establishing a youth arts scheme in the poorer areas of the city, supporting the growth of community arts organizations and local housing projects. The overall aim is one of regeneration – transforming Manchester from a 19th-century city of factories and urban poverty into a 21st-century city of innovation, wealth creation and popular culture.

## File 19, unit 4, page 37

### STUDENT A

- 1 You are planning a trip to visit Beijing. Prepare some questions to help you find out the information below.
  - the best time to go
  - what to take with you
  - how to get there
  - how to avoid being ill
  - the best place to stay
  - advice concerning visas
- 2 You are a travel agent. Use the information below to advise a client who is planning a trip to visit the Taj Mahal.

**Best time to go:** February – warm but not too hot. Avoid the summer (April–June) or the rainy season (July–September).

**Getting there:** Choice of car (four-hour journey from Delhi) or plane (30-minute flight to Kharia Airport – 10 km from Agra). N.B. The Taj Mahal is closed on Fridays.

**Accommodation:** You work with two hotels:

The Hotel Mansingh Palace – good value doubles from €50.

The Oberoi Amarvilas – fantastic views from the rooms – doubles from €350.

**Visa:** Choose from: 15-day transit visa; 90-day visa; six-month multiple entry visa (phone Consulate for opening times).

**Health:** Good idea to get vaccinated against tetanus, typhoid and hepatitis. Precautions: mosquitoes – take a course of antimalarial tablets, use insect repellent, keep windows closed at all times, wear shoes and clothes that cover your arms and legs.

**Food and drink:** Indian food is hot and spicy. Best to choose mild dishes, e.g. chicken biryani. Avoid tap water and eating from roadside and market stalls.

**Well worth a visit:** Jaipur (hilltop forts, temples, e.g. Govind Dev, historic palaces, e.g. Hawa Mahal – the Palace of Winds).

**Practical information:** Triple round pin sockets are the norm – best to take an adaptor and a power surge cable (frequent power cuts).



## File 20, unit 9, page 79

**Feedback for Prestige Hotels Group**

We would really appreciate your feedback to help us improve our service and facilities.

Have you been here before?	YES / NO
Would you stay here again?	YES / NO
Would you recommend us to others?	YES / NO
How did you hear about us?	
What did you like most about your stay?	
What facilities did you use during your stay?	
Would you like a response to your feedback?	YES / NO
If yes, please provide your email or phone no.:	

What did you think of the following? Please rate each item by circling the relevant response (if unsure, please leave blank):

ACCOMMODATION	Very poor	Poor	Average	Good	Excellent
Room furnishings	1	2	3	4	5
Cleanliness	1	2	3	4	5
Facilities	1	2	3	4	5
Comfort	1	2	3	4	5
CUSTOMER SERVICE	Very poor	Poor	Average	Good	Excellent
Check-in process	1	2	3	4	5
Staff appearance	1	2	3	4	5
Service and information from office staff	1	2	3	4	5
Friendliness/ competence of staff	1	2	3	4	5

**THANK YOU VERY MUCH FOR YOUR VALUABLE FEEDBACK**

## File 21, unit 2, page 21

## STUDENT B

- 1 You are a passenger. Your incoming SkotsAir flight earlier today from Amsterdam was delayed for seven hours. During the wait, you were given a voucher which enabled you to buy a cup of coffee and a sandwich. As a business class passenger, you feel this was grossly insufficient. When the plane finally arrived, your travel bag was offloaded from the plane into a puddle, and both the bag and the clothes inside are soaking wet. When you complained, you were told that it wasn't anybody's fault if it was raining. You are extremely angry and want to know what SkotsAir is going to do about it.
- 2 You are an airline representative. Earlier today, the flight schedule was disrupted by the arrival of an Air Force One plane carrying the President of the USA. For security reasons, no incoming planes were able to land at the airport. Instead they were diverted to another airport 200 miles away. You have just learnt that a couple of buses have been chartered to take the passengers to the other airport and that they should arrive 'soon' (maybe two hours). The passengers need now to reclaim their bags.



## File 22, unit 4, page 37

## STUDENT B

1 You are planning a trip to visit the Taj Mahal. Prepare some questions to help you find out the information below.

- the best time to go
- what to take with you
- how to get there
- how to avoid being ill
- the best place to stay
- advice concerning visas

2 You are a travel agent. Use the information below to advise a client who is planning a trip to Beijing.

**Best time to go:** Spring and autumn. The peak tourist season is in summer but it is baking hot.

**Getting there:** Cheaper to fly via another country than flying direct. Air China or China Eastern are cheaper than international airlines. Official check-in time is two hours before departure but best to allow three.

**Accommodation:** You work with two hotels: Grand Hyatt Beijing – close to the Forbidden City and Tiananmen Square.

Hotel Cote Cour – small traditional Chinese hotel. Breakfast is served in the garden. The staff speak excellent English.

**Visas:** Standard single-entry 30-day; multiple-entry visa also possible. Best to photocopy the passport before you go in case it is lost or stolen.

**Health:** It is advisable to get vaccinated against hepatitis A and B and typhoid as a precaution. Best to take out medical insurance before departure. High levels of atmospheric pollution – maybe take a face mask.

**Food and drink:** Avoid drinking tap water, stick to bottled water. Practise using chopsticks!

**Well worth a visit:** Must sees: the Great Wall (wear warm, waterproof clothes), the Forbidden City, the Summer Palace; of interest – the Lama Temple.

## File 23, unit 8, page 70

## STUDENT B

**Read about the two areas of the hotel you inspected and make notes in the format suggested. Ask Student A questions about their inspection and make notes.**

**Restaurant (breakfast)**

**Time of call: 8.30 a.m.**

Annette immediately greeted me when I came down for breakfast. She showed me to my seat and asked if it was satisfactory. She clearly explained the service procedure and my order was taken within one minute and it arrived rapidly. She was very friendly and used my name twice. The staff were neat and tidy but only one out of the four present had a badge. All the cutlery and crockery was clean but there was an inadequate supply of plates and serving utensils at the different counters. The fried eggs were cold and some slices of toast were burnt but the rest was fine. All of the items at the hot counter were available but some were not labelled; a couple of items were missing from the chilled counter. There were no serving tongs for the pastries and they were not replenished quickly enough. The chef was not always available and sometimes had to be called through from the kitchen. My table was cleared twice and when I left, Annette thanked me for my custom.

**Room service**

**Time of call: 2.30 p.m.**

I called room service three times and each time there was no answer. I went down to Reception to place my order and asked why there was no one at room service. Margot explained that they were away, serving refreshments at a conference. She took my order but did no upselling. She displayed an average knowledge of the food items, confirmed my room number but not the order. I asked to have the order delivered 35 minutes later and it arrived after 90 minutes. Tatiana brought the order and was wearing her uniform and badge. She was unfriendly and appeared agitated. She did not use my name. She offered me the bill to sign but it was wet as a drink had spilt onto it. She did not have a pen. I was not wished a pleasant meal but the food itself was tasty and hot. However, the knife and fork were rather dirty. Tatiana did not leave me a tray so there were no accompaniments. The plate was not removed from the corridor for three hours.



## File 24, unit 4, page 39

## STUDENT B

### Ministry of Foreign Affairs Territories report Eldorado

**Security:** Street crime is widespread in the capital but also occurs in other large towns. Violent crime is on the increase. Pickpockets and thieves operate on public transport. Robberies are common in and around bus terminals. Taxi kidnappings are common. Many criminals have weapons and most injuries have resulted when victims have resisted.

**Health and safety:** Malaria is common. There are also occasional cases of cholera, dengue fever and mountain leprosy, which is caused by walking in water contaminated by animal urine. You should seek medical advice before travelling and ensure that all appropriate vaccinations are up-to-date. Many doctors and hospitals require payment in cash before providing treatment.

**Tourism infrastructure:** It is very basic and generally not up to international standards, with the exception of several large, international chain hotels in the capital, which cater for a business or government clientele. Except in the cities and major highways, most roads are unpaved. Public transportation is unsafe and there are no sidewalks. Emergency services may not respond and most hospitals are substandard.

### Eldorado Ministry of Tourism

The territory has three distinct regions: the Lowlands, the North-Central Highlands and the coastal region in the east, each possessing a unique climate and geography.

There is a wealth of activities:

- Sand skiing on the Chaltén Volcano
- Surfing on the beaches of San Bartoleme del Sur, recently declared one of the world's top beach destinations
- Paragliding at Madrepela, a thermally vented crater lake
- Lake and volcano tours. Hiking in the forests, which cover 40% of the territory
- Cruising along the 720 km coastline
- Luxury resorts featuring condominiums, golf and oceanfront villas and equestrian centres
- Colonial city tours, archaeological remains

## File 25, unit 7, page 65

## STUDENT C

You are in favour of the Eisteddfod because:

- It's important to support minority languages.
- It's a truly cultural festival with a long tradition and local participation.
- Welsh choirs are the best in the world.
- Long-distance buses run from many English and Welsh towns.
- Wales is a small and beautiful country with many other attractions (e.g. the Snowdonia National Park).

You are not in favour of Edinburgh as it is too crowded and touristy and accommodation is expensive.

## File 26, unit 9, page 81

## STUDENT B

You work for the Astor Hotel Group's Central Reservation Office. You receive a call from Acer Travel concerning a hotel booking. It is not easy to find accommodation in Paris at peak periods and unfortunately June is usually a very busy month. However, there are vacancies at the Chartreuse Hotel just two metro stops away. The reservation number is 62256946/GJK. Use the conversation map below to help you.

1 Greet caller. Offer to help.



2 Ask where exactly in Paris they want to stay.



3 Say that it is difficult and why.



4 Suggest a hotel.



5 Ask for the clients' names.



6 Give the reservation number.



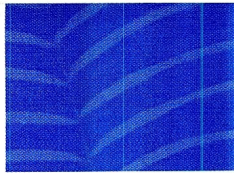
7 Ask for Acer Travel's email address.



8 End the conversation.



# GRAMMAR REFERENCE



## Tense review

### PRESENT SIMPLE

- 1 We use the present simple to talk about routine activities, very often with an adverb of frequency.  
*She often **works** late.*  
*We sometimes **get** complaints but not many.*
- 2 We use the present simple to talk about facts and permanent states.  
*Spain **attracts** many English holidaymakers.*  
*The hotel **overlooks** a sandy bay.*
- 3 We use the present simple to refer to timetabled events that are unlikely to change.  
*The early flight **gets in** at 08.45.*
- 4 Verbs that describe permanent states are not used in the present continuous.  
*It **rains** a lot in Scotland (NOT ~~it is raining~~)*  
*Does this bag **belong** to you? (NOT ~~is this bag belonging~~)*  
*Do you **know** where to go? (NOT ~~Are you knowing~~)*

### PRESENT CONTINUOUS

- 1 We use the present continuous to describe an activity in progress at the moment of speaking.  
*Everyone's **waiting** for you, so hurry up.*  
*The phone's **ringing** but there's no answer.*
- 2 We use the present continuous to talk about a temporary situation, happening around now but not necessarily at the moment of speaking.  
*We're **doing** a special offer this week for holidays to Tenerife.*  
*We're **trying** to make savings.*
- 3 We also use the present continuous to refer to planned events for the future.  
*They're **opening** a new agency next month.*  
*I'm **going** on a training course soon.*

### PAST SIMPLE

- 1 We use the past simple to talk about completed actions that took place in the past.  
*The hotel we **stayed in** **was** reasonably comfortable.*  
***Did** you **meet** them at the airport?*
- 2 Often the past simple is associated with a definite moment or period in the past.  
*He **started** his career as a reservations agent in 2010.*  
*She **joined** the company last year.*

### PRESENT PERFECT

- 1 We use the present perfect to talk about the past and the present together.  
*We **have been** in the tourist industry for over 50 years. (= We still are.)*  
*Tourism **has** always **been** an industry that **has made** extensive use of new technology.*
- 2 We use the present perfect to talk about past events that have an impact in the present.  
*We've **opened up** a new destination.*  
*Customer expectations **have risen**.*  
*What changes **have taken** place recently?*
- 3 We use the present perfect to talk about life experiences without mentioning any specific time.  
*She's **worked** for a number of operators.*  
***Have** you ever **been** to Greece?*
- 4 Because the time reference includes the present, we use time expressions that refer to both present and past.  
*So far, we **have captured** nearly 20% of the market.*  
*Over the last few days, I've **had** a lot of work to do.*

### FOR AND SINCE

We use *for* to indicate a period of time. It is used with both the past simple and present perfect.

*The building **was** empty **for** 20 years.*

*The building **has been** empty **for** 20 years.*

*Since* refers to the point in time when something began. Because *since* takes us up to the present, it is always used with the present perfect.

*I've known her **since** last January.*

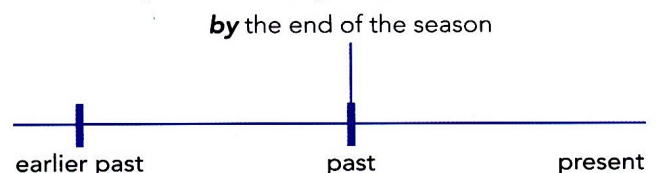
### PAST PERFECT

We use the past perfect to talk about an event that happened before a particular time in the past.

*Before I became a senior manager, I **had done** a number of different jobs.*

*By the end of the season, we **had sold** over 6,000 bed-nights.*

The word *by* sets a limit in past time.





## THE FUTURE

- 1 We use *will* when we give simple information about the future.

*Everybody **will** be there at the meeting.*

- 2 *Will* is very often used for predictions.

*The forecast says that tomorrow **will** be warm and sunny.*

*I don't think they **will** complain.*

*She **won't** like the changes you've made to the schedule.*

- 3 The contracted form *'ll* is used to make spontaneous offers.

*I'll carry your suitcase for you if it's too heavy.*

- 4 We use the present continuous for future arrangements.

*When **are** you **flying** to Lima?*

*We're **seeing** the Managing Director next week.*

- 5 We also use *going to* for arrangements, plans and intentions.

*We're **going to** fly from Heathrow.*

*They're **going to** visit the new resort next month.*

*I'm **going to** talk to the Human Resources Manager about my promotion prospects.*

But we do not use the present continuous to make predictions for the future.

Compare:

*The transport strike **is going to cause** a real problem. (= This is anticipated for the future.)*

*The transport strike **is causing** a real problem. (= The strike has started and the effects are present.)*

- 6 Some verbs like *look forward to*, *hope* and *plan* automatically refer to the future. These verbs can be used in either the simple or continuous form.

*I **look forward to** seeing you soon.*

*I **am looking forward to** seeing you soon.*

*We **hope** to do better next year.*

*We **are hoping** to do better next year.*

*We **plan** to build a new swimming pool.*

*We **are planning** to build a new swimming pool.*

## Multi-word verbs

Multi-word verbs are combinations of ordinary verbs such as *come*, *go*, *get*, *take* and a particle (an adverb or preposition) such as *down*, *in*, *on*, *to*, etc.

- 1 Some multi-word verbs do not have an object.

*What **is going on**?*

*The plane **stops over** in Dubai.*

- 2 Other multi-words verbs have an object. There are two types of multi-word verb that take an object – separable and inseparable. For separable multi-word verbs, the particle can separate from the verb in the sentence. It can come before OR after the object.

*Please **switch off** the lights before leaving.*

*Please **switch** the lights **off** before leaving.*

However, the particle cannot be used before a pronoun. It must separate from the verb to go after the pronoun in the sentence.

*They've **switched** them **off**. (NOT ~~They've switched off them.~~)*

- 3 Inseparable multi-word verbs have an object, however, the particle cannot be separated from the verb by an object, whether it is a pronoun or a noun.

*Have you **asked for** the details? (NOT ~~Have you asked the details for?~~)*

*We're **looking into** it. (NOT ~~We're looking it into.~~)*

- 4 Some multi-word verbs have two particles. Verbs followed by two particles cannot have an object between the verb and particle or between the two particles.

*She's **looking forward to** seeing you again.*

*They've **run out of** petrol.*

## Modal verbs

Modal verbs have only one form. (They do not take *-s* in the third person *he*, *she*, *it*). In a sentence, modals are followed by the base form of the main verb. They are used to express the following:

## OBLIGATION

- 1 We use *must* or *have to* to say that someone has an obligation to do something.

*Must* is stronger than *have to* and indicates external rules or laws.

*All passengers **must** wear seat belts.*

*You **must** wear a helmet when riding a motorbike.*

*Have to* is used more often than *must* and indicates everyday obligations.

*I enjoy going to conferences unless I **have to** make a presentation.*

*We **have to** let the hotel know if we are going to arrive late.*

- 2 If something is forbidden, we use *mustn't* or *can't*.

*You **mustn't/can't** take a cigarette lighter on board a plane.*

*They **mustn't/can't** leave the safety area until the green light goes on.*

- 3 If there is no obligation, we use *don't/doesn't/didn't* have to.

*He **doesn't have to** come on the excursion if he doesn't want to.*

*Europeans travelling within the Schengen area **don't have to** show their passports at the border.*



- 4 We use *should* or *shouldn't* to express mild obligation or to make a suggestion.  
 You **should** be sensitive to other people's cultures.  
 Do you think I **should** take out insurance?  
 Cyclists **shouldn't** be allowed to ride on the pavement.

#### POSSIBILITY

- 1 We use *can*, *could*, *may* and *might* to say something is possible.  
 Working as a holiday rep **can** be a real pleasure.  
 You **could** have a single cabin but you have to pay a supplement.  
 It **may** rain tomorrow in the north.  
 I **might** be able to see you in Cairo if I have time.
- 2 We use *cannot* or *can't* to say something is impossible.  
 I **can't** do anything without speaking to the manager first.

#### CERTAINTY

- 1 We use *will* or *won't* to say that something is always true or certain for the future.  
 Some people **will** always complain even if you do your best to help them.  
 You **won't** be able to visit the museum on Monday as it is closed on that day.
- 2 We use *should* to say that something is reasonably certain.  
 She left over an hour ago so she **should** be there now.  
 They **should** know how to use the booking system by now – they've had a lot of training.

## Articles

### THE INDEFINITE ARTICLE

- 1 We use *a/an* with countable nouns when the information is new. The reader or listener does not yet know which thing/person is referred to.  
 Would you like to see **an** exhibition?  
 There's **a** man waiting for you downstairs.
- 2 We use *a/an* before professions.  
 He's **a** night auditor.  
 I'm **a** travel agent.
- 3 We use *a/an* in expressions of measurement.  
 A room costs \$650 **a** night.  
 Petrol costs more than one euro sixty **a** litre.

### THE DEFINITE ARTICLE

- 1 We use *the* when the noun it specifies has previously been mentioned.  
 I had a suitcase and a large bag but **the** bag was stolen.
- 2 We use *the* when a noun is identified by a phrase or clause that follows.  
 It's better than **the** room I stayed in last year.  
 They don't provide **the** level of service that you expect.
- 3 We use *the* in superlative expressions.  
 Rodeo Drive is one of **the** most expensive shopping streets in the world.
- 4 We use *the* when it is clear what particular thing or place is meant.  
 I'll meet you in the bar next to **the** lobby.
- 5 We use *the* before nouns and adjectives in order to create a category of people or things.  
**The** call centre staff must communicate with **the** guest in a polite manner.  
**The** rich and **the** powerful demand special attention.  
 You must know how to use **the** reservations software.
- 6 We use *the* with names of groups of islands or countries that consist of groups of states, e.g. **the** Aran Islands, **the** Maldives, **the** United States.  
 We also use *the* with the names of rivers, oceans and seas, deserts, e.g. **the** river Ganges, **the** Atlantic Ocean, **the** Sahara Desert, **the** Caspian Sea, and for some forests, e.g. **the** Black Forest (NOT ~~Sherwood Forest~~).

### ZERO ARTICLE

- 1 We use no article when countable, plural nouns are used in a general sense.  
 Tour operators sell dreams as well as holidays.  
 Young people usually prefer a less structured programme.  
 Good hotels have well-trained staff and high standards of customer service.
- 2 We use no article before the names of people and their titles.  
 Dr Mann Captain Kirk Queen Anne
- 3 We use no article with uncountable nouns used in a general sense.  
 Our insurance policy covers against loss or damage.  
 Good advice is hard to find.  
 Tea and coffee will be served in the lobby.



## Conditional sentences with *if*

### FIRST CONDITIONAL

- 1 first clause *If* + present tense  
 second clause *will* + base/infinite form of the verb

We use the first conditional structure to talk about a particular event or circumstance in the future, and what will almost definitely happen as a result of this event.

*If you **go** to the States, you'll **need** a visa.*

*If I **see** Monica this afternoon, I'll **tell** her you called.*

*If she **likes** musicals, she'll **love** 'Mamma Mia'.*

Note that the *if* clause is normally separated from the main clause by a comma.

- 2 It is possible to reverse the position of the *if* clause and the second clause.

*You **won't enjoy** your trip so much **if** you **go** during the rainy season.*

*They'll **have** problems **if** they **don't book** in advance.*

Note that no comma is necessary if the sentence begins with the main clause.

- 3 In the second clause (the clause without *if*), it is possible to replace *will* with *should*, *would* or *might* to make suggestions, offer advice or speculate about different possibilities.

*If you visit our country next spring, you'll **be able to see** the cherry trees in blossom.*

### SECOND CONDITIONAL

- 4 first clause *If* + past tense  
 second clause *would/might/should* + base/infinite form of the verb

We use the second conditional structure in imaginary situations to 'hypothesize' about events which are less likely to happen than for the first conditional. They are less likely because, at the time of speaking, they are just ideas or dreams (or they are not possible).

*If I **won** the lottery, I **would go** on a world cruise. (= I haven't even bought a lottery ticket.)*

*If you **had** more time, you **could take** a ferry to the islands. (= Your itinerary is fixed and you can't change it.)*

*If you **got** an early flight, you **might be** there by 9.00 a.m. but I doubt it. (= You can't change your flight.)*

As for the first conditional, it is possible to reverse the position of the *if* clause and the second clause.

*She **would be** more successful **if** she **worked** harder.*

- 5 You cannot use *will* or *would* in the *if* clause.

*If I ~~will~~ go to Japan, I'll probably go to a tea ceremony.*

*If I ~~would know~~ the price of it, I could tell you.*

- 6 It is possible to use *If I were* rather than *If I was*, especially when giving advice.

***If I were** the Minister of Tourism, I'd invest more.*

***If I were** you, I'd go before high season.*

## Verb + infinitive or -ing form

It is common for a verb to be followed by another verb. But it is often difficult to know whether the second verb is a to-infinitive or ends with -ing.

- 1 These verbs are followed by a verb + *ing* but not by a to-infinitive.

*admit (to), avoid, carry on, consider, delay, deny, detest, dislike, enjoy, finish, can't help, imagine, involve, justify, look forward to, miss, (not) mind, postpone, practise, put off, recommend, risk, suggest*

*We want to **avoid putting up** our prices too much.*

*I **look forward to hearing** from you soon.*

*You **risk losing** your deposit.*

*Would you **mind filling in** this form for me?*

- 2 The verbs below take a to-infinitive.

*can/can't afford, agree, arrange, appear, attempt, claim, decide, demand, deserve, expect, fail, guarantee, hesitate, hope, learn, manage, neglect, offer, plan, prepare, pretend, promise, refuse, seem, tend, threaten, train, undertake, want, wish, would like*

*Please **arrange to** transfer the money to our account.*

*I **expect to** see you in Mexico City shortly.*

*We **plan to** open new offices in Guizhou.*

*We **undertake to** repatriate you if you need medical assistance.*

- 3 Some verbs are followed by either a to-infinitive and another verb + *ing* but with a change in meaning.

*I will never **forget meeting** Barack Obama. (= I will always have this memory.)*

*Don't **forget to sign** the form. (= Remember to sign.)*

*I **mean to talk** to her later this week. (= I intend to.)*

*If I got a better job, it would **mean moving** house. (= involve)*

*She **stopped smoking** when she was 30. (= ceased)*

*He **stopped to give** me a lift. (to = in order to)*

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## The passive

- 1 We form the passive by using the appropriate tense of to be + a past participle. Modals can come before the passive verb form.

*The Roman ruins **are being excavated**.*

*The new museum **was inaugurated** in 2012.*

*Guided tours **can be organized** on request.*

*Breakfast **will be served** in the dining room.*

Compare these two sentences:

**a** *Leonardo da Vinci **painted** the 'Mona Lisa'.*

This sentence is about Leonardo da Vinci and the new information is that he painted the *Mona Lisa*.

**b** *The 'Mona Lisa' **was painted by** Leonardo da Vinci.*

Here we are talking about the painting and the new information is about the painter.

- 2 We use *by* when it is necessary to mention the agent (the person or thing doing the action).

*The ticket **is delivered by** the machine.*

*The holidays **are sold direct by** the tour operator, not **by** the travel agent.*

- 3 It is not necessary to mention the agent if it does not add any new information or if the agent is unknown.

*The streets **are cleaned** every evening.*

*All their money and passports **were stolen**.*

- 4 We use the passive to describe processes in which it is more important to say what is done than *who* does it.

*The application forms **are read** and a number of candidates **are invited** for interview. The successful candidate **is offered** the job.*

- 5 We use *it* + passive verb + clause to talk about past events that people think are true but there is insufficient evidence to be absolutely sure.

***It is said** that the princess was murdered in the castle.*

*Her ghost **is said to** haunt the west wing.*

Other reporting verbs follow the same pattern.

***It is thought** that Stonehenge was built to observe the stars, eclipses and the summer and winter solstices. **It is believed to have been built** in two stages.*

## have/get something done

- 1 We use this structure if we arrange for someone to do something for us.

*We'll **have** your car **delivered** to the airport. (= We won't do it ourselves.)*

*We're **getting** some pizzas **sent** to the office so we don't have to go out.*

Get is more informal than have.

- 2 We use *get* when we arrange for someone to do something for someone else.

*I'll **get** the webmaster **to send you** the authorization code.*

*'The tap is leaking.'*

*'Sorry about that. I'll **get** a plumber **to fix** it.'*

- 3 Do not confuse *get someone to do something* with *make someone do something*.

*My boss **makes** me work hard. (= obliges)*

Note that in this construction there is no *to* before work.

## Asking questions

- 1 Yes/No questions begin with an auxiliary and lead to a short positive or negative response.

***Is** it Friday today? No, it **isn't**.*

***Are** you free this evening? Yes, I **am**.*

***Can** you come with us? Yes, I **can**.*

***Do** you know where it is? Yes, I **do**.*

***Does** it open late? Yes, it **does** – until midnight.*

***Will** we take a taxi? Yes, we probably **will**.*

- 2 We use open questions when we want more information than just a simple answer. These questions begin with a *Wh-* word or *How*.

***What** is available at a reasonable price?*

***What** kind of holiday are you looking for?*

***Where** would you like to go?*

***When** will you be free?*

***What** time is the flight?*

***Which** terminal does it leave from?*

***Who** is the group leader?*

***How** many people are going?*

***How** much does it cost?*

***How** long does the flight last?*

***How** soon will we arrive?*

- 3 In indirect questions, the word order is the same as in a statement.

*Can you tell me **when** the museum **opens**?*

*Do you know **where** the station **is**?*

- 4 If *who* or *what* is the subject of the sentence then the word order is also the same as in a statement.

***Who** looks after the travel arrangements?*

***What** happens when things go wrong?*

If *who*, *what* or *which* asks about the object, the auxiliary comes before the subject.

***Who** **shall** I get in touch with?*

***Which** **do** you prefer, going by train or by air?*



# AUDIO SCRIPT

## Unit 1

1.1

**VAH = Vy-Anh Nguyen, TK = Teresa Koh**

**VAH** I'd like to ask you some questions about tourism in Hawaii if that's OK with you?

**TK** Sure. Go ahead.

**VAH** What kind of destination is Hawaii? Who goes there?

**TK** Well, Hawaii was named the top 'Dream Destination' in a recent study of American travellers. The Leisure Trend Group, the professional association who did the survey, asked over two million rich, active and outdoor-oriented people 'where would you take your favourite person on vacation if money was of no importance to you?' And Hawaii was their number one destination!

**VAH** So where do most visitors to Hawaii come from?

**TK** Our biggest market is the United States – but we get more people from the West coast than the East coast. Japan is in third position and Canada is fourth – although it's interesting that in terms of visitor expenditure, the Canadians spend less than the Japanese even though, on average, the Canadians stay over twice as long. After that, there's Oceania and then Europe. The Europeans tend to stay longer than the visitors from Australia and New Zealand, but we don't get as many of them.

**VAH** OK. So what makes people want to come to Hawaii?

**TK** Well, as you know, tourism is about selling dreams. It's all about people doing something different and taking a break from their ordinary daily routines. We focus mainly on luxury products and we have a wide spectrum. Luxury travellers can range in age from their late 20s to late 60s and beyond. Typical profiles would be rich baby boomers, who are typically well-travelled and demanding about the experience they want, and younger professionals, who have money but very little free time. Our visitors want to experience something out of the ordinary – a luxury B&B in the mountains, play golf on a famous Championship golf course, experience our regional cuisine, take a spa treatment while listening to the sounds of the ocean, things like that.

**VAH** So how do you promote Hawaii as a destination?

**TK** Well, we have a specialist programme to teach travel agents about the appeal of Hawaii to this sector. There are luxury resorts all over Hawaii, so the main task for the travel agent or consultant is to match the right island to the clients' interests. Are they looking for sunset sailing along the coast, helicopter rides over dormant volcanoes, surfing on secluded beaches or first-class scuba-diving? Each module on the programme focuses on an island and teaches agents about the unique attractions it has to offer.

1.2

1 steep

2 sandy, golden, active, dormant, pretty, quiet, spacious, scenic, winding

3 extinct, remote

4 deserted, surrounding, majestic

5 spectacular, luxurious

6 comfortable

1.3

**Part 1**

So, the marketing mix involves four Ps – and the first of these is P for Product. Now it's important to remember that 'Product' is, in fact, either a product or service. A product is usually a tangible product – something you can see or touch – so, in the hotel and catering industry, a tangible product would be the actual food and drink served in a hotel restaurant.

A service, however, is intangible: it can't be touched. The work of the waitress or the bar staff serving the customer or the housekeeping in a hotel is intangible. Since the travel industry is mostly about providing services, its products are mostly services and are therefore intangible.

Products can also be perishable, which means that they have a sell-by date. If a hotel room or airline seat is not booked prior to the day of departure, it can't be sold after that day has passed. Travel products are usually perishable: they only have a limited life and no longer exist after the departure date has passed.

The second P is 'Place'. This means deciding how the product will be distributed and where people will buy it. In the past, most products were sold through travel agents. An envelope full of documents such as a letter of confirmation, flight tickets and hotel vouchers was the only factor in distribution. But these days, the internet has completely changed the idea of place. Many customers now book on-line directly with the operator or airline, so actual physical location is not so important.

1.4

**Part 2**

The third P is 'Promotion'. This means more than just advertising, although advertising is important. Customers need to be told that the product exists, and this can be done via direct marketing, for example direct mail, websites, advertisements on TV and in the press, telemarketing and point-of-sale material, such as tour operator brochures. In addition to this, we also use sales promotions techniques such as offering discounts, promotional codes and loyalty programmes, such as offering customers airmiles on a frequent flyer programme.

Last but not least is 'Price'. The travel industry is incredibly competitive so the actual cost of a package is very important. Most people are looking for value for money, which means that the customer's perceived benefits must be greater than the costs. As there is considerable

competition, the operator or hotelier or restaurant owner has to analyse the cost structure of its competitors. This means that the price needs to be slightly cheaper or more or less the same as the price charged by the nearest competitor offering a similar product or service. Costings will also be subject to currency fluctuations and the price of a package may change after a brochure has been printed, leading to surcharges.

1.5

**D = Diane, A = Anthony**

**D** OK, Anthony, let's get down to business. I suggest we talk about transport first.

**A** Yeah, well, that depends where they're coming from, so we can't really anticipate that, can we? They'll need to tell us in advance, plus how many people are going to travel with them, and we can then negotiate a price with the airline.

**D** Sure, and we can stress the fact that we can negotiate a better price from the airline if we book them as a group. Um, we'll have to do a costing for local transport to and from the airport, and any excursions or tours during the stay, but we can't do that in advance.

**A** Right, well, that's item number seven. Do you want to deal with that now?

**D** Well, it's kind of the most important thing. I think we need to work on a profit margin of 30 percent if we're going to be competitive. So anything we buy in from a supplier like hotel bed-nights we need to increase by 30 percent.

**A** OK, I think the hotel we should go for is the Clearwater. I've spoken to the manager and they can give us a 20 percent discount for group bookings.

**D** Fine. We also need to cost the activities we offer like spa treatment, snorkelling, and so on.

**A** Right. One point we could mention somewhere is that according to a recent survey, a wedding abroad on average costs about one-third less than one arranged at home. We can negotiate better rates for hotels and catering, the band or DJ for the reception, the flowers, the photography, hairdressing, and so on. And usually there aren't as many guests prepared to fly out, so you can keep numbers down and you don't spend so much on food and drink. It's much cheaper abroad than at home.

**D** Good point. And I think one good way of presenting what we do is in the form of a list of Frequently Asked Questions. So we could mention that under *How much will it cost?*

**A** Yes, and we'll have to include questions like *What are the legal requirements?*, *How many guests can I bring?*, *Who does all the organizing* and *Who'll look after us on the big day?*

**D** Yes, we need to make a list of questions.

**A** OK, well, let's do that after lunch. Have you got any other business you'd like to discuss?



**D** Just one thing. I'm a bit worried about payment in different currencies. Changes in exchange rates could have a big impact on the profit we make.

**A** Yeah, you're right, we'll have to get advice on that.

## Unit 2

### 2.1

**D = Dennis, WZ = Wenjing Zue**

**D** Hello, I'm thinking of spending about six to eight weeks in China, so I was wondering if you could tell me something about what kind of transport is best for me to use for travelling round the country?

**WZ** Yes, but can you tell me where exactly you're planning to go?

**D** Well, certainly Beijing and probably Xian, Guizhou and Fujian and Shenzhen too, if possible.

**WZ** OK, well if you want to get from one end of the country to another quickly, then you have to fly. There are a lot of regional airports – about 150 – so you have a very big choice. It's cheaper to buy your tickets inside China rather than before you go but you can also book tickets online in advance. In my experience, elong or ctrip are very reliable.

**D** What about rail travel?

**WZ** There's a really good network and the trains are usually fast, punctual and safe. But you should try and reserve a ticket well in advance because the trains are crowded. Do you speak Chinese at all?

**D** Not very much, I'm afraid.

**WZ** So it's best if you ask the hotel to make the booking for you because reading a timetable in Chinese is going to be difficult for you, and trying to find English-speaking staff on the platform is almost impossible, even in big cities.

### 2.2

**D = Dennis, WZ = Wenjing Zue**

**D** Can you tell me about different classes of seats, first class, second class ...?

**WZ** Well Soft Sleeper class is the most comfortable and the most expensive – it costs about the same as a plane ticket. There are four berths in each compartment and there's a table with a tablecloth, and they usually provide hot water for making tea. The compartment door has a lock and there's a smartly-dressed attendant to look after each car. You share with other passengers but this is a good way to meet people.

**D** Yes, that's something I want to do.

**WZ** Then there's the Hard Sleeper class for journeys of more than six hours. Hard Sleeper berths are reasonably comfortable and bedding is supplied. Newer trains have power sockets for laptops and mobiles. I think they are very economical if you travel overnight because you save the cost of a night in a hotel.

**D** Yes, it sounds like a good idea.

**WZ** The cheapest is the Hard Seat class which has three people sitting side by side. They're fine for short journeys – short distance daytime trains only have Hard class seats. But it's an uncomfortable way to travel for longer journeys. Soft Seat

class is more expensive. It's about the same price as Hard Sleeper but I would recommend it for any journey over two hours.

**D** OK, I'll remember that. What about buses?

**WZ** Well, there are still places and sights in China that you can only get to by bus. For example, you can only get to many parts of Guizhou and Guangxi by bus. There's a railway network in Fujian but the connections aren't very direct, so it's best to go by bus.

**D** OK, thanks, you've been very helpful.

**WZ** Thank you. Have a good trip!

### 2.3

**1** Please mind the gap between the train and the platform when leaving the train.

**2** We expect heavy traffic congestion and long delays on the northbound carriageway after a coach collided with a lorry at junction 14.

**3** Will all passengers requiring a landing card please speak to the purser before going ashore.

**4** Lunch will be served in the dining car between twelve and two o'clock.

**5** Will all passengers for flight BA5074 to Cairo please make their way to the departure lounge where your aircraft is waiting to depart from gate number 56.

**6** The captain invites all first-class passengers to join him for cocktails on the upper deck.

**7** Turn left and drive straight on for 500 metres. At the first roundabout, take the third exit. Drive on for three kilometres.

**8** Passengers arriving from Brussels please proceed to the baggage claim where your luggage will arrive shortly.

### 2.4

**E = Emma, EB = Emma's Boss**

**E** We set off really early for the airport – at about 5.30 in the morning – so I would have plenty of time. But, of course, there were long delays on the motorway. A lorry had broken down and blocked an exit, so we were held up for more than an hour. Anyway, we got there in the end. My husband dropped me off outside the terminal just after eight but by that time my flight had already taken off.

**EB** Oh no! So what happened?

**E** Well, I went to find out what time the next flight for Prague was departing. The helpdesk people were very helpful but I had to hang about for ages while they tried to get me on another flight. I tried to phone the Prague office but the line was bad and I couldn't get through. Anyway, I managed to get on another flight to Prague a bit later that morning. Of course, there was no one to pick me up when I arrived at the airport. But I got a taxi to the city centre and finally turned up for the first part of the visit at lunchtime!

**EB** So, after all those problems, was the trip a success in your opinion?

**E** Oh, very much so. They put me up in a really good hotel and I got on really well with the people I met. I've filled in the site visit checklist you gave me and it's all very positive.

### 2.5

**E = Erik, I = Interviewer**

**E** One of the first things I had to do when I'd just started the job was deal with problems that were caused by the volcano which erupted in Iceland. The cloud of ash from the volcano made flying impossible. There were people from all over Europe who couldn't get home because there were no flights for them. We also had people we had to contact and tell them they couldn't go on holiday.

**I** So what did you do?

**E** I divided the staff into three teams. One team organized hotel accommodation for our customers. That wasn't easy because there weren't enough hotels for everybody and we didn't know how long airports would remain closed. The second team contacted all the customers who had booked flights that week and offered them refunds or an alternative holiday. But that wasn't easy either as we didn't have much spare capacity. And a third team was responsible for hiring coaches to transport people to places where there were other means of transport to get them home.

**I** And do you think the operation was a success?

**E** Well, of course we lost a lot of money. But on the positive side, our customers saw that we were doing our best to meet their needs in difficult circumstances. I think that these passengers are going to trust us in the future because they know that if anything goes wrong, we'll look after them.

**I** What do you think you learnt from the experience?

**E** In terms of professional skills, the most important skill was how to deal with the public in a very stressful situation. For example, if a customer is angry and upset, it's important to let them tell you how they feel. Don't interrupt while they are speaking but stay patient and wait until they've finished. If you can stay calm, this is going to help the whole situation, so don't get angry or lose your temper. And of course don't ever start to argue with the customer and/or blame your colleagues or anyone else about the situation. It doesn't help to make excuses – it's better to focus on what you're going to do to change things. I've also learnt that the way you listen is important too. You should make sure you stop what you are doing and look at the person. Ask questions to ensure that you understand what the problem is from their point of view, and show empathy by telling them that you understand how they feel. Then, if possible, reassure the customer by promising that you will do something to improve the situation.

### 2.6

#### 1

**CS = Customer Service employee, M = Man**

**CS** Good morning, sir. Where are you travelling to today, please?

**M** Stockholm.

**CS** OK, could I see your passport, please? Thank you. Do you have any cabin baggage?

**M** Just my laptop.



**CS** OK ... that's 26 kilos. I'm afraid you're six kilos overweight, sir, so you're liable to excess baggage charges.

**M** Oh ... How much will that be?

**CS** It's ten euros per additional kilo, so that will be 60 euro. If you take this form here to my colleague at the information desk, you can pay there.

**M** What do you mean 60 euro? That's outrageous! It's more than I paid for my ticket. I thought I might be a bit over but I had no idea you'd charge so much. You can't do this to people ...

**CS** I'm afraid it's not my decision, sir. Our policies related to cabin baggage and excess baggage charges are printed clearly on your ticket and also on our website.

**M** I'm sorry, I think you're just taking advantage. Nobody could possibly expect ...

**2**

**CS = Customer Service employee,  
W = Woman**

**CS** Any passengers for Milan? That's any passengers for Milan ... Could you come this way, to the front of the queue? ... This way, please ...

**W** ... Excuse me ... EXCUSE ME?

**CS** Yes, madam. Can I help you?

**W** Could you please tell me where to go for the Seville flight? We've been trying to queue in this chaos for over an hour now. Our flight leaves at 10.30 and we're going to miss it if we can't check in.

**CS** OK ... Seville, yes, ... OK, if you'd like to follow me.

**W** I don't understand why you've only got four desks open. Look at all these people it's ridiculous...

**3**

**CS = Customer Service employee,  
M = Man**

**CS** Yes, sir. Can I help you?

**M** I've just come off the CheapSky flight from Prague and collected my luggage, and I want to make a serious complaint. My GPS has been stolen from my bag!

**CS** I'm sorry to hear that, sir, but we do advise against putting valuables in your cabin luggage. We do clearly state that we can't be held liable for any loss or damage to property carried in this way.

**M** Are you serious?

**CS** Yes, when you booked your ticket, if you had to read our terms and conditions charter and ticked a box, you would have seen this.

**M** But nobody reads that small print! I can't believe that CheapSky is trying to get out of their responsibilities like this, I ... want to see the manager ...

**4**

**S = Sharon, Si = Siobahn**

**S** Hello, Sharon speaking.

**Si** Hi Sharon, it's Siobahn here. Listen, I'm at departure gate 32 and we've got a problem. Could you come down?

**S** Oh, that's the 10.25 to Oporto, right? I thought you'd have taken off by now. What's the problem?

**Si** We've had a major incident with a customer. She got really angry when Kevin wouldn't let her take two pieces of cabin baggage onto the plane. We told her she

had to go back and check in her handbag or her laptop. Her husband got abusive and we had to call security.

**S** Not another one! OK, I'm on my way.

## Unit 3

**3.1**

**1**

My job is to make all the travel arrangements for the members of a royal family in the Middle East. Sometimes there's at least ten of them and I have to make sure everything is absolutely perfect. My biggest worry is always security, so I always choose a hotel that uses smartcards to limit access to executive suites and has CCTV cameras installed. The family particularly request limousine service, 24-hour room service and exclusive use of the spa and therapy rooms.

**2**

I travel a great deal on business and usually spend no more than two or three nights in a hotel. The travel budget has been cut recently, so I don't usually stay in exclusive, expensive hotels but I do need some essential facilities. High-speed internet access is a must, and if there's a business centre offering secretarial and translation services and business support, that's a plus. Oh, I also need a rapid laundry service as I travel fairly light and don't always have enough clothes with me.

**3**

We have two young children and a relatively low budget so we look for somewhere that caters for families. It's important to have a swimming pool, but the best hotel for us is one where there's a children's play area where the children can go. We stayed in a place recently where the kids had bunk beds with individual television sets in them. We could get the latest PlayStation games and consoles from reception. And if we wanted to go out in the evening, just the two of us, there was a great babysitting service as well.

**3.2**

**I = Interviewer, J = Janice**

**I** First of all, can you tell us something in general about how hotels are graded and what the number of stars actually means?

**J** Well, perhaps the first thing I should say is that the number of stars in one country doesn't necessarily mean the same as in another. But in Europe, there's a European Hospitality Quality Scheme called the Hotel Stars Union and the star system is the same for all the countries that belong to it. Basically, there's a list of criteria relating to 270 possible features and services a hotel can offer. For example, the minimum criteria for a one-star rating include daily room cleaning, a table and chair in each room (as well as the bed of course!), and either soap or body wash in the bathroom. However, for a four-star rating, a hotel must be able to offer things like a restaurant with an à la carte menu service and a soft chair or sofa with a side table in each room.

**I** OK, that's good to know but what about Spain? Can visitors expect star ratings

in Spain to be the same as in the rest of Europe?

**J** Well, actually the short answer to that is no. In Spain, the stars can only be awarded by the regional tourist authorities. There are 17 different regional tourist authorities and each one gives an official rating according to its own set of criteria.

**I** That sounds pretty confusing.

**J** Well, yes it is. And to make it worse, most people book hotels online or through tour company brochures, which often use their own criteria and sets of symbols, for example suns, crowns, keys, moons or diamond symbols to rate hotels.

**I** So, do the stars mean anything at all?

**J** Well, the stars reflect the number and range of facilities offered, for example is there a lift? Does the hotel have a gymnasium? So that's something concrete you can rely on. And of course a four-star hotel will also cost more than a three- or a two-star hotel in the same city: by law, Spanish hotels must display their prices behind reception and in every room.

However, visitors must remember that VAT is extra.

**I** Right. And are the prices more or less the same across the regions?

**J** Well, prices vary according to region and season. A room will always cost more in high season and city hotels charge more during fiestas, carnivals or when there's a major conference.

**3.3**

**1**

**C = Customer, R = Receptionist**

**C** Hello, can you send someone to look at the air conditioning in my room – it's too noisy and it doesn't seem to be working properly because the room is hot. And I can't close the window either and there are insects getting into the room.

**R** I'm sorry, sir. I'll speak to maintenance.

**C** OK, thank you.

[Later]

**C** Hello, I phoned a couple of hours ago to say that the air conditioning is not working. The person I spoke to said someone would look at it but nothing has happened.

**R** Which room?

**C** 238.

**R** I will speak to maintenance.

**C** And another thing. The Wi-Fi isn't working and I need to be connected – I've got work to do.

**R** OK, I will speak to the person in charge.

[Later]

**C** I want a refund, I'm not paying the full rate – I complained several times about the air conditioning and the internet connection that didn't work, and I was just ignored.

**2**

**C = Customer, R = Receptionist**

**C** I don't understand this bill. It's too much.

**R** You got a problem?

**C** When I made the reservation, I was told the room rate was seventy-nine dollars and ninety cents.

**R** Yeah, plus taxes.

**C** OK, but what's this – you've added another 15 dollars.



**R** Yeah, that's kind of for the extra person in the room.

**C** The extra person in the room!! I was never told there was a charge for that!

**R** That's the rate, man.

**C** Where's it say that? There's nothing about that on the check-in card and I can't see anything here in the reception area about charging for the number of people in a room.

**R** Yeah, but I can't do anything about it, can I? I ain't the manager.

**C** Can I speak to the manager?

**R** Nope, he ain't here.

**C** When will he be back?

**R** I dunno. I can give you his mobile phone number if you like.

3

**C = Customer, R = Receptionist**

**C** Hello, we've booked a room in the name of Robertson, Mr and Mrs Robertson.

**R** But the hotel's full. It's half past eleven, we don't have any more rooms for tonight.

**C** What? We made this booking two weeks ago! And I have a credit card confirmation for late arrival. You can't say you don't have a room!

**R** ... I don't have any record of that.

**C** Maybe, but I do, so what are you going to do about it? We just travelled 150 miles to be here.

**R** Um, perhaps I could try and get you into another of our hotels. Do you want me to do that?

**C** Do you have any other solution?

**R** No.

4

**C = Customer, R = Receptionist**

**C** Is that reception?

**R** Yes, how can I help you?

**C** My name's Anne Robertson. I just checked in with you downstairs. You told me the room was ready but the beds haven't been made, the room is filthy and it smells of cigarettes. I definitely asked for a non-smoking room and it's half past three – I don't understand why the room hasn't been cleaned.

**R** Oh, I'm so sorry, Mrs Robertson. I do apologize for the inconvenience. Please come down and I'll make sure you get a room that's ready. I'll put you in a better room with a view over the lake.

**C** OK, thank you very much. I'll come down now. ... Oh my goodness, there's a lizard in the room!

5

**C = Customer, M = Manager**

**C** Excuse me, are you the manager?

**M** Yes, madam, what can I do for you?

**C** I'd just like to tell you that I find the attitude of the people you employ here completely unacceptable. This afternoon when I came back, the room hadn't been cleaned. I phoned housekeeping but I don't think they understand English, they just say yes. Finally, I managed to make them understand what I wanted and someone brought up some clean linen, but the girl wouldn't stay to clean the room and I had to make the bed myself. She said it was the job of housekeeping, not hers.

**M** I'm very sorry, madam. I'll have a word with the staff. I assure you it won't happen

again. Thank you for bringing the matter to my attention.

3.4

**Apologizing**

1

I'm sorry about that.

2

I do apologize for the inconvenience.

3

I hear what you're saying and I know how you feel.

**Explaining**

4

I'm afraid there's been a misunderstanding.

5

What seems to have happened is that ...

6

At the moment we're having a problem with ...

**Acting**

7

I'll look into it right away.

8

I'll get back to you when it's been sorted out.

9

I'll do everything I possibly can.

3.5

**A** Let's get this meeting started, shall we? The first item is about this Mrs whatshername.

**B** Katarina Chalupova.

**A** Yeah, well, this is pretty serious. What I want to know is, why didn't anyone notice that this piece of furniture was potentially dangerous?

**B** It's very difficult to get good cleaning staff. They don't care, they just come in and out, a lot of them turn up late ...

**C** Some of them can't speak English.

**B** And they don't care.

**A** Why not?

**B** Why should they, their wages are really low and they have no reason to care really.

**A** Well, this is going to cost us. Have you read the letter from the solicitors?

**D** It looks bad but we can also claim that she was at fault. She admits that she spent a lot of time in the swimming pool – but if her finger was infected, she should have kept the finger protected and clean and not gone swimming.

**C** She says it was the water in the swimming pool that caused the infection.

**A** It can't have done – the water has chlorine in it, it's disinfected.

**B** Yes, but other people say that there are kids who haven't been toilet trained in the pool.

**A** OK, we need to tell the swimming pool attendant to make sure that kids with nappies are not allowed in the pool area.

**D** So what about her claim for compensation?

**A** I suggest we write to the solicitors and play for time – wait until we know how serious it is. Maybe offer some compensation but don't admit responsibility. Nothing proves that there was really something wrong with the bedside table. In any case, she may have a personal accident insurance policy or have signed up for our own when she booked.

**D** Yeah, good point. Let's move onto the maintenance issue.

**B** It's true that some of the villas need repainting. I think we should budget for that over the next six months and choose the properties that really do need some repairs.

**A** OK. I'll look after that.

**C** And I'll have a word with Molly O'Connor and make sure she tells the staff that in future we'll be doing checks to make sure that the rooms are properly cleaned and that the bed linen is changed every day. It's unacceptable.

**A** Good. Now what about the Park Market?

**B** Well, that's very clear. It clearly states in our terms and conditions that food and beverages are provided by third parties. So any issues concerning food in the stores should be directed to the provider.

**A** Right, so we can say we are not responsible and Mrs Hawkins should contact the Park Market directly. Is anyone taking minutes for this meeting?

**D** I'll draw up a list of action points and circulate it to all of you.

## Unit 4

### 4.1

1

Hi, this is Curtis Jackson with the weather forecast at 6 a.m. for today Monday the third of April until midnight. Most of the country will start the morning overcast with some mainly light rain or drizzle, although over northern areas some heavier scattered showers are expected during the afternoon.

During the afternoon, brighter, drier weather should gradually extend eastwards with sunny intervals and it'll be another mild day with temperatures in the mid-50s, generally a little higher than yesterday's but a little under the seasonal average.

2

Hello there, it's Monday, the last day of the year and today it's likely to be a rather chilly day for many. There'll be some scattered showers and a cool breeze for Sicily and southern Italy, but most parts of the Mediterranean will be dry and we'll see sunny spells for the French Riviera, Spain and Portugal once the early morning mist and fog has cleared.

There are a few showers spreading down into northern parts of Africa, particularly Tunisia and Libya. Cairo should be dry with temperatures of 18 or 19 and lots of warm weather and summer sunshine in Nairobi, Dar es Salaam and Cape Town.

### 4.2

**P = Patricia, B = Barbara**

**P** Hi. Is that you, Barbara? This is Pat Walsh. We talked a couple of days ago about your upcoming vacation.

**B** Oh hi, Pat. How're you doing?

**P** I'm good. Hey, listen, I found you a great place to go! It's called Costa do Sauípe in northeast Brazil. It's this private resort with a fantastic beach area about one hour north of Salvador. There are five hotels with



incredibly spacious bedrooms, a huge TV and I can tell you, it's real luxurious.

**B** Sounds great. What kind of activities are there? Do they organize things for us to do? Hank and I just don't want the kids to get bored – you know what teenagers are like.

**P** You don't need to worry about that – there'll be plenty for your boys to do, like volleyball and windsurfing on the beach which is right next to your hotel. Tennis, aqua gym, horse-riding – they have their own equestrian centre – and, you know, for eating out there's a really wide choice – fifteen restaurants, French, Italian, Japanese and Brazilian food.

**B** OK, so how would I get there?

**P** Well, there's an air-conditioned bus that picks you up from the airport in Salvador and drives you straight to the resort, which is about 50 miles away.

**B** That sounds convenient. And when do you reckon is the best time to go?

**P** Well, if you go in summer (that's December through February), they have something that's really special. I know you're interested in nature and wildlife and they have this turtle preservation scheme. Once or twice a week, the resort people collect the turtle eggs and they save all the turtles that are born on that day. And this naturalist guy comes and gives talks about turtles and their habitat, and so on, and about other marine life as well. I know someone who went there with her kids and they absolutely loved it.

**B** Well, that sells it for me. Judd is mad about marine life. You said December through February? So that's their summer, right?

**P** Yeah, you're guaranteed good weather. Costa do Sauípe is in a tropical region and the sun shines practically all year round and you're guaranteed temperatures between about 75 and 90 degrees.

**B** OK, that's plenty hot enough.

**P** Look, Barbara, why don't you visit their website to see what it looks like and then when you've done that, I suggest you get back to me and we'll take it from there.

**B** OK, Pat, that sounds really good. I'll do that now and call you up maybe tomorrow.

**P** OK, great speaking with you.

#### 4.3

**I = Interviewer, JJ = Jon Jackson**

**I** So is Eldorado a safe place for tourists?

**JJ** There was a time when our country was dangerous but the civil war was over five years ago and it's very different now. In fact, because of our low crime rate, our country is now considered entirely safe. Last year, over 60,000 visitors came here from the USA and tourism is growing really fast. We've already generated 99 million US dollars in revenue from tourism in the first four months of this year.

**I** How many visitors do you expect this year?

**JJ** More than one million, mainly from the USA. But there are more and more visitors from other parts of the world. Tourism investment is up by 11.8 percent this year and we expect our tourism receipts to rise by more than 16 percent.

**I** The TV reality programme *Lost and Found*, which has a big audience in the United States, was filmed here recently. Has this had any effect on tourism?

**JJ** It was a really great public relations exercise. The programme will be on for 14 weeks every Wednesday night during TV prime time and will be watched by 13 million American households. That's a massive audience who have probably never considered our country as a tourism destination. But most important is the positive image of the country that the programme portrays.

**I** What plans do you have to develop tourism in Eldorado?

**JJ** Well, we want to increase the amount of hotel accommodation available. At the moment, we have 7,800 hotel rooms, which isn't enough. Our neighbouring countries offer around 38,000. We're working with two Spanish hotel chains, SunSoul Hotels and Ambrosi Resorts to improve what we have to offer. Our government is offering tax exemptions of almost 100 percent during the first ten years for foreign companies that set up here. If within the next ten years they decide to reinvest 35 percent of the initial amount, the exemption can be extended.

**I** OK, so that's bound to attract investors. Thank you very much for talking to me.

## Unit 5

### 5.1

I've divided my presentation into five main sections which correspond to the main areas of the country. Argentina has an enormous variety of landscapes and there really is something for everyone. So, unless anyone has any questions, I'll begin.

So, we'll start off in the great plains of the **Pampas** region. Visitors can stay at the ranches, which are now open as hotels or parks, where they can go horse-riding, bird-watching or hang gliding. If you have customers who enjoy fiestas and carnivals, I'd really recommend the annual carnival in the city of Gualaquaychú. Everybody's heard of Rio carnival in Brazil but this one is less touristy and a truly authentic experience. For beach lovers, there are many beach resorts on the eastern coast here, such as Pinamar and Mar del Plata, which offer activities like quad-biking and surfing.

The northeast region of the country is the Argentinean **Mesopotamia**. On the border with Brazil, there are the magnificent Iguazú Falls. These waterfalls are just as spectacular as Niagara Falls in Canada or Victoria Falls in South Africa, and if you're looking for excitement, you should take a boat trip to the edge of the falls. The rainforests in Iguazú National Park are a Unesco World Heritage Site, which visitors can explore by eco-train. The Mesopotamia region is also great for weekend breaks angling on the banks of the Rio Paraná.

I'd like now to turn to the **Central region** and the Andes mountains. In Córdoba you can see great examples of colonial

architecture. If you'd like to explore the mountains, you should take a trip on the train to the clouds – El Tren de las Nubes. The train departs from Salta and takes you on a 450-kilometre round trip literally into the clouds – the last viaduct is over 4,000 metres above sea level.

Next is **Cuyo** in the west-central region. Mendoza is the regional capital and is an excellent base to explore the many vineyards in the area. You can also go climbing and skiing in the Andes from here, for example at the Las Leñas ski resort.

But perhaps the most exciting region is **Patagonia** in the south. Here visitors can enjoy a wide range of outdoor activities, horse-riding, trekking, rafting and wildlife-watching. From the Puerto Piramides, here on the east coast, you can go whale-watching and the Tierra del Fuego – literally the land of fire – is your gateway to the Antarctic, where you can take a cruise around the icebergs. Well, I think I'll stop there for the moment and if you have any questions, please don't hesitate to ask me.

### 5.2

If we could just stop here, please. Can everybody at the back see the painting? Can everybody hear me? Yes, ... good. Well, this painting of *Ophelia* by John Everett Millais is one of the most famous works associated with the Pre-Raphaelite movement in England during the 19th century. The Pre-Raphaelites disagreed with the way art was taught and in particular the way the Italian Renaissance painter Raphael was considered to be the master they should all try to copy. They wanted to go back to a style of painting which was typical of the Early Renaissance Italian and northern European art of the 15th century. They wanted more detail in their painting and to use lots of intense colours. They also used themes taken from poetry and the theatre, and here we have a representation of *Ophelia* in Shakespeare's *Hamlet*. As you may know, *Ophelia* becomes mad with grief after *Hamlet* murders her father and she accidentally drowns when she falls into a stream.

Millais painted *Ophelia* in two separate stages: he first painted the landscape, sitting outside on the banks of a river for up to eleven hours a day, six days a week, over a five-month period in 1851. When he'd finished the background, he painted the figure of *Ophelia* using a 19-year-old model called Elizabeth Siddell. He particularly wanted to see the effect of her hair and dress floating in water, so he asked her to lie in a bathtub of water. But when she caught an extremely bad cold, her father sent Millais a letter demanding £50 for medical expenses. The flowers floating on the water correspond to ...

### 5.3

#### 1

Oil on canvas painting 1300 x 900 millimetres, presented by the artist in 1900.

#### 2

Tempera on wood painting from circa 1420.



**3**  
Oil on wood painting 765 x 940 millimetres – painted by Nathaniel Horne in 1775.

**4**  
Late 14th-century French Gothic panel painting.

**5**  
This marble statue probably dates from around 1500.

**6**  
Oil on canvas painting 980 x 853 millimetres – a portrait of the Betts Family circa 1746.

#### 5.4

**BM = Bethany Martinez, AF = Alain Fournier**

**BM** Hi, can I speak to Alain Fournier, please?

**AF** Hello, this is Alain Fournier speaking.

**BM** Hi, it's Bethany Martinez. I sent you an email yesterday about a group we have who would like to do a tour of France next fall – I was wondering if you've had the chance to give us a costing.

**AF** Yes, well, I've been looking into the entrance fees and prices of some of the places that the group could possibly visit and I've been drawing up a table to see how the prices compare.

**BM** OK, sounds good.

**AF** We haven't yet worked out an itinerary – there are several possible alternatives. I think that most people who come to France want to go to Versailles and I've got a price there of 25 dollars with an audio commentary so there's no language problem. I guess they don't speak French.

**BM** No, probably not.

**AF** I can get a museum pass for the Loire Valley chateaux for 65 dollars, that includes entrance fees to ten chateaux but I doubt if they'd want to visit them all.

**BM** No, but that sounds pretty good value.

**AF** And then there's the Mont Saint Michel, which is incredibly popular, a bit crowded in the summer with about 2.5 million visitors every year but I've negotiated a group ticket for nine-ninety a head. I'm quoting in dollars obviously. I've also got a good deal from the Popes' Palace in Avignon, at 125 dollars whatever the size of the group and an English-speaking guide thrown in.

**BM** These prices are firm and definite, are they?

**AF** They're what we pay. Obviously, we'll be giving you an itinerary and a global price that takes all these charges into account. And we don't have to charge anything for accommodation as all the hotels we use belong to the group, so accommodation is factored into the price.

**BM** Good, that should keep the price down for us. What other places would be possible?

**AF** Well, as they're interested in gastronomy, I think a tour of vineyards in Burgundy and the medieval hospital in Beaune would be worthwhile. And I've been on the phone to a vineyard owner in Bordeaux who can do me a tour and gastronomic dinner for just 110 dollars a head. But there are other places as well that should interest the group, for example

the Normandy beaches and the War Museum in Caen, which is actually free, so we'll probably suggest that. Anyway, what I'll do is get my team working on a detailed itinerary and give you a price per person for the tour.

**BM** OK, do you think you could do that for today?

**AF** Um, we'll do our best, I'll get back to you as soon as possible.

**BM** OK, thank you, have a good day.

**AF** Yeah, same to you. Bye.

## Unit 6

### 6.1

The idea of niche tourism has become more and more popular, partly as a reaction to mass tourism. We're all familiar with mass tourism products such as cheap package tours, huge tourist resorts, international hotel chains and built attractions like Disneyland. They have been very successful in creating economies of scale through the sale of standardized leisure packages to a mass clientele. Niche tourism takes the opposite approach. It says 'small is beautiful' and caters for small groups of people – perhaps no more than a dozen – who have a shared special interest, for example photography, steam engines, bird-watching or gastronomy. And it's precisely because niche tourism is, by its very nature, small-scale, that it offers such a good opportunity for people who want to set up small independent businesses. A lot of small firms have been able to exploit areas of business that the major tour operators aren't able to. Only the small business model can offer one-to-one service and high levels of product knowledge. If you look at the list of Independent Tour Operators in Britain, you can see the range of niche products on offer, for example religious tourism such as pilgrimages and visits to sacred sites, travel to music festivals, visits to battlefields, medical tourism, where people travel abroad for health reasons, and the very big niche market in courses aimed at people who want to learn a foreign language. Another interesting aspect of niche tourism is that it tends to attract high spenders, or at least people who see themselves as different from your ordinary tourist. This means that instead of the low margins in the competitive mass tourism business, niche tourism has the potential for quite high profit margins.

### 6.2

**1**  
Two hundred and fifty-two US dollars.

**2**  
Three point five million euros.

**3**  
Seventy-two thousand, five hundred and twenty-five yen.

**4**  
A quarter.

**5**  
Two-thirds.

**6**  
Twelve point five percent.

### 7

One and a half million.

### 8

Six point two five billion.

### 6.3

**I = Interviewer, DrC = Dr Chaya**

**I** So Dr Chaya, the global market for health tourism is worth about 100 billion US dollars and it's growing all the time. Do we know anything about the reasons for this?

**DrC** Well it's fairly obvious that one of the main reasons for medical tourism is cost. For example, here in Thailand, heart bypass surgery costs one-tenth of what you would have to pay in the USA. Another major motivation is time – there are huge waiting lists in Canada and the UK for most operations and procedures, so if you want treatment quickly, you have to travel. But I think the main factor in the growth of this form of tourism in the Western World lies with the ageing population. The number of people in the 65 to 75 age range has increased dramatically in the last ten to fifteen years and they are the section of the population who need medical treatment the most. They're also the people looking for spiritual wellness. Around 40 percent of the people attracted by this kind of tourism are over the age of 55.

**I** And how big is the market for medical tourism here in Asia? How many medical tourists are there?

**DrC** The estimated market size is around 1.6 million, with the major providers being Thailand, Singapore, Malaysia, the Philippines and South Korea. Thailand alone hosts medical visitors from over 190 countries. Singapore is aiming for a 4.8 billion dollar share of the American market – that's about 8.5 percent of that particular market. Another attractive feature of this market is that medical tourists spend about two-and-a-half times more than the average traveller so they're an excellent source of revenue. The Royal Thai government has drawn up a five-year plan to double this revenue.

**I** And do you get domestic ...

### 6.4

**BJ = Bronwyn Jones, R = Receptionist, DS = Dikelidi Sisulu**

**BJ** Good morning, can I talk to Dikelidi Sisulu, please?

**R** Yes, who's speaking, please?

**BJ** My name is Bronwyn Jones. It's about a booking I made.

**R** Hold on, I'll put you through.

**BJ** Thank you.

...  
**DS** Good morning, Mrs Jones, what can I do for you?

**BJ** Oh, hello. I recently made a booking for the Township Experience and I've just been reading about all the attacks in the townships and I really don't feel safe now about the whole thing, and so I've decided not to go. Could you please cancel the booking for me?

**DS** Um, you must be thinking about the honeymoon couple in the car that was hijacked, they weren't actually attacked, and ...



**BJ** Yes, I've read all about it and it was absolutely horrible and it's put me off the whole trip.

**DS** Well, I understand how you feel and we are all very shocked about it but I can assure you that this is the first incident like this for a very, very long time. We've been doing these tours for over ten years and we've never had a problem.

**BJ** Sorry, but I find that difficult to believe. Everyone knows that Steenland is dangerous. All I'm saying is that I want to cancel the booking.

**DS** OK, but it's a great pity because I'm sure you would have really enjoyed the experience.

**BJ** Maybe, but can I give you the booking reference number? ...

6.5

**DS = Dikelidi Sisulu, TM = Thabo Mbilatshwa**

**DS** I need your help, Thabo, I had a cancellation for the Township Experience this morning and it's not the first. The attack on that British couple is damaging our reputation as a tourist destination. If things carry on this way, I'm going to lose my business. What can we do to make Steenland safer for visitors?

**TM** Well, I think we should start by focusing on the kind of measures we already take, I mean those tourists ignored the advice the people in their hotel gave them. But if they'd been your clients, you wouldn't have let them go anyway, right? You already tell your customers not to go out alone or after dark. Maybe you could post a whole section on safety and security on your website? Then all visitors will know both what to expect and all the things that they should do to make sure that nothing happens.

**DS** Such as?

**TM** OK, well the main thing is not to carry expensive cameras and wear expensive jewellery – that's asking for trouble. Or carry large sums of money. And if they do carry money, keep it in a money belt. And no one should ever, ever walk the streets after dark.

**DS** Yes, all that's very sensible but we don't have tours after dark! And all our tours are with experienced guides who know which areas to avoid.

**TM** You could certainly say something like all the guides are well-known and respected in the community and our vehicles are recognized in the townships. Everyone knows that it isn't good to harm tourists because it harms our economy. And that they, the tourists, should always stay with their guide. And if they do get into a dangerous situation, NEVER oppose any criminal, just give them what they want immediately or they might attack you.

**DS** I don't want to make people panic or I'll never get any bookings!

**TM** Another thing you could do is stress how important community action is for us here in the townships. Tell them that if they ever find themselves in an emergency situation, then all they have to do is call our community safewatch call centre at eblockwatch and we'll send out one of their members to help them.

**DS** Now telling them about eblockwatch IS a good idea. But they have to register for that, don't they?

**TM** Yes, but it's easy – they just have to go to the website at [www.eblockwatch.co.za](http://www.eblockwatch.co.za).

**DS** OK, well, I'll start drafting a paragraph to reassure potential visitors and some Dos and Don'ts. I'll send them to you so you can add anything you think I've left out.

## Unit 7

7.1

**I = Interviewer, SL = Simon Lau**

**I** So, what are you working on at the moment, Simon?

**SL** I'm organizing an exhibition for schoolchildren about ancient Egypt. It's especially designed for kids, so it has to be interactive and fun. But it also has to be educational, so we must make sure there's enough information for teachers who come with groups of school children to do project work with them.

**I** So, what does an exhibitions manager actually do? What's your plan of action for this exhibition?

**SL** Well, generally, I would say it takes about a year to organize an exhibition from start to finish. The first thing I do is spend about a month deciding all the requirements and of course the budget – how much money we can spend. Then, I draw up an action plan with a timescale. The action plan takes me about six weeks to do because it's a map of the whole project and it's really important.

**I** And then?

**SL** Well, we have to order the exhibits from other museums and they have to be delivered. That will take six months. When they arrive, they are kept in the packaging for a few days to adjust to the museum's climate. While all the exhibits are being delivered, the exhibition's website has to be designed. This is an ongoing process and usually takes at least nine months to complete. I start sending information and photos of the exhibits to the web designer as they come in and the site will be constantly updated. Next, we start work on the software for the interactive display, which is produced by a specialized software company. That usually takes about three months. When the interactive software is ready, we'll design the sequence for the exhibition (that's the order in which the exhibits will be visited) and over the next two months the labels for the exhibits will be printed and a script for an audio guide will be written and recorded, preferably by someone famous. During these two months, one of my team will also produce a resource pack for teachers and get it printed. Finally, I'll write the publicity material for the exhibition and press releases will be sent out to the local and national newspapers, and to travel publications and websites.

**I** And then the grand opening ceremony!

**SL** Yes, we usually have a preview party and invite the important local people and the press. It's a good way of promoting a new exhibition.

7.2

**P = Paul, M = Martina, K = Kristina**

**P** It's five past ten by my watch. Let's make a start, shall we? As you know, the aim of this meeting is to discuss the festivals you've researched. So, er, Martina, would you like to make a start?

**M** OK, well the Eisteddfod is an extremely old festival, in fact it dates back to the 12th century but the modern version has been going since 1858. It's held in the first week of August in Wales and the venue changes every year, but every four years it goes back to Cardiff, which is the capital.

Um, it's actually the biggest festival of competitive music and poetry in Europe. There's a different atmosphere from other festivals and it's great fun. There are about 160,000 visitors and 6,000 competitors, so it's pretty huge. There's only one major disadvantage, which is that it's held entirely in Welsh!!!

**P** So it's a bit of a waste of time if you don't speak Welsh, then?

**M** Not necessarily, they give out headsets that give an English translation of everything and anyway to appreciate the music, it doesn't really matter what language it's in.

**P** Er, Kristina, what do you think about it?

**K** Er, I don't think it really makes a difference. I like music in whatever language. Anyway, I'd like to talk about the Edinburgh Festival. This is the largest arts festival in the world. It's held for three weeks in August and there are at least 40,000 performances and offers just about everything: opera, theatre, dance, folk music, the visual arts ... Er ... it attracts about 350,000 visitors a year and – what's really interesting – is that only 14 percent of those came from overseas. So there's potential for us.

**P** Um, I've heard that it's very expensive.

**K** Some of the major performances are. But the alternative performances, in what is called the 'fringe' part of the festival, are cheaper and, anyway, there's a lot of street theatre and that's free.

**P** OK, do you have anything more to add at this point?

**K** Er, no, I don't think so.

**P** Well, I looked at the Belfast Festival in Northern Ireland. It's another arts festival with comedy, music, art, dance and theatre, and it takes place between the 14th and 29th of October. It's been going for nearly 50 years but it hasn't yet got the same international reputation. Even so there are at least 50,000 visitors. So, it has potential.

**M** But isn't it dangerous to go to Northern Ireland? What about the political situation there?

**P** It's much safer than it was and the political situation has improved a lot. Belfast is a really interesting city to visit. It has a great selection of bars and museums and art galleries ...

**K** Oh, I'm sorry, Paul, I have to go now. Is there any other business?

**P** Er, no, I think we've covered everything. So, to sum up of the three ...



## 7.3

## Part 1

J = Jeremy, K = Kathleen

J OK, let's move on to the final point on the agenda – the impacts of last year's City of Culture Award. Kathleen, you have some statistics I believe?

K Yes, Jeremy ... and they're pretty impressive. Over the year there were 7,000 events involving over 10,000 different artists. Obviously the music festivals were very popular – especially the Sounds of the Suburbs which was absolutely incredible. I really didn't realize how many really good bands there are in this city. And over 40,000 people went to the football stadium to listen to the Fatal Microbes concert on the opening night.

J Do you have any idea about visitor numbers?

K Yeah, more than one million people visited the city's museums and galleries throughout the year, that was an increase of 66 percent. And according to market research, 70 percent of people in the city visited a museum or gallery last year. The national average is just 47 percent.

## 7.4

## Part 2

J = Jeremy, K = Kevin

J OK, Kevin, can you explain this graph?

K Sure. If you look at the figures for the four years before the award, there wasn't a huge difference between the city – that's in blue – and the region – in red – in terms of numbers of visitors but the region attracted slightly more. That changed two years ago when, for the first time, more people visited the city. That was an increase of 4 percent compared to just 2.5 percent for the region. Last year the numbers really took off with a 22.9 percent increase for the city and 16.2 percent for the region – and the economic benefits followed. The Chamber of Commerce says that for hotels, more than one million bed-nights were sold, that was an increase of 26 percent. Throughout the year, demand met the supply, with occupancy averaging 86 percent at weekends and 74 percent overall.

J That's great. What were the most popular attractions according to the satisfaction questionnaire?

K People loved the giant mechanical spider – they called it The Princess – even if it did cause traffic jams. And the Superlambananas – the half-lamb, half-banana sculptures proved to be really popular. There were over 100 of them at different points in the city and they're still there. They've really made the city more visually attractive and interesting.

## Unit 8

## 8.1

I = Interviewer, J = Jim

I So, Jim, could you talk us through a typical day's work for you?

J Well, you have to get up early when you work in the hospitality industry and my day starts just before 6 a.m. The first thing I do

is review the night manager's reports and check what happened during the night. Then I spend some time reading email messages and catching up. I try to visit the restaurant between seven and eight to check that the breakfast arrangements are in order, and then I usually spend some time in the reception area ... I like to say hello to the guests as they come down.

I What happens after breakfast?

J We have the daily staff briefing at nine. This is an essential part of the day, where the staff report on the night before and we discuss problems. For example, last night one guest's room service didn't arrive for an hour and a half, so we need to find out why. And this morning we ran out of bread rolls in the restaurant. This meeting is also when I brief the team for the day ahead and we discuss any future events we have planned. We look at who's staying at the hotel – any VIP guests, celebrities, or politicians or whatever, and which rooms are not in use. We also talk about occupancy rates and targets. We've actually got a potential overbooking problem at the end of this week, so we had to discuss alternative accommodation arrangements for the extra guests.

I How long does that last?

J About an hour. Then I have a strategy and planning meeting. At the moment we're planning a major refurbishment of all the guestrooms and suites at a cost of 9.5 million dollars. We discuss everything down to the last detail: the colour schemes, the choice of furniture, the position of the power points, the perfume of the shower gel. It all has to be right.

I That sounds like a big job! Do you have any time for lunch or is it just a quick sandwich?

J No, at lunchtime I always eat in the staff restaurant and I try to sit with a different person each day and talk to them about any concerns they have. A hotel stands or falls on the quality of its customer service, so finding good staff and keeping them – staff motivation and retention – is a big concern in our industry. I'm absolutely passionate about this. As I always say: 'Unhappy employees lead to unhappy guests.'

I It sounds like a good principle. What happens after lunch?

J After lunch, there are more meetings, for example once a week there's a big marketing and promotions meeting. Our latest promotions initiative is we're sending the sales team over to Australia and New Zealand to get more conference business. On other days I might be talking to the finance team or accounts – we've had problems with check-out times recently, so we're reviewing our late-charge policy. And when the meetings are over, I have to finish all the admin work that I haven't been able to do during the day.

I So what time do you finish?

J I hope to be able to get away by 6 or 7 p.m. It depends.

## 8.2

Well, when I inspect one of our hotels it's obviously as a mystery guest – the staff

don't know who I am. If they knew who I was, they wouldn't necessarily behave in the same way. The inspection starts when I ring to make my reservation. I evaluate how quickly the reservations clerk answers the phone, if they give their own name and the name of the hotel, and if they can answer my questions about the hotel and its services correctly. On arriving, I check the general appearance of the hotel reception area. It should be clean and tidy and look welcoming – and I also expect that somebody should offer to help me with my baggage and show me into my room.

Obviously, the room and en-suite facilities should be clean and tidy with everything in its place, and the fridge should be properly stocked. I always ring room service and order something and then time how long it takes to arrive. The person taking the order should be able to answer any questions I have about the menu and confirm the order. Preferably, they should try to do some upselling, that is encourage me to order something else or something more expensive.

I have both an evening meal and breakfast in the restaurant and I evaluate the quality of the service there: whether the cutlery and dishes are clean and, of course, the quality of the food and the time it takes for me to be served between courses. I expect to be greeted properly when I arrive. And when I leave, the staff are supposed to ask if I have enjoyed my meal.

During my stay, I have to check whether the staff are friendly and polite and use my name. This is important as our policy is to treat people as individuals and obviously using a name is part and parcel of providing a personal service.

## 8.3

One significant area of improvement was in wireless internet access. Ninety-one percent of the hotels inspected had wireless internet connection compared with only 35 percent from just four years earlier. In addition to this, the number of hotels that charge for in-room internet use is decreasing. Sixteen percent of hotels inspected currently charge for this service, down from 19 percent last year and 22 percent in the previous year. Thirty-five percent of the hotels inspected offer iPod docking stations in-room. Of these, 76 percent were five-star hotels and 58 percent were four-star hotels.

It is also encouraging to note that hotel managers are becoming more environmentally responsible. Sixty-eight percent of hotels now use energy-efficient lighting. 21 percent of the hotels inspected are planning to adopt Leadership in Energy and Environmental Design (LEED) standards in the next 12 months; 20 percent have already done so in the past quarter.

## 8.4

Good morning everybody and welcome to this presentation on Kaizen principles in hotel management. My name is Yusuke Takahashi and I'm responsible for the



housekeeping staff at the Empire hotel in Hiroshima.

So you are probably wondering what this Japanese word Kaizen means? Well, the term is made up of two words: Kai which means 'continuous' and Zen which means 'for the better', so Kaizen is usually translated as 'continuous improvement'.

This Kaizen principle of continuous improvement has actually existed for quite a long time. It first appeared at the Toyota Motor Company in Japan just after the end of the Second World War and was developed as a fundamental part of their production philosophy. Although the Japanese have long recognized the importance of Kaizen in manufacturing, I don't think it has yet been applied to the running of a hotel. But the principles are important and can be applied to any service industry and not just production.

So, who does Kaizen concern? The answer is everybody. Kaizen is a system that involves every employee – from upper management down to chambermaids and cleaners. The idea is to encourage all the personnel to come up with small suggestions for improvement on a regular basis. This is not an activity that takes place once a year, or once a month or even once a week. It takes place all the time.

Suggestions are not limited to a specific area such as marketing or dealing with complaints. Kaizen is based on making changes anywhere where improvements are possible. There's no one best way of doing something, there's always a better way.

If Kaizen is to work, you have to create the right atmosphere and adopt the right practices. This means encouraging staff to work in teams, so that they feel involved in and motivated by all aspects of running the hotel and not just their own little area. Secondly, it means sharing information and empowering staff to make decisions, so suggestions can be implemented immediately. It's also a good idea to provide incentives, so if an employee's suggestion leads to greater efficiency then that employee should be rewarded.

## 8.5

1

**LM = Louis Moulin, C = Consultant**

**LM** My name's Louis Moulin, I'm the restaurant manager. Everything here was fine before Monsieur Huchet arrived. I've always run my department as I wanted to but now I'm told I have too many staff – which is definitely not true. During peak periods there's never enough people. How am I supposed to run a busy restaurant with only one waiter?

**C** I understand there have been problems in the kitchens recently.

**LM** Oh that. Yeah, last week was a very busy time because of New Year and the two temporary kitchen assistants we had employed for the holiday period didn't turn up. We couldn't find anyone to replace them at short notice and it was a disaster! In my opinion, we should employ more full-time staff and not rely so much on casual and temporary labour.

2

**C = Consultant, FD = Fatoumata Dembele**

**C** So you are ... Fatoumata Dembele, is that right?

**FD** Yes, Fatou, people call me.

**C** OK, and what do you do here?

**FD** I chambermaid. Change sheets, clean room.

**C** Do you enjoy your work here?

**FD** I like here but job very hard, always lifting, bending, many, many backache.

**C** Yes, I suppose that's one of the intrinsic hazards of your occupation.

**FD** No understand.

**C** I said that's one of the bad things about your job.

**FD** Yes, very bad. And pay – very small money. We want pay rise, minimum wage at least.

3

**C = Consultant, MG = Munir Gadouche**

**C** So, Munir, you're the maintenance engineer, is that right?

**MG** Yes.

**C** I'd like to ask you a question. When Monsieur Huchet came here, he introduced a number of changes into the running of the hotel. What did you think of them?

**MG** The same as everyone else! We didn't like it at all. He wanted everyone to move around and do everyone else's job – called it flexibility. The accounts staff were taught how to make beds, the reservations staff went to the kitchen, the waiters and waitresses were on reception and I was sent to the kitchen to make salads and wash dishes. I did a three-year apprenticeship as a carpenter and now I'm washing dishes! All this job rotation is a load of rubbish, if it doesn't stop, I'm leaving and my wife too, 'cos she works here as well. We should go back to what it was like before; everyone knew where they were and what to do.

4

**C = Consultant, MR = Mercedes Rodas**

**C** Your name's Mercedes Rodas, is that right?

**MR** Yes, I'm Spanish. I work as a receptionist.

**C** Right, OK. So do you get on with the other members of staff, Mercedes? Is there a good working atmosphere?

**MR** Well, I'm the only permanent receptionist. There are six part-time employees who are usually temps from an agency or student trainees on work experience. Most of them just don't have the knowledge and experience to cope with any kind of problem or crisis. Since they are hardly paid anything and don't get any training or benefits, they aren't always very motivated. Nobody tells them how the system works so they can't cope with the computers. I feel like I'm responsible for everything and everyone, and it's too much.

**C** OK, well, that's very interesting. So do you think that the hotel needs to invest more in training for reception tasks?

**MR** And in better software! But training would be a start.

## Unit 9

### 9.1

1

I've got an example of good service in a restaurant. It was my brother's first wedding anniversary and so he organized a little party in a restaurant near where he lived. When he and his wife arrived, the manager presented them with a bouquet of flowers and a complimentary box of chocolates on the house.

2

That's great but my most recent experience in a restaurant is a bad one. I'd booked a table in a restaurant for a group of friends to celebrate us passing our exams at the end of the university term but when we got there, they told us there was no record of the reservation and all the tables were taken. OK, that can happen ... and I was disappointed but not particularly angry or anything – there are plenty of other restaurants. Anyway, I asked to see the manager because he was the one who'd taken the booking and normally you'd expect a manager to immediately say 'How can I help you?' or something like that. But this manager he just took one look at me and said, 'I'm far too busy to talk to you'. Incredible! I asked him how can you manage a restaurant and not be available when there's a problem or a complaint. He just shrugged his shoulders and walked away. I've never met anyone so unfriendly, impolite and incompetent.

3

Yes, I hate it when people are incompetent and can't do their jobs. I stayed in a hotel recently and the brochure said there was Wi-Fi access in every room, and when I tried to connect to the internet, I couldn't. There didn't seem to be any network at all. When I told reception about the problem, they just sent me some facilities person who obviously had no idea what they were doing and couldn't help. I found out later that in fact the hotel's central network router had caught fire, or at least that's what another guest told me. I'm not going back there again.

4

I can tell you about a bad experience with an airline which actually turned into a positive one. Last year, I was in the USA and flying from Denver to Chicago. I was really tired after a long trip and I just wanted to get on the plane and go to sleep, but on my way to the airport I received a text message that the flight was 30 minutes late. By the time I'd checked in and gone through security, the delay had already reached an hour. I went to the departure lounge to wait and every 15 minutes, my phone would buzz with another alert telling me the flight was delayed even longer. It turned out there was a mechanical problem with the plane in Chicago. So instead of taking off from Denver at three, we ended up leaving at eight. But the good part is that, a week later, I received an email apology from the airline together with a 5,000-mile frequent-flyer mileage credit. It's the kind of gesture of goodwill that keeps me flying with this



airline. It shows they care and makes me feel as if my custom is important to them

## 9.2

**1**  
One of the most obvious but underused ways to find out what your customers' experience was like when they use your service is to be a mystery customer yourself, and see things through your customers' eyes. Act as one of a group of customers with special needs, such as a person in a wheelchair or someone whose first language is not English and see how you are treated. It can be an interesting experience.

**2**  
There can be a great difference between what we *think* people want and what people really want, for example when hotel customers are asked what they want for their breakfast, and then the waiting and catering staff are asked what they think the customer wants, the answers are very often different. The easiest way to find out whether or not a customer was satisfied with the service provided is to ask them directly. That's what a waiter does when he asks, *Did you enjoy your meal?*

**3**  
Getting customers to fill in a questionnaire is one of the most well-established feedback techniques. This can be by post, email or telephone. Hire phone survey experts to call your customers but make sure they are polite and unaggressive because many people react negatively to unsolicited phone calls. You could also design attractive postcards with a few questions for your customers to answer. Keep these short and easy to complete. The information should be stored in a database and statistics produced to give quantitative information on how well you're performing.

**4**  
Create a feedback area on your website, where customers can answer questions when it's convenient for them. If the questionnaire is long, remember to allow people to save their data and come back to it later.

**5**  
Focus groups – small groups of customers who give intensive feedback about specific topics are one of the best ways I know to find out how we are performing. Form a focus group with some of your regular customers. You can obtain good qualitative data and, at the same time, make customers feel part of the organization. I also think it's important to always give customers who participate in a focus group some kind of reward.

**6**  
Your front-line staff are the most knowledgeable, as well as the least expensive, of your sources of customer feedback. Front-line staff should be encouraged to build strong relationships with customers so that the customers feel free to share how they really feel about the service. Managers should then ask front-line staff to pass on important information on how to improve customer care.

However, don't forget that it is important to use the information you obtain in this way and act upon it. If you don't, staff will quickly feel demotivated and stop giving you feedback.

## 9.3

**1**  
**TA = Travel agent, C = Customer**

**TA** Hello, Aphrodite Travel, Constantin speaking. How may I help you?

**C** I'd like to speak to Mrs Castellanos, please.

**TA** Could you tell me who's speaking, please?

**C** My name's Robert Taylor. I'm calling about a booking I made recently.

**TA** Fine. Can you give me the reference number, please?

**2**

**O = Operator, C = Customer**

**O** Hello, Customer Enquiries. Martin speaking. How can I help you?

**C** I'd like to speak to the Chief Operations Officer, please. Maria Tardelli.

**O** Yes. Who shall I say is calling?

**C** It's Lars Vandenbosch from Belttours.

**O** I'm putting you through.

**C** Thank you.

**3**

**C = Customer, R = Receptionist**

**C** Good morning. My name is David Saada. I'm calling from a landline at the airport. I checked out this morning and I think I left my cell phone in room 218. I was wondering if anyone has found it.

**R** Oh right, well, I'll look into it straightaway and see if the room has been cleaned.

**C** Thank you. I'll call back in ten minutes.

**4**

**R = Receptionist, C = Customer**

**R** I'm sorry, she's in a meeting at the moment. Would you like to leave a message?

**C** Yes, please. Can you tell her that Mrs Castell phoned about the meeting in Zurich at the end of the week. I need to change the time of the appointment.

**R** OK. I'll pass on your message and make sure she gets back to you as soon as the meeting's finished. Does she have your number?

**C** Yes, but I can give it to you just in case. It's 00 33 1 60 63 61 40.

**R** OK, I've got that.

## 9.4

**1**  
You can always catch me on my cell phone – 07735 497 820.

**2**

The office number is 0207 – that's the code for central London – 987 4647.

**3**

His direct line is 3211 8880.

**4**

I'll give you the number where I'm staying in Moscow – that's 00 to dial abroad, 8 for Russia and 095 for Moscow – I think you leave out the zero if you're dialling from overseas – and then 987 8871.

**5**

I can give you Belinda Leon's cell phone number – she's the rep in Valencia – it's 00 34 660 524 633.

**6**

I couldn't find their number on the website, the only thing they've got is one of those 0800 numbers – 0800 810 901.

## 9.5

**JC = Jack Carter, DF = Dietmar Feichtinger**

**JC** Jack Carter, Lilburne Manor, how can I help you?

**DF** Hello, ah yes, I'd like to make a complaint about a recent visit I made to Lilburne Manor last Saturday.

**JC** Oh dear, I'm sorry to hear that. Could you tell me what exactly you found unsatisfactory?

**DF** Well, the last time I visited I was particularly impressed by the King's room with the beautiful furniture and the paintings by Holbein and everything, and so I took a friend last weekend who wanted to see them for himself and when we got there, we discovered everything had been removed!

**JC** Oh yes, I'm terribly sorry about that! In fact, most of the contents of this room have been lent to a museum for a special exhibition, so unfortunately ...

**DF** Well, it's disgraceful to change the exhibits like that – your brochure still has the photos of the room as it should be and we weren't informed when we bought the tickets.

**JC** Yes, I fully understand your disappointment and I do apologize for the inconvenience. Um, I was wondering – did you fill in a comment card?

**DF** No, there were none left at reception.

**JC** Oh dear. Well, I'll do one now for you. Would you mind giving me your name and address?

**DF** OK, it's Dietmar Feichtinger.

**JC** Right, er, could you spell that for me?

**DF** D-I-E-T-M-A-R, that's the first name and the surname, Feichtinger, F-E-I-C-H-T-I-N-G-E-R.

**JC** And where do you live, Mr Feichtinger?

**DF** It's Grüner Weg 6, Friedberg in Germany.

**JC** And the postcode?

**DF** It's 61169.

**JC** OK, I've got that. And do you have an email address where we can contact you?

**DF** Yes, it's lower case d\_feichtinger@t-online.de. That's d underscore feichtinger at t hyphen online dot d e.

**JC** OK, Mr Feichtinger, thank you for taking the time and once again please accept our apologies ... and if you come back in September, you'll find everything back to normal. I'll send you two complimentary tickets for your next visit.

**DF** Oh, thank you very much.

**JC** And what did you say was the date of your visit?

**DF** 26 June, last Saturday.

**JC** Right, thank you again for your call, I'll pass on your comments and we hope to see you soon.

**DF** Yes, goodbye.

**JC** Goodbye.



## Unit 10

## 10.1

**Speaker 1**

It was early in my career and we were going to a weekend training seminar and you had to share rooms with a complete stranger – you know, senior managers think this is a good bonding thing – and I shared a room with someone who snored like an elephant ... Normally I wear earplugs at night but this time I had forgotten to pack them. I remember going into the bathroom and crying because I was so tired, and in the morning I was like crazy because I'd only slept for about 15 minutes. At breakfast, I bumped into someone and spilt coffee all over the place. My blouse was ruined and I just wanted to leave there and then, so I went up to my boss and said 'I want another room or I'm going home'. Well, all the other rooms had been taken and the only place left was the presidential suite because the person who had booked it had cancelled the reservation at the last minute. So the next night, at least, I was able to sleep in comfort ... and silence.

**Speaker 2**

**S2 = Speaker 2, S1 = Speaker 1**

**S2** Well, last year I left the hotel in San Francisco, where I'd worked for 13 years, and came to the corporate office in Memphis to become brand manager. I'd been at the corporate office for maybe three months and there was an annual conference where all the general managers get together. I was talking to all my new colleagues about the conference – I had never spoken at one before. I'd attended them but I'd never had to make a speech and I was quite nervous about it. So they thought they'd play a practical joke on me. They said that at the awards banquet, the theme is Country and Western – there'll be a Country and Western band and everyone's going to dress up. When, actually, the truth of the matter was that it was a black tie event. Luckily, I'd packed a pair of jeans in my suitcase but I went out and bought myself a cowboy hat, some cowboy boots and a fringe jacket to complete the costume. And I remember coming down, I was alone in the elevator and it opened up to the foyer in front of the ballroom ... and there was a sea of black cocktail dresses and tuxedos ... and I just froze. People were looking at me and I just kept pushing the button, pushing the button of the elevator until, at last, the doors closed and I went back up.

**S1** So you missed the banquet?

**S2** Well, no, luckily one of the colleagues who'd been responsible for the practical joke had ordered me a black tuxedo my size and a tie, and so I was able to go back down and join in the festivities.

## 10.2

**1**

**PB = Peter Baxter, MC = Mrs Chen**

**PB** Excuse me, Mrs Chen?

**MC** Yeah.

**PB** I don't think we've met before. I'm Peter Baxter from the Los Angeles office.

**MC** Ah yes, Peter Baxter. How do you do?

**2**

Hello, let me introduce myself. I'm Werner Krüg from Graz in Austria? Where do you come from?

**3**

**LL = Lucas Lee, TM = Tim Mason**

**LL** Excuse me, are you Tim Mason by any chance?

**TM** Yes, that's right.

**LL** We haven't been introduced. My name's Lucas Lee. I work for AsiaTravel in Singapore.

**4**

**HMH = Hwang Mi Hee, PM = Phillipe Moreau**

**HMH** You must be Phillipe Moreau.

**PM** That's right.

**HMH** Can I introduce you to Brent McIntosh, our Marketing Director in Sydney?

## 10.3

**1**

**A** It's been a long day, hasn't it?

**B** Yeah, I'll be glad when it's over.

**2**

**C** So, that was an interesting talk, wasn't it?

**D** Yes, looks like we have a few challenges ahead.

**3**

**E** It's a splendid programme, don't you think?

**F** Yes, and I'm looking forward to the talk on cost-cutting.

**4**

**G** Just excuse me for a moment, there's something I have to attend to.

**H** OK, I'll wait here till you get back.

**5**

**I** Well, it's getting late. I'd better get going.

**J** OK, it was good to see you again. Take care.

**6**

**K** Look Richard, I'm afraid I have to go. I have a busy day tomorrow.

**L** No problem. See you tomorrow, first thing.





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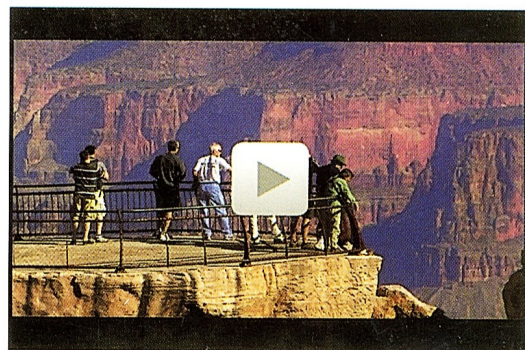
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