

## LISTENING TRANSCRIPT

### Unit 1, p. 13/14, CD track 2

#### Listening: Two Austrian businesses

##### Business 1

Well, it's a medium-sized business, I suppose you could say. Basically, we sell organic products, mainly herbs but also other things, like poppy seed and honey, for example. We started in 1988, there were just the four of us, four local farmers. We grew herbs and made herbal teas, that kind of thing. My big idea was that we packaged and marketed the products under one brand name. We sold them at markets and in health food stores. Now we produce over 600 different articles in partnership with 150 or so local farmers and producers. They supply organic herbs and other raw materials.

Actually, they do some processing and packaging themselves, too. We're very keen on as much work as possible being done by hand. Our main plant – and our HQ, actually – is in a little town north of the Danube. 100 people work there. We've also got shops in three towns in the province of Lower Austria. They sell our products, and others too. They have to be certified organic and natural products, of course.

What we're proudest of is the fact that we have won the Austrian Export Prize. We export to over 40 countries through international distributors. Our aims? Well, we want people to have a better life. We want a good living for local farmers – and for us. We want to hand on traditional knowledge about herbs and healthy living. We want to produce high-quality natural products using organic farming methods. And I think everyone in the company is working to achieve those aims. That's the secret of our success.

##### Business 2

It all started after the three of us graduated from the Technical University. There weren't so many jobs open for meteorologists, especially wind specialists. So in 2005 we decided to start our own consulting company. The three of us are directors and we employ two other specialists and two assistants, who do mainly filing and research. We have to create complex computer models for many of our studies, so we now have some IT specialists who work with us freelance when we need them.

Wind influences the quality of life in towns in all kinds of ways. It can make your windows rattle or blow your chimneys down. If you ignore which way it blows, it can make your heating costs explode, or bring you unpleasant clouds of traffic fumes and industrial emissions. And buildings or open spaces can lessen or increase the speed of the wind, depending on how they are designed and how they fit in with buildings nearby. One of our main aims is to make modern city-dwellers feel more comfortable in their homes or offices, in their streets and open spaces and in their underground trains.

We offer people like town planners, architects, construction companies and industrial concerns expert advice about wind-related matters. We provide everything from mathematical calculations and statistics to design tips.

Incidentally, we've recently branched out into the travel industry in co-operation with a travel company. Our weather trips are proving quite popular. We're proud that we have been accepted as members of the European Severe Storms Lab. This gives some of us the chance to pursue our research interests and maybe find out something useful about extreme weather conditions, too.

**Unit 1, p. 18, CD track 3**  
**Effective Presentations: Getting started**

Presenter A

Hi everyone! I appreciate you taking the time to come to my presentation. It's great to be here. For those of you who don't know me, I'm Bill Stiffler, Director of MY ENERGY. I'm here today to talk about new and exciting business opportunities in the renewable energy sector. I'm sure you'll find this information interesting and useful as you're studying to become project managers in this industry.

Presenter B

Good afternoon, ladies and gentlemen. My name is Abbott Wright, legal consultant at ADROIT. The purpose of my presentation is to familiarize you with some of the most important legal aspects that need to be considered when setting up a business. The topic will be of great interest to those of you who have a high-potential business idea but lack the legal background required to transform this idea into a flourishing enterprise.

**Unit 2, p. 30/31, CD track 6**  
**Listening: Sir Richard Branson**

Sir Richard Branson is a British entrepreneur and celebrity, who is Chairman of the Virgin Group of companies. He was born in 1950 and knighted in 1999.

Branson has been or is still active in fields as diverse as recording music and distributing records, publishing, rail transportation, aviation, mobile phones and telecoms, bridal fashion, financial services, leisure, holidays, health and healthcare, and environment-friendly fuels.

Like so many successful businessmen, he started early. While still at school, he started two businesses: one breeding budgerigars and the other growing Christmas trees. They both failed, however. He was not particularly good at school as he suffered from dyslexia. He left at 16 and soon after that started his first successful venture, a magazine for students. This was followed very soon by his first non-profit operation, a student advisory centre.

Richard Branson made his first fortune in the 1970s in the music business. His innovative selling methods and the avant-garde groups he recorded in his own studio or signed up for his record label changed the music industry. Among the artists he made popular were Mike Oldfield, the Sex Pistols and Culture Club.

Branson is said to have wept when he had to sell his Virgin record label, the foundation of his business empire, to raise money to save his airline Virgin Atlantic Airways, which was in difficulties. But he did sell.

Over the years he has launched numerous different companies and products; some have prospered, others have faded away. Branson remains in control of his Virgin Group, which is not listed on the stock exchange. He has no shareholders who expect dividends every year and likes to do things 'for the hell of it', or because he sees a business potential. If necessary, he can sell some of his interests or use profits from others to operate a pet scheme at a loss.

Branson spends a lot of his time on his own private island, one of the Virgin Islands. Here he entertains people like Desmond Tutu, Al Gore or Larry Page of Google. It is well-known that he will not use computers and writes down things he wants to remember on his hand. Yet, most of his businesses continue to flourish, and his 50,000 or so employees are proud and happy to work for him.

Branson did not become an international celebrity just because of the success of his business ventures. He is an extrovert and comes across as very likeable.

But it was a series of world record attempts starting in 1985 that earned him (and the Virgin brand) a great deal of publicity and made his name a household word. He took part in the fastest Atlantic crossing in a sailboat and broke the record for crossing the English Channel in an amphibious vehicle. Hot-air ballooning was something else that caught his fancy. He and a group of fellow adventurers were the first people to cross the Atlantic in a huge specially designed balloon. They then broke the existing speed record when crossing the Pacific and attempted to be the first to circumnavigate the globe. They were beaten by a team, sponsored by another company but still ...

One thing is quite clear: Richard Branson hasn't run out of ideas just yet. One of his recent schemes is a space tourism company (Virgin Galactic) which aims to shoot paying passengers into sub-orbital space.

### **Unit 2, p. 35, CD track 7** **Effective Presentations: Preview of talks**

#### Presenter A

My presentation consists of three major parts. I will begin by giving a definition of what Innovation Management is. Next, I will present two case studies of companies which have successfully implemented IM as part of their business strategy. And finally, I will provide you with ways to introduce innovation within your organization to help develop new and improved products.

I estimate my talk will last about 30 minutes. And the next 20 minutes will be dedicated to answering your questions.

#### Presenter B

My presentation is divided into three. I'll start off by giving you a general idea about the working conditions of small coffee growers in Colombia. Then I'll tell you about the projects we're working on to help improve the living and working conditions of coffee growing families. My talk's going to take about 30 minutes. I'll be happy to answer any questions as we go along. I've made some copies for you of the PowerPoint slides I'll be showing. Finally, and as a special treat, we'll sample some organically grown coffee.

### **Unit 3, p. 47/48, CD track 9** **Listening: Something fishy**

#### Conversation 1 (Eating fish at home)

Mel Do you have fish a lot at home?

Ann Not really. No-one likes it particularly. It's so, er, fishy.

Mel My mum cooks it at least once a week, sometimes we have it more often. She says it's good for you. I don't like the fish in sauce she makes, but bread-crumbed fish fillets is great.

Ann I don't know about that. I'd much rather have schnitzel!

Conversation 2 (Birthday party)

- Jim For my mum's birthday we went out and had sushi.  
Paul Ugh, that's raw fish and seaweed and rice, isn't it? I can't imagine why people eat it.  
Jim I quite enjoyed it. I liked mixing up the sauce and trying to manoeuvre the chopsticks.  
And it tasted fine to me.  
Paul Rather you than me.

Conversation 3 (Dining out on fish)

- Pat You know, I was thinking. I read somewhere that most of the fish eaten in the US, 70% I think, is eaten in restaurants. Actually, I usually have fish when I eat out. Why do you think that is?  
Sam I don't know really. Perhaps people find it messy to prepare at home. It certainly makes the apartment stink.  
Pat Hm. Not always. Prawns don't smell.  
Sam Do they count as fish?  
Pat Don't be silly! Of course they do.

Conversation 4 (Buying fish)

- Pat I think I'll try eating more fish. It's supposed to be very good for you, keeps you young, slim and fit.  
Sam Don't they say it's good for your nerves as well?  
Pat Possibly. I don't know. The trouble is, where do you get it from?  
Sam Oh, that's no problem. You just need a big freezer. The frozen food counters at the supermarket are full of it. I think some stores have fresh fish counters, too.  
Pat I'm not sure if I like that idea. Think of their reproachful eyes looking at you. And you have to take their insides out. And all the bones ... I wish there was a proper fish market round here so that I could see what was on offer and get them to do the nasty jobs.  
Sam The only thing to do is go to the coast. They sell fish straight from the sea. During the holiday season ... And they can show you how to prepare it.

**Unit 3, p. 51, CD track 10**

**Effective presentations: Signposts**

Presenter A

That concludes the first part of our presentation, latest developments in the online market.

Moving on now, the next point is an outline of our newly-developed tools to allow companies to buy and sell ideas online. Research has shown that conducting business via the Internet has a high potential.

As we saw in point one, e-commerce is a booming market.

To sum up, we strongly believe that our innovative tools will help you run your business more effectively and keep you updated as to new developments in consumer needs.

Presenter B

Ok, that was the introduction. Now let's take a look at more humane ways of transporting livestock.

Remember what I said earlier? There are several ways to avoid animals being injured during transportation.

So, I think it's quite appropriate at this point to say that what's better for the animals is also better for your clients.

**Unit 4, p. 66, CD track 12**

**Effective presentations: Visuals**

Presenter A

Now, right here on this line chart you can see that the number of single proprietors in the UK has gone up by 30 % over the last ten years. The reason may be that traditional forms of employment are going down, and more and more people prefer being their own bosses. On a EU scale this is by far the biggest increase compared to the CEE region, where single proprietors are almost non-existent. Is everyone still with me so far?

Presenter B

As can be seen from the pie chart, the number of enterprises which run their own websites has risen substantially in the past five years: 89 % have registered an internet address. That number was considerably lower five years ago, when only 50 % were aware of the World Wide Web's potential. This development may be due to the fact that customers today are more likely to consult the internet first when searching for certain products or services. I hope I was able to get my main point across.

**Unit 4, p. 67, CD track 13**

**Live listening: We think you should buy our coffee.**

*So, how did everything get started? What was the big idea behind Peace Coffee?*

So, hm, we actually are a for profit subsidiary of a non-profit organization. That non-profit organization is called The Institute for Agriculture and Trade Policy. And we were founded in 1996. And, we came out of a series of discussions that the Institute for Agriculture and Trade Policy had been having with some farmers from Mexico. And the farmers from Mexico were leaving, it was their last day in the United States and they said to the Institute for Agriculture and Trade Policy, 'you know it's great that you write these papers about how, hm, trade should be made fair for all the peoples of the world, and it's great that you come up with policy recommendations on how to make, hm, level the playing field and make trade fair, and it's great how you organize against free trade, but if you wanted to make a difference in our lives, if you wanted really to have in impact, we think you would buy our coffee'. And, the staff members at the Institute for Agriculture and Trade Policy are largely people who work in public policy or economists, hm, and they said, 'you know, that's a really great idea, we'll think about it, but it's time for you to go to your airplane'. And the farmers said, 'no, we want you to take this seriously, we really think that you should buy our coffee'. And, you know, these staff members at ... at the Institute for Agriculture and Trade Policy had no idea about how to think about running a coffee company and they said, 'you know, we'll think about it, but really, it's time for you to get your airplane'. And they were serious about thinking about it, but they really did not see this as part of their future. And, hm, so the farmers got on the airplane and they flew back to Mexico, and a couple of months later, the ... the phone rang. And, hm, someone on the other phone said, 'this is the port of Los Angeles. Your container of coffee has arrived on a boat, and we want to know what you wanna do with it'. Now, a container of coffee is the size of a railroad car, right? It's, it's, you know, as big as what you see on a train. And that's a lot of coffee. But these are very serious people who, hm, take their commitment very seriously, and they thought, you know, we can't return this coffee! So, they put their hands into their own pockets and came up with the money it would take to buy this coffee, brought it here to Minnesota, and began learning about selling coffee, and began learning about the coffee industry. And what they quickly discovered is that you can sell coffee for prices that allow you to run a healthy company and you can pay the farmers a fair price for that coffee. So, out of this, Peace Coffee was born, hm, and in 1996 began operating as a fair trade coffee company.

**Unit 5, p. 79/80, CD track 14**  
**Effective presentations: Conclusion**

Presenter A

Ladies and gentlemen, that concludes my presentation. May I summarize the main issues. First, we addressed the advantages and drawbacks of operating a global company. Next, we focused on the impact global players may have on local communities. Finally, we discussed possible ways of integrating different expectations of certain stakeholders. We recommend implementing pro-active communication strategies on the one hand, and doing regular analyses of outcomes, on the other.

Thank you for your attention. I shall be pleased to answer any questions you may have.

Presenter B

Ok, that just about wraps up my presentation. Let's now go over the key points. I started out by giving you an overview of the different economic regions in Guatemala. Next, we looked at the different types of businesses local companies engage in. And finally we took a close at the impact of global companies on the local business community. We believe the best way we can help the economy in Guatemala is to support the local producers make their products more competitive on the global market.

Thanks for listening. You've been a great audience. Now I'm interested in hearing your comments and questions.

**Unit 5, p. 83, CD track 15**  
**Listening: It took some getting used to!**

Speaker 1 (F)

'I was working for a small NGO based in a big city in the NW of India. I found the crowds, the traffic, the animals, the noise and the smells very difficult to cope with at first. But you get used to it. Work was more difficult. Our office equipment was very basic. I did have a computer but there were often power cuts. Indian colleagues didn't give the impression of taking things like that particularly seriously. I was lucky because two of my colleagues were women and we became good friends. They told me what NOT to wear and how to behave modestly. At the end of the day, our boss took the credit for all the work we did.'

Speaker 2 (M)

'I'm an engineer with a big international company in Colombia. My job takes me all over the country and I have a lot of meetings with workers, contractors, managers and politicians. You can never do anything on time. Reckon with meetings starting hours late and projects being re-scheduled. Everyone shrugs and carries on as if there were no such things as deadlines or dates. I find that so irritating. Another thing I can't handle is gifts. This is a gift-giving culture, the locals have a saying 'Presents sweeten life'. But where's the borderline? No-one's offered me money yet, but it's embarrassing when you are given beautiful craft work or tapestries. I've no idea what to give people in return. Or whether to give them presents at all.'

Speaker 3 (F)

'I never thought I'd be living and working in Japan. I had always dreamed of coming here, though. The business world is very male-dominated. Contacts still address questions to my male assistant rather than me. They certainly didn't like it when I tried to participate in the socialising they go in for after office hours. That's very important in business here. At first, I made the mistake of being too assertive and too direct. You should never look someone straight in the eye or say 'No' directly, especially if you're a woman. I get frustrated with my tiny apartment and transportation is a nightmare. But the old cities, the mountains, the hot spring spas more than make up for that. I would say it's important to observe what people do carefully and to try to learn the language. It takes even longer to learn the culture, but it's worth it.'

Speaker 4 (M)

'I'm a senior manager who was assigned to work in the Vienna office of my organisation for six months. I couldn't believe how formal everyone was, all that hand-shaking, no first names and so on. It bugged me that my colleagues kept their office doors shut. I wanted to know what they were up to in there! I had the feeling they were unwilling to share. It was difficult to run meetings- everyone waited for what I had to say and then agreed. Afterwards, I heard that they had had some proposals, but didn't come up with them at the meeting. I was supposed to go round and ask them what they thought beforehand. Why have a meeting at all? All in all, it was a tough time. I thought I knew Europe well. But I discovered I had only seen it as a tourist.'

**Unit 6, p. 98, CD track 16**  
**Listening: Elena's story**

*Elena, you live in New York, right? What do you do there?*

Well, yeah, I've been living there for 14 years. But I come from Austria originally. I'm a jewellery designer. I always wanted to make jewellery, from about age six. I just loved dressing up in my mom's jewellery when I was little. By the time I was 14, I was quite sure what I wanted to do.

*And how did you go about it?*

Well I trained for four years at a really excellent school in Steyr and qualified as a Goldsmith. Then I decided to study for two more years and get a degree as Master Jewellery Maker. I travelled too, to South Africa, to find out more about my raw materials and about cutting gemstones.

*When did you start working?*

I was working alongside my studies, I had so many ideas in my head, so many things I wanted to make. I started to find people who were interested in buying my things. I made one-of-a kind pieces, designed especially for those people. I made enough money to be able to work in silver and gold, and with gemstones, thank goodness.

*And after you graduated?*

Well, it was tough to find a company to work for, in fact I couldn't. So I started to work freelance from my home town. It's really in the middle of nowhere but clients came from all over, Germany and England, too. I wanted to start my own company but that's very complicated in Austria. The making-to-order and direct selling worked well. People heard about me by word of mouth. After a while there were photos and short reports in various magazines.

*And how did you get to the US?*

Oh, that's a long story – it has to do with my boyfriend who loves to sail. For a time, we spent the summer in New York, with my sister, and went to the Caribbean, where we moored our boat, in winter. My sister let me work from her office. I was still in touch with clients from before and soon new ones started coming to me and asking me to make things for them.

*But you spend most of your time in New York now, don't you?*

Yeah. That changed after I exhibited for the first time at a trade fair. Some big name jewellers and stores were really interested in my work. It was something totally new in the US market, very technical, with lots of moving parts, very adaptable, you could wear bracelets on both sides, for example, or turn pendants into rings ... they just loved that. They were prepared to pay a whole pile of money for it, too! Orders flooded in.

*How do you distribute your jewellery now?*

I still design unique pieces for private clients. But I also do a new collection every year, with two or three distinctive lines or series. Those I offer to a limited number of exclusive retailers. If you're in the luxury business, like I am, that's the best way to make your name known.

*You probably have more work than you can cope with. Do you still have time for other things?*

Oh yeah. We still spend time on the boat every year in the Caribbean, sailing, swimming and just walking on the beach. When we're in the city we bike and we go to the gym. Where would I get the ideas for my work from, if I just sat at my work bench all the time?

## **Unit 7, p. 113, CD track 17**

### **Listening: It's like floating on air.**

#### Product 1

Oh, they're great. It's like floating on air. And they weigh nothing! The best thing is, you don't get smelly feet ...

#### Product 2

She likes the kind with jelly. But the chunks have to be big. She won't eat anything dry. Or like a paste or paté. And she's very choosy about what flavour it is. Chicken, yes. Liver, no. And definitely nothing fishy.

#### Product 3

Everything is included you see. You don't have to worry about entertaining the kids, or you don't pay extra for tennis or wake-boarding. There's heaps of activities on every day. And special events every night.

#### Product 4

I've never really believed that electric ones were any better than traditional ones. But when I was given their new model for my birthday I was astounded. It's so efficient. Your mouth feels so much fresher and they're miles whiter already. .

#### Product 5

They've been miles better since I've been using it every morning and evening, and when I wash my hands or get them wet. The cracks have disappeared and they're as soft and smooth as my young daughter's.

#### Product 6

I got so fed up with having a cupboard full of stuff. When you did the house, you had to carry all those things about with you all over the place, or run back and forth. Now I just use the one, and it's brilliant. For everything.

#### Product 7

When I feel I need a little something, that's what I go for. It's light, it's good for you and it gives you a boost.

#### Product 8

It gives me coverage of all the issues of the day And in-depth analysis. You don't miss out on a thing. Plus, some of the columnists are really masters of the language. I look forward to it coming every week.



**Unit 8, p. 128/129, CD track 18**

**Listening: Reactions to the plan**

Interviewer: Hello, I'm Jude Phillips from Radio Wessex. Have you got a moment to answer a question? Have you heard about the plan to upgrade the ferry services? How do you feel about that?

Interviewee 1: I'm absolutely delighted! I've been coming here for years, and I've stuck it out for long enough. There's no waiting room, you have to stand around in all weathers in the open air and drag your suitcase up and down. The toilets are horrible and you can't get any refreshments. There's not even a vending machine. I don't know why I do it, really. No, these improvements are long overdue.

Interviewee 2: I don't know ... P'raps a new ship will mean you don't feel the weather so much. It's not very nice when everyone's sick. But I think the terminals will make a big impact on the harbours. I'm not sure that it will look as picturesque as before. That was the good thing about it.

Interviewee 3: It's a great idea! The way it is now, it's just an accident waiting to happen, enit? You know, I'm surprised no-one's been run over or fallen off the quay before now. You have to keep a sharp eye on your kids – and your luggage ... It's miles to walk for a taxi at the other end, over those rough cobblestones. I'm surprised no-one's broken their ankle ... Proper check-in and baggage handling will make all the difference. Somewhere to get out of the rain and have a nice cuppa would be good, too.

Interviewee 4: You can't imagine the chaos on the quay on the mainland, really. And there's nothing there, no shelter, nowhere to put your luggage. Just people, children, dogs, coaches, cars, taxis ... Queues to get on, queues to get off, people pushing ... I'm very relieved that they're doing something at last.

Interviewee 5: If you ask me it's going to take all the fun out of it, all the adventure ... for the visitors I mean. I wouldn't mind if things went a bit more smoothly. On the other hand, once you get this kind of development there's no stopping it. Next thing you know they'll be building new roads, pulling down houses and putting up huge hotels. It'll be like the Costa Brava or Majorca...

Interviewee 6: I can't see the island way of life surviving these innovations. The Airbuses were bad enough. The noise and that, it disturbed the nesting birds. We'll be overrun with short-stay visitors and day-trippers. And foreign workers. Goodbye to the peace and quiet. Anyway, what's it all going to cost? And who's going to pay? I think I'll move to one of the smaller islands. I can't bear to see it happen...

**Unit 9, p. 147, CD track 20/21**

**Listening: Mary's story**

Interview, Part A

In the studio with me is Mary Oliver. She's 23 years old, has done secretarial training, has an ICT certificate and has passed a Business Studies course at the College of Further Education with honours. If it weren't for Jo Mayhew from the Citizens' Advice Bureau, she would also be unemployed.

*So, what's the background, Mary?*

Well, I suppose I should say right at the beginning, my name is Mary Oliver, but my ethnic origin is actually Indian. My family were Christians from the west coast and they came to Britain in the 70s. People from this area are actually pretty black!

Anyway, Last year, I saw the ideal job for myself advertised in the local paper: dispatcher, telephonist, office organiser, record-keeper, book-keeper in the local branch of a big haulage company. I satisfied all the requirements and had all the qualifications they wanted. It was a responsible job with a lot of variety, and I liked the sound of it. I sent off an application, you know, the usual thing, and waited. They phoned me and said come for an interview.

*What happened then, Mary?*

Well, when I got there, there were these two men sitting behind a desk. They looked pretty surprised to see me. They asked me some questions about my qualifications and work experience – I had sent them references – and then they said, all right, we'll call you. I had questions I wanted to ask them, but we didn't get round to that. From outside I heard them shouting at each other. One of them said, 'How was I to know she was a wog? She had a proper name ...'

*Go on ...*

It didn't surprise me when I got a phone call saying they had found someone else. But it made me unhappy. I told my mum about it, of course, and she said that's the way things were. I'd have to get used to it. But I thought, no, what did I study for? I knew I could do a good job for ExTrans.

### Interview, Part B

I went to the Citizens' Advice Bureau at the Town Hall and that's where I met Jo. He briefed me about my rights and explained the options I had.

I made a written complaint to the company within 28 days of the interview at the company. That meant they were legally obliged to arrange a meeting with me to discuss why they turned down my application, and – more important for me – , why one of the men made that racist remark.

Jo came with me to the meeting, and I was surprised to see another man as well as the two men from before. He introduced himself as an HR manager from head office. Before we had a chance to put our case, this man said that his two colleagues wanted to apologise for their behaviour. As the job was still open, they wanted me to take it and hoped I was still interested. I was just so happy, I didn't say anything about them lying and saying they had found someone else.

A week after the meeting, I got an official letter of apology from the man who made the racist remark. I started work and, thank goodness, I got on with everybody really well. I enjoyed talking to the drivers. My male colleagues turned out to be ok. The account books and the payroll were in a terrible mess but I sorted that out. I also worked out a better system of allocating loads to lorries and drivers.

I asked HR at HQ if I could do some training and after humming and hawing, they said 'Why not?' So, they sent me on an advanced IT applications course. Now I've signed up for a degree in Transport and Logistics by distance learning. They're going to pay for that. 'Just don't get married!', said my colleague. Oh dear, I can see my next visit to the Citizens' Advice Bureau coming up. ...

**Unit 10, p. 155, CD track 22**

**Live listening: Herta Kriegner's story**

Hi, my name is Herta Kriegner and I have a graphic design agency in New York City. I'm originally from Austria and I came on an internship to NY and I actually wanted to stay for six months or maybe a year, and I've been here now for over 16 years.

When we started out, one of our first clients was L'Oreal. And then we did some work for Clarins and we ended up meeting somebody at Chanel and designed a Chanel newsletter, and then suddenly everybody started calling us a beauty agency. And after a while, we got a little tired of all these beauty clients and my partner and I back then, she was from Germany, so we were both European, and we didn't really wanna get stuck in this beauty corner. But we had to try pretty hard to get into other areas, so we ventured into fashion, which is familiar ... which is similar ... and in some other fields.

I still, after 16 years, try and keep my client base very diversified. So I have clients still in the beauty industry, but I've done industrial filtration, I do the annual report for a company that produces pork products, hotels, I, non-profit organization. So, I have very different clients and I like it that way, but it's not that easy.

And I have to say, a lot of my clients, even the big clients, or, especially the big clients, have never been to my office. It's not because I haven't invited them or anything. It's just, for them it's more convenient if I come and they don't care, I mean, if I would be working out of my bedroom, it wouldn't matter to them. It just matters what kind of work I do for them. They give you a chance, and if you do good work, they hire you, regardless whether, you know, you drive a BMW or not, or you have a big, fancy building, or you have a small, you know, office somewhere. And, hm, that's a great feature, and I think that's why I stayed, that's why I stayed in New York, because I feel I could never have had the same chance when, ... if I would have tried to do the same thing in Austria.

**Unit 10, p. 159, CD track 23**

**Listening: Talking of names**

Comment 1

Oh, there are lots of stories about people's names being changed when they entered their new country. Like the one about the Polish great-grandfather of a successful American businessman. When the customs officer asked his name, the old man said 'Milowski'. Then the immigration guy put him down as Miller!

Comment 2

Names? Well, I remember hearing that Irish people who settled in England or Scotland used to drop the O part of their names, you know O'Connor, O'Driscoll, O'Carroll etc. They just called themselves Connor or Driscoll or Carroll. That way people didn't know they were Irish as soon as they saw the name.

Comment 3

Don't tell me about names – I'm a Tamil and my surname has 14 letters! It doesn't fit into a lot of computer masks and potential employers are scared of pronouncing it. I've shortened it to Roy now, to make sure that I get job interviews.

Comment 4

My parents changed their family name from Schwartz to Black when they came to Britain. A lot of people do that, use their home name but translated into the language of their host country.

Comment 5

All I can say is that I've noticed that a lot of mainland Chinese people adopt English first names. I've met an Amy, an Edgar, a George and an Ann. P'raps it's a fashion ... like calling your children after places. P'raps it's cool like in China right now like it was for Indian kids for a while.

Comment 6

I think changing your name and giving your children English names shows that you want to assimilate. Which is all to the good. It's a way of demonstrating that you belong to your new country. A way of showing patriotism.