

51

Presentations – opening

There are a great variety of presentation contexts:

- Company presentation (history, structure, main products, markets, plans for the future).
- Product presentation (features and benefits of a new product).
- Internal presentation reporting financial or sales figures.
- Internal presentation analyzing a problem and suggesting solutions.
- Welcoming visitors.
- Any occasion where you speak at length in a meeting on a prepared topic.

In addition, there are a variety of presentation styles:

- Formal, structured, rehearsed, taking questions at the end.
- Informal, partly improvised, interacting with the audience.
- Somewhere between the two: using a basic structure, but allowing occasional opportunities for questions and interaction.

Which style you use depends not only on your audience and its expectations, but also on you and your personality.

Read the opening to a 'welcoming visitors' presentation in the next column. (The main body and close of a presentation are covered in units 52–53.)

- Notice how the presenter begins by giving answers to all the practical questions that might be in the audience's mind (eg What is the aim of this talk? How long will it last? Will there be a break? Who is the person speaking? Who is that man in the corner?)
- The presenter then gives an outline of the structure of the presentation.
- Finally, before beginning, the presenter makes it clear whether audience members can interrupt with questions, or keep them until the end.

Well, good morning, everyone. On behalf of BCC International I'd like to welcome you here to our offices. Can everyone see at the back? OK.

The aim of this short talk is to give you an overview of our company and its products. I'll speak for about thirty minutes, and then we'll take a break for coffee and biscuits. After that, at around ten thirty, we'll take you on a tour of the factory.

Before we begin, just a few words about myself. My name is Anna Edelmann and I'm in charge of public relations here at BCC. I've been with the company for twelve years, and I worked in the sales area before moving into PR.

I should also introduce my colleague Mr Andersen over there in the corner. Mr Andersen is our plant manager and he will be leading the factory tour.

I've divided this presentation into four sections. First I'd like to show you a timeline of our company so you can see how we've grown and developed over the years. Then I'll talk a little about our market and how it's changing. After that I'll move on to discuss customization, and how we focus on tailoring our products to our customers' needs.

Finally, I'll give you a little technical background to help you understand the new technology that you'll be seeing on the factory tour.

If you have any questions, please feel free to interrupt. OK, let's begin with this first slide, which shows ...

The phrases you need

Welcome

*OK, let's get started. Good morning everyone and welcome to ...
Can everybody see?*

Before I begin, I'd like to thank (name) for inviting me here today.

On behalf of BCC International I'd like to welcome you here to our offices.

It's good to see so many people here today.

I'm very happy to be here.

Personal introductions

Let me start by introducing myself. My name is ...

Just a few words about myself, ...

Perhaps I should just introduce one or two people in the room.

Objective

The title of my presentation is ...

This morning I'm going to talk about ...

The aim of this short talk is to ...

Get attention and interest

Let me ask you a question. (+ rhetorical question)

Take a look at this picture. What does it tell you about ...?

Somebody once said ... (+ quotation)

Did you know that ...? (+ surprising statistic)

Audience benefit

I hope this presentation will enable you to ...

By the end of my talk you will ...

Structure

I'll speak for about thirty minutes.

I've divided my talk into four main parts / sections.

First, I'd like to ...

Then I'll talk a little about ...

After that I'll move on to ...

Finally I'll ...

If you have any questions, please feel free to interrupt.

OK, let's begin with the first point / slide, which is ...

Exercises

51.1 Cover the page opposite with a piece of paper. Make phrases from the presentation by matching an item from each column.

- | | |
|-----------------|-------------------------------|
| 1 On behalf | see at the back? |
| 2 Can everyone | of public relations |
| 3 Just a few | of BCC I'd like to ... |
| 4 I'm in charge | to show you ... |
| 5 I'd like | words about myself |
| 6 I'll talk | with this first slide |
| 7 I'll move | on tailoring our products ... |
| 8 We focus | on to discuss customization |
| 9 I'll give you | about our market and how ... |
| 10 Let's begin | a little technical background |

51.2 There are many ways to create an impact in the first few minutes of a presentation. Match techniques 1-8 with phrases a-h.

- | | |
|---|---|
| 1 rhetorical question <input type="checkbox"/> | 5 personal story <input type="checkbox"/> |
| 2 thank the organizers <input type="checkbox"/> | 6 audience benefit <input type="checkbox"/> |
| 3 surprising statistic <input type="checkbox"/> | 7 use of visuals <input type="checkbox"/> |
| 4 audience involvement <input type="checkbox"/> | 8 quotation <input type="checkbox"/> |

- a Take a look at this picture. What does it tell you about teenage fashion?
- b Everybody who thinks the Internet will kill traditional advertising – put your hands up.
- c Wouldn't you like to double your sales in just twelve months?
- d Charles Darwin once wrote, 'It is not the strongest of the species that survive, but the ones most responsive to change.'
- e I'd like to thank Olga for all the hard work she has done to make this event possible.
- f I want to share something with you.
- g I hope this presentation will enable you to choose the most cost-effective IT solution.
- h 70% of all Americans say that they're carrying so much debt that it's making their home lives unhappy.



51.3 Make presentation phrases by using a verb 1-12 with the words a-l.

- | | | |
|---|--|---|
| 1 be ... <input type="checkbox"/> h | 5 give ... <input type="checkbox"/> | 9 start ... <input type="checkbox"/> |
| 2 take a break ... <input type="checkbox"/> | 6 introduce ... <input type="checkbox"/> | 10 take ... <input type="checkbox"/> |
| 3 divide ... <input type="checkbox"/> | 7 say ... <input type="checkbox"/> | 11 thank ... <input type="checkbox"/> |
| 4 feel ... <input type="checkbox"/> | 8 speak ... <input type="checkbox"/> | 12 welcome ... <input type="checkbox"/> |

- a a few words about myself
- b any questions at the end
- c you an overview
- d for about thirty minutes
- e for coffee and biscuits
- f (name) for inviting me here today
- g free to interrupt
- h happy to be here
- i my talk into four parts
- j one or two people in the room
- k by introducing myself
- l you here today

51.4 Create different ways to open a presentation, using the verbs in the box.

bring deal discuss fill give look
make outline report show take talk

Good morning everyone and thanks for coming. This morning I'm going to ...

- 1 discuss the issue of risk, and what you can do to minimize it.
- 2 _____ you an overview of the company and its products.
- 3 _____ you how to sell more effectively to your existing customer base.
- 4 _____ about investment funds: how to choose them, when to buy them and when to sell them.
- 5 _____ back to you on our progress with the Milestone project.
- 6 _____ at a variety of green technologies that are helping to combat the threat of global warming.
- 7 _____ you in on the background to our involvement in the Brazilian market.
- 8 _____ a look at how we got into the problem with our local agents in the UK and how we can get out of it.
- 9 _____ you up to date on the latest results from our consumer survey.
- 10 _____ some detailed recommendations about how to reorganize the department.
- 11 _____ our new marketing strategy.
- 12 _____ with the item outstanding from our last meeting: funding our R&D activities.

51.5 6 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

'The phrases you need' below shows some phrases that can make your presentation easier to follow. You will have to supply the content yourself of course!

- **Signposts:** these are phrases that say where you're going in terms of the main topics of your talk.
- **Develop a topic:** these phrases are mini-signposts within a topic. By explicitly saying what you're going to talk about next, the audience can follow easily.
- **Focus:** these phrases are also mini-signposts. You're saying to the audience: 'please pay extra attention for the next few moments'.
- **Question-answer:** asking a question and then answering it yourself is a standard technique in public speaking. The question creates interest in the mind of the listeners, the answer provides the satisfaction of closure.
- **Refer to visuals:** be careful not to rely too much on your slides as they can send people into a trance of boredom. Direct attention back to yourself often.
- **Ask for contributions:** stop at several points during the main presentation to take questions – it creates interest and makes the presentation more interactive.

Read the presentation extract in the next column, which shows some of these techniques and phrases in context. The content in this case is technical – about wind energy technology.

- Looking just at the first half of this extract, notice how the presenter guides the audience: signposting the main topic, stating that some background is coming next, directing attention to a slide, raising a question to create interest, focusing on two issues. All of this makes the presentation easier to follow.

“ ... OK, let's move on to the next point, which is wind energy technology. The market for wind turbines* is shifting from onshore to offshore. It might be useful to give a little background here. As you can see on this next slide, onshore wind farms have several drawbacks: first you need a reliably windy location, second the farms can cause visual pollution, and third there are some serious engineering questions.

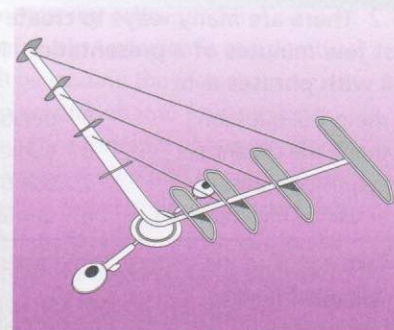
What are these engineering questions? Basically there are two issues. Firstly, the stability of the structure as you make it bigger, and secondly the problem of having the blades always facing the wind.

So the trend is towards offshore wind farms, and there are some engineering challenges here. Have a look at this slide – it shows the design for an offshore turbine that sits on the surface of the sea.

It's three times more efficient than an onshore turbine of equivalent size. What is the reason for this? The reason is that it uses a completely different design that isn't dependent on the wind direction. There is a large V-shaped structure with rigid 'sails' mounted along its length. As the wind passes over these they act like airfoils** and this generates lift and turns the structure as a whole.

I would like to stress that this design is not yet in commercial production, but a prototype is currently being tested off the coast of Scotland.

OK. Are there any questions so far? Does anyone have any comments?”



* wind turbine: tall structure with parts that are turned by the wind, used for making electricity

** airfoil: curved part on an aircraft's wing that helps it to rise in the air

The phrases you need

Signposts

OK. Let's move on to ... / turn our attention to ... / take a look at ...
This leads me to my next point, which is ...
Earlier I mentioned ...
I'll say more about this later. / I'll come back to this in a moment.
Just to digress for a moment, ...

Develop a topic

It might be useful to give a little background here.
Let's examine this in more detail.
Let me explain with a concrete example.
My own view on this is ...

Focus

Basically, ... / To put it simply, ...
So, for me, the main issue here is ...
I think there are three questions to focus on.
I would like to stress / emphasize that ...

Question-answer

What is the reason for this? The reason is ...
How much is this going to cost? Well, the figures show ...
So what can we do about all this? I'll tell you. We plan to ...

Refer to visuals

As you can see on this next slide, ...
I'd like to highlight two things on this table / chart / diagram ...
What is interesting on this slide is ...
I'd like to draw your attention to ...

Ask for contributions

Are there any questions so far?
Does anyone have any comments?
How does this relate to your own particular context?

Exercises

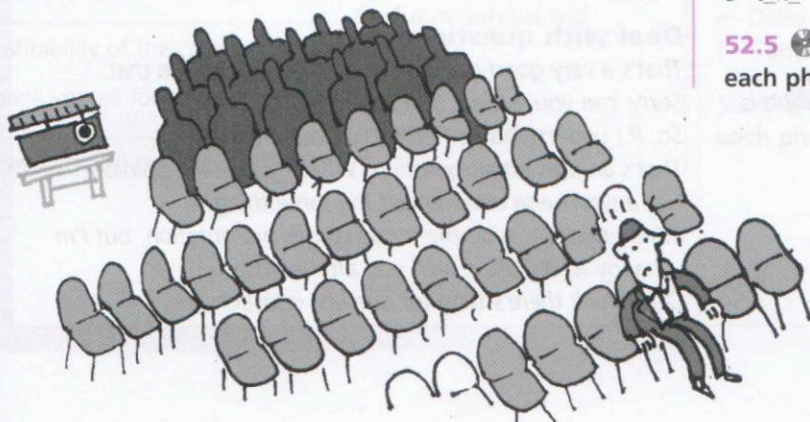
52.1 Cover the opposite page with a piece of paper. Now try to remember the words below. Some letters have been given.

- 1 This l _ _ s me to my next point, which is ...
- 2 Earlier I men _ _ ned ...
- 3 I'll c _ _ b _ _ to this point in a moment.
- 4 Just to di _ _ ss (= sidetrack) for a moment, ...
- 5 Let's examine this i _ m _ _ de _ _ l.
- 6 Let me explain with a con _ _ te ex _ _ le.
- 7 I think there are three questions to f _ _ _ _ n.
- 8 I would like to st _ _ _ (= emphasize) that ...
- 9 _ _ you c _ _ s _ _ on this next slide, ...
- 10 I'd like to high _ _ t two things on this chart.
- 11 W _ _ i _ interesting in this slide is ...
- 12 How does this re _ _ te to your own particular cont _ _ t?

52.2 Complete the presentation extract with the words in the box. It is an alternative version of the presentation opposite.

at this point emphasize have a look highlight two things
let's go on my own view notice you can see how

“OK, let's ¹ _____ at this next slide. It shows the design for an offshore turbine that sits on the surface of the sea. I'd like to ² _____ on this diagram. Firstly, ³ _____ the V-shaped structure with 'sails' mounted along its length. Secondly, ⁴ _____ this whole structure can turn on its base, powered by the action of the wind on the sails. This is how electricity is generated. ⁵ _____ on this is that the design is a big improvement on earlier versions – it's more efficient in terms of energy production, and it's also more stable with its solid base. By the way, I must just ⁶ _____ that this design is not in commercial production. OK, are there any questions ⁷ _____? No? Then ⁸ _____ to the next slide, which is a graph showing the projected demand for offshore wind energy over the next twenty years. ”



The extract you just looked at shows several points about referring to visuals:

- The speaker introduces the slide clearly. A long pause at the end of the first paragraph would be good – giving the audience a chance to study the slide silently.
- The speaker uses 'firstly' and 'secondly' to list points. Again, pauses after each separate point would allow the listeners time to absorb the information.
- The speaker makes a personal comment. This creates interest and is one way to avoid the danger of just reading the text on the slide.
- The speaker gives a chance for questions about this slide.

52.3 Read aloud these two versions of the same sentence. In the second, put a strong pause where you see the // symbol and a strong emphasis on the underlined syllables.

Version A The market for wind turbines is shifting from onshore to offshore.

Version B The market for wind turbines is shifting // from onshore // to offshore.

Can you hear a difference? The second version has more clarity and more impact.

Mark with a // symbol three places in this sentence where you can pause for clarity.

- 1 As the wind passes over these they act like airfoils and this generates lift and turns the structure as a whole.

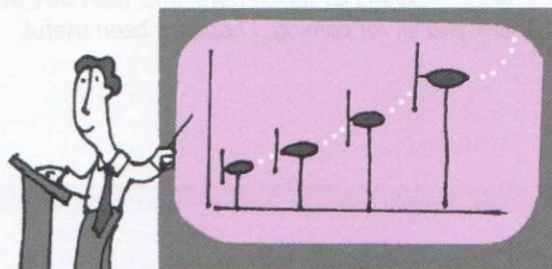
Underline two syllables in this sentence that you can emphasize to create impact.

- 2 It's more efficient in terms of energy production, and it's also more stable with its solid base.

52.4 'I'd now like to discuss ...' The words below can all replace 'discuss'. Fill in the missing vowels.

- | | |
|------------------------|-------------|
| 1 m_v _ n t_ | 6 _ xpl _ n |
| 2 t_lk _ b _ t | 7 c_v_r |
| 3 d _ l w_th | 8 c_ns_d_r |
| 4 t_rn my _tt_nt _n t_ | 9 m_nt _n |
| 5 t_k a l_k _t | 10 f_c_s _n |

52.5 🎧 7 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.



The following sequence provides a guide for how to end a presentation effectively.

- 1 **Signal the end:** this means using a 'signpost' phrase to tell the audience explicitly that you're going to finish. (See unit 52 for the meaning of 'signpost phrase'.)
- 2 **Summarize:** summarize the main points, and add a few observations or details for interest. Perhaps have bullet points on a final slide, and then give a lively comment about what really matters for each one (a 'take-home message').
- 3 **Conclude:** you can conclude with a friendly comment, a final slide (with a strong image or message), by mentioning the benefits your talk has given the audience, or by looking forward to the future – with a call to action or an inspirational message. Finally, a strong 'Thank you all for coming' will hopefully produce some applause!
- 4 **Invite questions:** 'Do you have any questions?' is usually fine.
- 5 **Deal with questions:** the basic range of techniques are:
 - 1 Respond positively, then answer.
 - 2 Clarify / Ask for repetition.
 - 3 Redirect to the questioner.
 - 4 Redirect to the group.
 - 5 Delay an answer.
 - 6 Control the timing.

Read the presentation extract in the next column, which shows some of these techniques and phrases in context. It is the closing part of a 'welcoming visitors' presentation.

“ Right, that brings me to the end of my presentation. Just to summarize the main points again: I began by telling you a little about the history of our company, and you saw our growth from a small family firm to the international operation that we are today.

Then I talked about our market, and how new technologies are opening up exciting possibilities for the future.

After that I explained how customization is at the heart of our business model – our clients all get tailor-made solutions based on their individual needs.

Finally I gave you some information about our manufacturing process, and you saw how we achieve our exceptional levels of quality and performance.

OK, I'd like to finish by saying that it's a great pleasure for us to welcome you here today, and I hope that you enjoy the factory tour which we've planned for you. We'll start on the tour after a short break for refreshments.

Thank you all for coming. *(applause)*

I've got some handouts here – I'll pass them round. They show all the slides I used in my talk and my contact details are at the back.

Do you have any quick questions before we break? Yes, the gentleman at the back with the red tie. ”

- Compare the opening in unit 51 with the closing extract to the same presentation above. The presenter told the audience what she was going to say at the opening, and now here at the close she repeats the main points again. This reinforces the key ideas and makes them easier to remember.

The phrases you need

Signal the end

Right, that brings me nearly to the end of my presentation.

Summarize

Just to summarize the main points again, ...

So, to summarize, we looked at four main points. I began by telling you a little about ... Then I talked about ... After that I explained how ... Finally I ...

Conclude

I'd like to finish by saying ...

So, in conclusion, I hope that this talk has given you ...

Now we have to ... / I'm asking all of you to ... / Our job is to ...

Thank you all for coming. I hope it's been useful.

Practical matters

I've got some handouts here.

Here's my email in case you want to get in touch.

Invite questions

Do you have any questions? Yes, the gentleman / lady over there with the red tie / the black jacket.

Now, if you have any questions, I'll do my best to answer them.

Deal with questions

That's a very good point. / I'm glad you asked me that.

Sorry, can you explain that again?

So, if I understand you correctly, you're asking ...

That's an interesting question. What's your own opinion?

Has anyone else experienced the same thing?

I think that's outside the scope of this presentation, but I'm happy to discuss it with you afterwards.

OK, I think there's time for one last question.

Exercises

53.1 Complete this extract from the close of a presentation with the words in the box. It is an internal presentation about departmental reorganization.

generated a lot of discussion give the floor
look at some options may be forced our job is to consider
that covers everything there is the option to
the next steps some difficult decisions would lead to

“ Right, I think ¹ _____ I have to say. Before I finish I'll just briefly summarize the key points, and then we can try to come to a decision and focus on ² _____.

So, right at the beginning I said that the aim of my presentation was to ³ _____ for reorganizing our sales and marketing operations. And I explained the reasons why.

We explored three alternatives. Firstly, we looked at keeping both a sales department and a marketing department in every country as now, but reducing all budgets and looking for cost savings wherever possible. Spending on advertising will be cut back considerably, and when people leave the company they will not automatically be replaced. We can expect that everyone's workload will increase.

Secondly, ⁴ _____ break up the national marketing teams, while keeping the sales teams. All marketing campaigns would be run centrally from head office, leaving just a skeleton staff in other countries. This option ⁵ _____, and I sense that many of you feel it's too drastic. However it's the option that offers the greatest cost savings, and we ⁶ _____ to consider it.

The final option is the possibility of merging sales and marketing into one large department in every market. This ⁷ _____ greater coordination, some cost savings, but also a loss of focus. I would like to hear more discussion about whether this option is viable.

So, in conclusion, now is the time to take ⁸ _____. I'm asking all of you to leave departmental loyalties to one side – ⁹ _____ the future survival and profitability of the company as a whole.

Thank you all for your attention. Now I'll ¹⁰ _____ to you for your questions and comments. ”

53.2 Study the phrases for dealing with questions below. Try to guess the single missing word in each gap. Write your answers lightly at the side. Several answers may be possible.

- That's a very good _____.
(Think of something else besides 'question'.)
- Sorry, can you _____ that again?
- Has anyone else _____ the same thing?
- OK, I think there's time _____ one last question.
- That's an interesting question. What's your own _____?
- Sorry, I didn't _____ that.
(Think of something else besides 'understand'.)
- I think that's outside the _____ of this presentation, but I'm happy to discuss it with you _____.
- I'm _____ you asked me that.
- I promised to finish _____ time, and I see that it's nearly ten o'clock.
- You _____ have thought quite a lot about this. What conclusion have you _____ to?
- Could you be a little more _____?
- Anyone like to _____ on that?
- I don't have that information to _____.
Can I get _____ to you? Is that all right?
- So, if I understand you _____, you're asking ...

Now fill in the gaps above with the suggested words in the box below.

afterwards back catch come comment
correctly experienced explain for glad hand
must on opinion point scope specific

53.3 Match phrases 1–14 from the previous exercise to the techniques below.

- Respond positively
- Clarify / Ask for repetition
- Redirect to the questioner
- Redirect to the group
- Delay an answer
- Control the timing

53.4 🎧 8 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

The language of trends is important not just for presentations, but also for business reports. You may want to describe movements in financial indicators (eg profits, costs), sales and marketing indicators (eg sales, market share), or economic indicators (eg interest rates, unemployment). Often this language will be used to explain a graph or chart.

Many verbs describe the direction of movement:

Movement up and down
 go up / increase / rise
 go down / decrease / fall

Stability and instability
 stay the same / be flat
 fluctuate / vary /
 move within a range

Smaller movement up and down
 edge up
 edge down / dip

Larger movement up and down
 double / take off / boom /
 increase tenfold
 halve / plunge / crash

Alternatively, you may want to refer to turning points or individual points:

High points and low points
 peak / reach a peak
 hit a low

Individual points on a graph
 stand at
 be above / be below

Some verbs describe a change in size, and others say whether things are good or bad:

Change in size
 grow / expand
 shrink / contract

Good / bad
 improve / get better / recover
 deteriorate / get worse

To make your description more accurate you can then talk about the speed and amount of change:

Speed
 quickly / rapidly
 gradually / steadily
 slowly

Amount
 considerably / significantly
 moderately / to some extent
 slightly / marginally

Try also to get the preposition right:

Sales stood **at** €1.2m Sales increased **by** €0.2m / 15%
 Sales rose **from** €1.2 to €1.4m There was an increase **in** sales of €0.2m

And finally think about the verb form:

<p>Time period complete (past simple) Sales rose by 2% last quarter.</p>	<p>Action / situation in progress in the past (past continuous) Things were easier in the company a few years ago, while profits were rising.</p>
<p>Time period not complete (present perfect) Profits have risen significantly this year.</p>	<p>Showing that one past event happened before another (past perfect) Before the CEO resigned profits had already fallen by 20% in a year.</p>
<p>Present result of a past action (present perfect) Prices have risen because of higher materials costs.</p>	<p>'will' future for general beliefs, predictions and facts Our competitors will face the same problems as us.</p>
<p>Action / situation in progress now (present continuous) Inflation is rising at the moment.</p>	<p>'going to' future when there is strong present evidence for a prediction Everybody likes our new product line – I'm sure it's going to be a success.</p>

All the language above refers to describing trends. In unit 55 you'll see some language for analyzing trends.

Exercises

54.1 Match a verb on the left with a verb on the right so that they have the same meaning. Not all the words appear opposite.

- | | |
|-----------------|-----------|
| 1 grow | recover |
| 2 fall | rise |
| 3 improve | contract |
| 4 stay the same | drop |
| 5 move higher | be stable |
| 6 level off | expand |
| 7 shrink | dip |
| 8 edge down | stabilize |

If there are any verbs above or opposite that you aren't sure about, check their meaning carefully in a dictionary. For example, the word 'decline' – not mentioned in this unit – means both 'decrease' and 'get worse'. Also check to see if the verb can be used with an object – for example you cannot say *We rose our profits last year.*

54.2 Match a verb on the left with a verb on the right so that they have the opposite meaning.

- | | |
|-----------------|-------------|
| 1 boom | shrink |
| 2 double | crash |
| 3 edge up | vary |
| 4 grow | dip |
| 5 improve | deteriorate |
| 6 peak | halve |
| 7 stay the same | fall |
| 8 rise | hit a low |

54.3 Complete the table with the correct form of the words. You may need to use a dictionary.

Verb	Past simple	Past participle
1 go up	<i>went up</i>	<i>gone up</i>
2 grow	_____	_____
3 rise	_____	_____
4 fall	_____	_____
Verb	Noun	
5 grow	<i>growth</i>	
6 expand	_____	
7 contract	_____	
8 improve	_____	
9 recover	_____	
10 vary	_____	
11 halve	_____	
12 deteriorate	_____	

54.4 Write the adjectives in the box in the correct space below. Not all the words appear opposite. Check any unknown words in a dictionary.

<i>disappointing encouraging enormous excellent</i> <i>gradual moderate rapid slight sluggish</i>								
↑			↑			↑		
FAST			BIG			GOOD NEWS		
1 _____	4 _____	7 _____	2 _____	5 _____	8 _____	3 _____	6 _____	9 _____
↓			↓			↓		
SLOW			SMALL			BAD NEWS		

54.5 Rewrite the verb + adverb sentences as adjective + noun sentences.

- Sales grew slowly.
There was *slow growth* in sales.
- Costs rose significantly.
There was a _____ in costs.
- Profits deteriorated rapidly.
We saw a _____ in profits.
- Market share improved slightly.
We had a _____ in market share.
- Our sales forecasts varied considerably.
There was a _____ in our sales forecasts.

54.6 Fill in the missing prepositions in the presentation extract below.

66 After the marketing campaign at the start of March sales rose ¹ _____ an initial figure ² _____ €4.5m ³ _____ €5.2m by June. That means they went up ⁴ _____ 15%, the biggest increase ⁵ _____ sales of any recent campaign. They currently stand ⁶ _____ €4.9m. 99

Note: the preposition in #4 is often missed out in speech.

54.7 Underline the correct forms in italics. Each verb form is used once.

66 So far this year we ¹*saw / have seen* a lot of volatility in the financial markets. The current situation in the world economy ²*is causing / had caused* a great deal of uncertainty in the minds of investors. No-one knows what the future ³*will bring / is bringing*. Last year things were very different: everyone ⁴*has been / was* optimistic and the markets ⁵*were rising / have risen*. Of course we know now that our current problems ⁶*have already begun / had already begun* well before last year. 99

See page 151 for some writing tasks.

Unit 54 gave some language for describing trends. But in a presentation or report you will probably also have to give some analysis. You may want to give reasons for the trends, to show their results, or to give additional information.

Read this extract from an internal presentation, analyzing recent sales figures.

“¹Sales for the first half of the year were disappointing, mainly because of the lack of new product lines.

²However, we launched two new lines in June and promoted them with a strong marketing campaign over the summer. ³As a result of this campaign, sales began to improve. ⁴By the end of August they were 10% higher on a year-on-year basis, although they fell back again over September and October.”

- Sentence 1 has the structure ‘result’ (disappointing sales) ← ‘reason’ (lack of new product lines). Sentence 3 has the structure ‘reason’ (this campaign) → ‘result’ (sales began to improve). The words *because of*, *as a result of* and *due to* can all be used in sentence 1 and sentence 3 in a similar way.
- Sentence 2 begins with *however*, and this word adds an idea that is surprising or unexpected after the previous sentence. The words *however*, *nevertheless* and *even so* can all be used in a similar way. They’re all followed by a comma.
- Sentence 4 has *although* in the middle of the sentence. This word introduces an idea that is surprising after a previous idea in the same sentence. Compare with *However* which refers back to a different sentence.
- *Although* can also be used at the beginning of a sentence, but the two contrasting ideas are still in the same sentence: *Although sales were higher at the end of August, they fell back again in September.* The words *although* and *even though* can be used in a similar way.

Now read this next extract from the same presentation.

“⁵This drop in sales over September and October led to a series of meetings where we examined our whole strategy in depth. ⁶Christmas was approaching, and the Christmas season produces a large part of our annual sales. ⁷Moreover, we were losing market share to our main competitor. ⁸As a result, we increased our advertising budget for November and December, and changed our use of different media. ⁹Outdoor advertising on billboards, buses and bus stops increased, while our advertising in magazines and newspapers decreased.”

- Sentence 5 has the structure ‘reason’ (drop in sales) → ‘result’ (series of meetings). The sentence uses the verb ‘lead to’ to express this. The verbs *lead to* and *result in* can be used in a similar way.

- Sentence 7 uses *Moreover* to give additional information that supports the previous sentence. The words *Moreover*, *Furthermore* and *In addition* can all be used in a similar way. They’re all followed by a comma.
- Sentence 8 uses *As a result* to give the result of the previous sentence. The words *As a result*, *Because of this* and *Therefore* can all be used in a similar way. They’re all followed by a comma.
- Sentence 9 has *while* in the middle of the sentence. This makes a simple contrast between two facts. (Compare with *although* where there is a sense of surprise.) The words *while* and *whereas* can be used in a similar way.

The table below presents all this language together. Note that some words like *Because of* and *In spite of* are followed immediately by a noun phrase, while other words like *Because* and *In spite of the fact that* are followed by a subject + verb:

Because of the marketing campaign in June, sales increased.
Because we had a marketing campaign in June, sales increased.
In spite of the poor weather in July, sales ...
In spite of the fact that there was poor weather in July, sales ...

The phrases you need

Reason → result (ie cause → consequence)

Because of / Due to / As a result of + noun phrase, ...
Because / Due to the fact that + subject + verb, ...
 referring to the previous sentence:

Because of this, / As a result, / Therefore, ...

using a verb:

lead to / result in ...

Result ← reason (ie consequence ← cause)

... because of / as a result of / due to ...

using a verb:

result from ...

Making a simple contrast

..., while / whereas ...

Adding a surprising or unexpected idea

However, / Nevertheless, / Even so, ...

In spite of / Despite + noun phrase, ...

In spite of the fact that / Despite the fact that + subject + verb, ...

..., although / even though ...

Although / Even though ... , ...

Giving additional information

Moreover, / Furthermore, / In addition, ...

See unit 69 for other words like *As a result*, *However* and *Moreover* that begin a sentence by making a link to the previous sentence.

Exercises

55.1 Find and correct the one mistake in each sentence below. It could be a missing word, an extra word, or a wrong word.

- 1 Because our considerable cost-cutting measures last quarter, profits rose slightly.
- 2 Because of we cut costs considerably last quarter, profits rose slightly.
- 3 Earnings fell by 8% last year due our increased materials costs.
- 4 Earnings fell by 8% last year as a result from our increased materials costs.
- 5 Difficult market conditions resulted a significant decline in market share.
- 6 The significant decline in market share resulted of difficult market conditions.
- 7 This chart shows that brand awareness increased in South-East Asia, where it fell in Latin America.
- 8 Our competitors are gaining market share. More, they have a whole new product line coming out next month.
- 9 In spite the fact that we delayed the launch of our new product range, we still had reasonable results last year.
- 10 Despite we delaying the launch of our new product range, we still had reasonable results last year.

55.2 Complete the presentation extract with these words: *as a result, due to, even though, however, in spite of and moreover*. Use a capital letter where necessary.

Be careful! Read the whole text before you begin, and write your answers lightly at the side until you're sure.

“ We are operating in a very difficult business environment, and this is largely ¹ _____ the high price of oil. Energy costs are one of the biggest costs in our business, ² _____ we've introduced a lot of energy-efficient machines in our factories over recent years. ³ _____ this investment in technology, energy still accounts for 38% of our direct costs – and ⁴ _____ it's very difficult to increase profit margins. ⁵ _____, it's not all bad news. Market share is growing slowly and we've signed some important new contracts. ⁶ _____, our recent acquisition of a company in Brazil gives us access to the Latin American market for the first time. ”

Notice how a phrase like 'as a result' does not always have to come at the beginning of a sentence followed by a comma. In #4 it comes in the middle, after 'and'. Making a new sentence in #4 would mean that the presentation does not flow so well.

55.3 In unit 54 you saw two simple forms for the future: *will* and *going to*. However the future is not certain, and to make forecasts for trends you need other language that shows different degrees of probability.

Match a sentence 1–5 with a sentence a–e with a similar meaning.

- 1 It's highly likely that we'll meet our targets.
- 2 We're likely to meet our targets.
- 3 It might be that we meet our targets.
- 4 We're unlikely to meet our targets.
- 5 It's highly unlikely that we'll meet our targets.

- a There's a good chance we'll meet our targets.
- b There's almost no way we'll meet our targets.
- c There's not much chance we'll meet our targets.
- d We're almost certain to meet our targets.
- e There's a 50/50 chance we'll meet our targets.

55.4 Complete the presentation extract with the words in the box. This exercise includes some new language as well as language from units 54 and 55.

axis	a slight increase	although	have been flat
highlight	highly likely	implications	in line with
notice	more rapidly	reached a peak	roughly
		while	

“ OK, have a look at this next graph. There are two lines. The green line, with values on the left vertical ¹ _____, shows sales. The red line, with values on the right vertical axis, shows profits.

I'd like to ² _____ two things here. The first is the sales graph. As you can see, sales rose steadily for many years, but they ³ _____ around two years ago. Since then, sales ⁴ _____ – with just ⁵ _____ in this last quarter.

Now look at profits. ⁶ _____ how profits increased ⁷ _____ sales for several years, but then they started to deteriorate, slowly at first and then ⁸ _____. In the last year this drop in profits has been significant – ⁹ _____ 5%.

So, profits are down ¹⁰ _____ sales are flat.

The ¹¹ _____ of this are clear: we are not doing enough to control costs. ¹² _____ the sales figures taken alone don't look too bad, profits tell the real story.

It is a difficult market environment and we must act now, or it's ¹³ _____ that we will lose our competitiveness. In the long term this will ¹⁴ _____ a situation where the future of the company, and our jobs, are at risk. ”

See page 152 for some writing tasks.

56.1 Match the beginning of each phrase 1–10 with its correct ending a–j.

- 1 OK, let's ... b
- 2 If you have any questions, ...
- 3 I'll come back ...
- 4 I've divided my talk ...
- 5 Just to digress for ...
- 6 Let's examine this ...
- 7 Let's move ...
- 8 My own view ...
- 9 OK, that's all I want ...
- 10 Right, let's begin ...

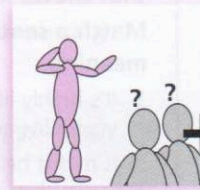
- a a moment ...
- b get started. Can everybody see?
- c in more detail.
- d into three main parts.
- e on this is ...
- f on to the second point.
- g please feel free to interrupt.
- h to this in a moment.
- i with the first slide.
- j to say about the first point.

Continue as before.

- 11 As you can see ...
- 12 I began by telling you ...
- 13 I'd like us to ...
- 14 Just to summarize ...
- 15 Let me explain ...
- 16 Now, do you have ...
- 17 Right, that brings me to ...
- 18 Thank you all ...
- 19 This leads me ...
- 20 What is the reason ...

- k a little about ... Then I explained how ...
After that I talked about ...
- l any questions?
- m focus our attention on two things on
this chart ...
- n for coming and I hope it's been useful.
- o for this? The reason is ...
- p on this next slide, ...
- q the end of my presentation.
- r the main points again before I finish.
- s to my third point, which is ...
- t with a concrete example.

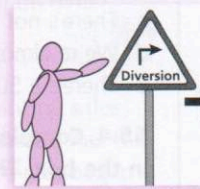
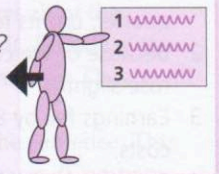
56.2 Complete the diagram below so that it includes all the twenty phrases from 56.1. You will see that eight phrases have already been used. Find and write the other twelve phrases by matching them with a picture clue.



Opening

OK, let's get started. Can everybody see?

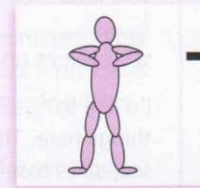
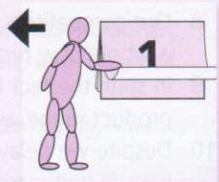
- 1 _____
- 2 _____



First point

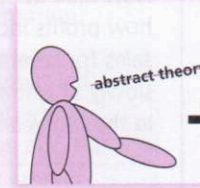
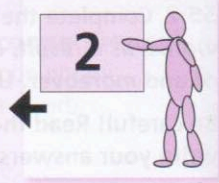
Right, let's begin with the first slide.

- 3 _____
- 4 _____
- 5 _____



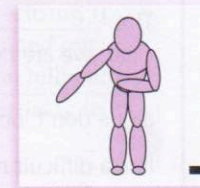
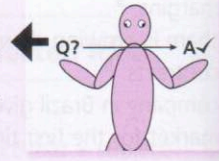
Second point

- 6 _____
 - 7 _____
 - 8 _____
- I'll come back to this in a moment.
I'd like us to focus our attention on two things on this chart.



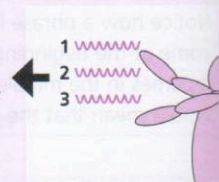
Third point

- 9 _____
 - 10 _____
- This leads me to my third point, which is ...



Closing

- 11 _____
 - 12 _____
- Just to summarize the main points again before I finish.
Right, that brings me to the end of my presentation.
Now, do you have any questions?



When you finish, look back at the whole sequence and read the phrases aloud. Can you see how these 'signpost phrases' help the audience to follow the presentation?

56.3 Fill in the gaps with the words in the box.

about at back in in in into for
of on on on on to to to with

- Take a look _____ this picture. What does it tell you _____ our company?
- I've divided my talk _____ four main parts.
- Right, let's begin _____ the first slide.
- Let's move _____ the second point.
- This leads me _____ my third main point.
- I'll come _____ this in a moment.
(*on' is possible in #6, but isn't the answer here.)
- My own view _____ this is simple.
(*of' is possible in #7, but isn't the answer here)
- I think there are three questions to focus _____ .
- As you can see _____ this next slide, ...
(*in' is possible in #9, but isn't the answer here.)
- So, _____ conclusion, I hope that my talk has given you a good overview _____ our company.
- Thank you all _____ coming.
- Here's my email address _____ case you want to get _____ touch.

56.4 Complete the sentences with the pairs of words in the box.

anyone / comments brings / end digress / moment
examine / detail explain / again explain / concrete
highlight / diagram question / opinion scope / afterwards
time / question useful / background start / introducing

- Let me _____ by _____ myself.
- Just to _____ for a _____ .
- It might be _____ to give a little _____ here.
- Let's _____ this in more _____ .
- Let me _____ with a _____ example.
- I'd like to _____ two things on this _____ .
- Does _____ have any _____ ?
- Right, that _____ me nearly to the _____ of my presentation.
- Sorry, can you _____ that _____ ?
- That's an interesting _____ . What's your own _____ ?
- I think that's outside the _____ of this presentation, but I'm happy to discuss it with you _____ .
- OK, I think there's _____ for one last _____ .

56.5 Underline the correct words in italics in this extract from an internal presentation.

This next chart shows sales for our two main product lines, the Micro range and the Neka range. ¹Mark / Notice the scale on the vertical ²axis / axle – it shows the number of ³units / unities sold in thousands per month.

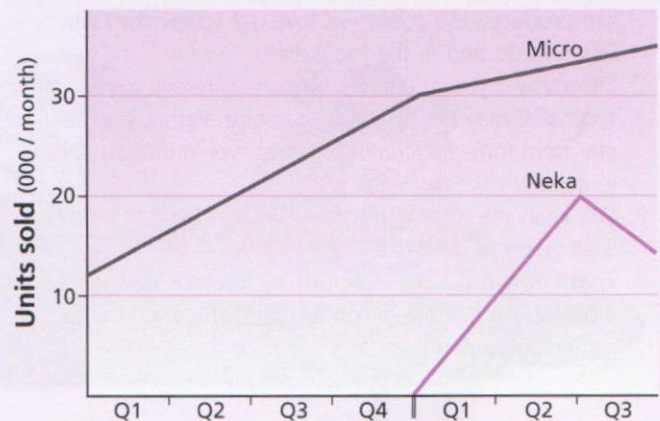
I'd like to ⁴draw / make your attention firstly to the black line, which shows sales of the Micro range. You can see how last year sales ⁵rose / have risen ⁶steady / steadily all through the year. Since the beginning of this year they ⁷continued / have continued to rise, ⁸although / in spite of at a slower pace.

On balance, these results are good – ⁹steady / steadily ¹⁰grow / growth is what we like to see. This generally positive picture is ¹¹due to / due from the performance and reliability of the Micro range, and the fact that our competitors have been slow to respond. ¹²Even so / Even though, we cannot be complacent. We have to build on this success going forward, and I want our sales teams to really focus ¹³about / on the Micro range ¹⁴over / from the next few months.

I'm going to set an ambitious target – to take sales of Micro products from their current level of 30,000 per month ¹⁵to / until a ¹⁶figure / number of 35,000 by the end of the year.

OK, now let's ¹⁷look at / look to the purple line on the chart, which shows sales of the Neka range. As you know, we launched this range in December of last year, and sales ¹⁸took off / were taking off immediately. For the first few months things ¹⁹were really looking good / had really looked good. We were expecting this because we ²⁰were doing / had done a lot of market research before the launch. ²¹However / Whereas, for no obvious reason, there ²²was / has been a ²³sudden / suddenly ²⁴drop / reduce in sales in recent weeks. The question is this: can we find out the ²⁵motives / reasons and what can we do ²⁶about / for it?

In a moment I'm going to open up the discussion and ask for your ²⁷comments / commentaries. But the implications are clear: it's ²⁸high / highly ²⁹chance / likely that we won't meet our target of 25,000 ³⁰by / for the end of the year.



ANSWER KEY

Exercise 49.5

1 freeway 2 exit 3 signposted 4 on 5 for 6 miss
7 Turn 8 past 9 down 10 blocks 11 on 12 main
13 follow 14 for 15 on

50 Emails – review

Exercise 50.1

1 feel / contact 2 Shall 3 wonder 4 offer / hesitate
5 remind 6 know / do 7 would / take 8 appreciate 9 note
10 postpone 11 welcome / discuss 12 send 13 take / resolve
14 notice 15 assure 16 offer 17 insist 18 click
19 acknowledge 20 accept

Exercise 50.2

a) 5/7/9 b) 3/8 c) 2/10 d) 1/4/6 e) 14
f) 11/16/18 g) 12/19 h) 13/17 i) 15/20

Exercise 50.3

1 note 2 remind 3 finalized 4 attached 5 event
6 attend 7 get back 8 co-operation 9 re 10 put
11 circulate 12 make sure 13 tell 14 done

Exercise 50.4

1 e 2 h 3 g 4 n 5 i 6 d 7 a 8 c 9 j 10 l
11 f 12 b 13 m 14 k

Exercise 50.5

1 with / to 2 in / to 3 for 4 for 5 back / to 6 on / over
7 in 8 at / in 9 in / for 10 about / from 11 in
12 for / of 13 by / at 14 on 15 with

Exercise 50.6

1 going 2 wondering 3 requested 4 caused 5 Following
6 doing 7 made 8 hearing 9 using 10 concerned
11 getting 12 buying 13 attached 14 forwarded

51 Presentations – opening

Exercise 51.1

1 On behalf of BCC I'd like to ... 2 Can everyone see at the back?
3 Just a few words about myself 4 I'm in charge of public relations
5 I'd like to show you ... 6 I'll talk about our market and how ...
7 I'll move on to discuss customization 8 We focus on tailoring our
products ... 9 I'll give you a little technical background 10 Let's
begin with this first slide

Exercise 51.2

1 c 2 e 3 h 4 b 5 f 6 g 7 a 8 d

Exercise 51.3

1 h 2 e 3 i 4 g 5 c 6 j 7 a 8 d 9 k 10 b
11 f 12 l

Exercise 51.4

1 discuss 2 give 3 show 4 talk 5 report 6 look 7 fill
8 take 9 bring 10 make 11 outline 12 deal

52 Presentations – main body

Exercise 52.1

1 leads 2 mentioned 3 come back 4 digress
5 in more detail 6 concrete example 7 focus on 8 stress
9 As / can see 10 highlight 11 What is 12 relate / context

Exercise 52.2

1 have a look 2 highlight two things 3 notice
4 you can see how 5 My own view 6 emphasize
7 at this point 8 let's go on

Exercise 52.3

1 As the wind passes over these // they act like airfoils // and this
generates lift // and turns the structure as a whole. 2 It's more
efficient in terms of energy production, and it's also more stable with
its solid base.

Exercise 52.4

1 move on to 2 talk about 3 deal with 4 turn my attention to
5 take a look at 6 explain 7 cover 8 consider 9 mention
10 focus on

53 Presentations – closing and questions

Exercise 53.1

1 that covers everything 2 the next steps 3 look at some options
4 there is the option to 5 generated a lot of discussion
6 may be forced 7 would lead to 8 some difficult decisions
9 our job is to consider 10 give the floor

Exercise 53.2

1 point 2 explain 3 experienced 4 for 5 opinion
6 catch 7 scope / afterwards 8 glad 9 on 10 must / come
11 specific 12 comment 13 hand / back 14 correctly

Exercise 53.3

a) 1/8 b) 2/6/11/14 c) 5/10 d) 3/12 e) 7/13
f) 4/9

54 Presentations – trends I

Exercise 54.1

1 grow / expand 2 fall / drop 3 improve / recover
4 stay the same / be stable 5 move higher / rise
6 level off / stabilize 7 shrink / contract 8 edge down / dip

Exercise 54.2

1 boom / crash 2 double / halve 3 edge up / dip
4 grow / shrink 5 improve / deteriorate 6 peak / hit a low
7 stay the same / vary 8 rise / fall

Exercise 54.3

1 went up / gone up 2 grew / grown 3 rose / risen
4 fell / fallen 5 growth 6 expansion 7 contraction
8 improvement 9 recovery 10 variation 11 half
12 deterioration

Exercise 54.4

1 rapid 2 gradual 3 sluggish 4 enormous 5 moderate
6 slight 7 excellent 8 encouraging 9 disappointing

Exercise 54.5

1 slow growth 2 significant rise 3 rapid deterioration
4 slight improvement 5 considerable variation

Exercise 54.6

1 from 2 of 3 to 4 by 5 in 6 at

Exercise 54.7

1 have seen 2 is causing 3 will bring 4 was 5 were rising
6 had already begun

55 Presentations – trends II

Exercise 55.1

1 Because of our ... 2 Because ~~of~~ we cut ... 3 due to our
increased ... 4 a result of our ... 5 resulted in a significant ...
6 resulted ~~of~~ from difficult ... 7 whereas it fell ... 8 Moreover,
they ... 9 In spite of the fact that ... 10 Despite ~~we~~ delaying ...

Exercise 55.2

1 due to 2 even though 3 In spite of 4 as a result
5 However 6 Moreover

Exercise 55.3

1 d 2 a 3 e 4 c 5 b

Exercise 55.4

1 axis 2 highlight 3 reached a peak 4 have been flat
5 a slight increase 6 Notice 7 in line with 8 more rapidly
9 roughly 10 while 11 implications 12 Although
13 highly likely 14 lead to

56 Presentations – review

Exercise 56.1

1 b 2 g 3 h 4 d 5 a 6 c 7 f 8 e 9 j 10 i
11 p 12 k 13 m 14 r 15 t 16 l 17 q 18 n
19 s 20 o

Exercise 56.2

1 I've divided my talk into three main parts. 2 If you have any questions, please feel free to interrupt. 3 Let's examine this in more detail. 4 Just to digress for a moment, ... 5 OK, that's all I want to say about the first point. 6 Let's move on to the second point. 7 My own view on this is ... 8 As you can see on this next slide, ... 9 What is the reason for this? The reason is ... 10 Let me explain with a concrete example. 11 I began by telling you a little about ... Then I explained how ... After that I talked about ... 12 Thank you all for coming and I hope it's been useful.

Exercise 56.3

1 at / about 2 into 3 with 4 on to 5 to 6 back to 7 on 8 on 9 on 10 in / of 11 for 12 in / in

Exercise 56.4

1 start / introducing 2 digress / moment 3 useful / background 4 examine / detail 5 explain / concrete 6 highlight / diagram 7 anyone / comments 8 brings / end 9 explain / again 10 question / opinion 11 scope / afterwards 12 time / question

Exercise 56.5

1 Notice 2 axis 3 units 4 draw 5 rose 6 steadily 7 have continued 8 although 9 steady 10 growth 11 due to 12 Even so 13 on 14 over 15 to 16 figure 17 look at 18 took off 19 were really looking good 20 had done 21 However 22 has been 23 sudden 24 drop 25 reasons 26 about 27 comments 28 highly 29 likely 30 by

57 Meetings – opinions**Exercise 57.1**

1 what 2 in mind 3 seems to me 4 my point of view 5 I agree 6 You're right 7 up to a point 8 you mean 9 may 10 about

Exercise 57.2

1 However 2 Actually 3 Luckily 4 Obviously 5 In general 6 The point is 7 Basically 8 By the way 9 In my opinion 10 In short

Exercise 57.3

1 Strong disagreement 2 Polite disagreement 3 Not grammatically possible

Exercise 57.4

1 Really? Do you think so? 2 I'm not so sure about that. 3 I'm sorry, that's not how I see it. 4 I really can't agree with you there.

Exercise 57.5

1 b 2 c 3 a 4 g 5 d 6 f 7 e

58 Meetings – making things clear**Exercise 58.1**

1 missed / say 2 clear / saying 3 how much / say 4 arrive / figure 5 exactly / mean 6 Correct / wrong 7 allow / explain 8 little / specific 9 explained / clearly 10 finish / point

Exercise 58.2

1 understand / explain 2 through 3 over 4 slight misunderstanding 5 put / way 6 come in

Exercise 58.3

1 what 2 how long 3 when 4 how often 5 who 6 which 7 how much 8 where

59 Meetings – problem-solving**Exercise 59.1**

1 several / deal with 2 open up / views 3 suppose / right 4 sounds / work in practice 5 pros / cons 6 On the one hand / on the other hand 7 make a suggestion / Instead / why don't 8 implications 9 general / although 10 best way forward

Exercise 59.2

1 OK, let's do that. 2 What about ...? 3 That's a complete waste of time. 4 Why don't we ...? 5 Yes, that would work really well. 6 Shall we ...? 7 That sounds like a good idea. 8 Can I make a suggestion? 9 I can see one or two problems with that. 10 I'm not really sure about that. 11 That might be worth trying. 12 I don't think it would work in practice.

Exercise 59.3

a) 2 / 4 / 6 / 8 b) 1 / 5 / 7 / 11 c) 3 / 9 / 10 / 12

Exercise 59.4

1 a problem 2 a solution 3 a suggestion 4 a decision

Exercise 59.5

1 are faced with 2 tackle 3 figure out 4 work towards 5 come up with 6 lends weight to 7 implement 8 lies behind

60 Meetings – leading a meeting**Exercise 60.1**

1 Right / start 2 ill / apologies 3 housekeeping / begin 4 bathroom / hall 5 copy / agenda 6 take / minutes 7 say / words 8 background / useful 9 agenda / get through 10 brief / point 11 straight / item 12 kick / off

Exercise 60.2

1 agenda 2 minutes 3 get through 4 item 5 kick off

Exercise 60.3

1 AmE 2 BrE

Exercise 60.4

1 I think we can stop there. 2 I'd like to sum up. 3 There are three main conclusions. 4 In terms of action points, ... 5 Are there any other points? 6 Have I missed anything? 7 I think it was a very useful meeting. 8 I'll circulate the minutes. 9 Can we fix a date now? 10 Can I just have a quick word with you?

Exercise 60.5

1 Could you just hang on a moment please? 2 One at a time, please. 3 Let's leave that aside for the moment. 4 Can we come back to this later? 5 I think we need to look at this in more detail. 6 We need to analyze this in a little more depth. 7 Is there anything else we should consider? 8 What other ways are there to approach this? 9 Can we go round the table to see if everyone agrees? 10 Let's go over what we've discussed so far.

61 Meetings – negotiating I**Exercise 61.1**

1 business 2 exactly 3 priorities 4 mean 5 trust 6 flexible 7 delivery 8 minimum 9 concern 10 timescale 11 quoted 12 match 13 reasonable 14 guarantee

Exercise 61.2

kind of / sort of / discount / timescale / thinking of / talking about / looking at

Exercise 61.3

1 quite high 2 were you expecting 3 Something around 4 standard for this market 5 a little low 6 such large discounts 7 so long 8 have in mind 9 production schedule 10 terms of payment 11 pre-payment 12 regular customers