

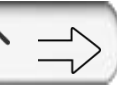
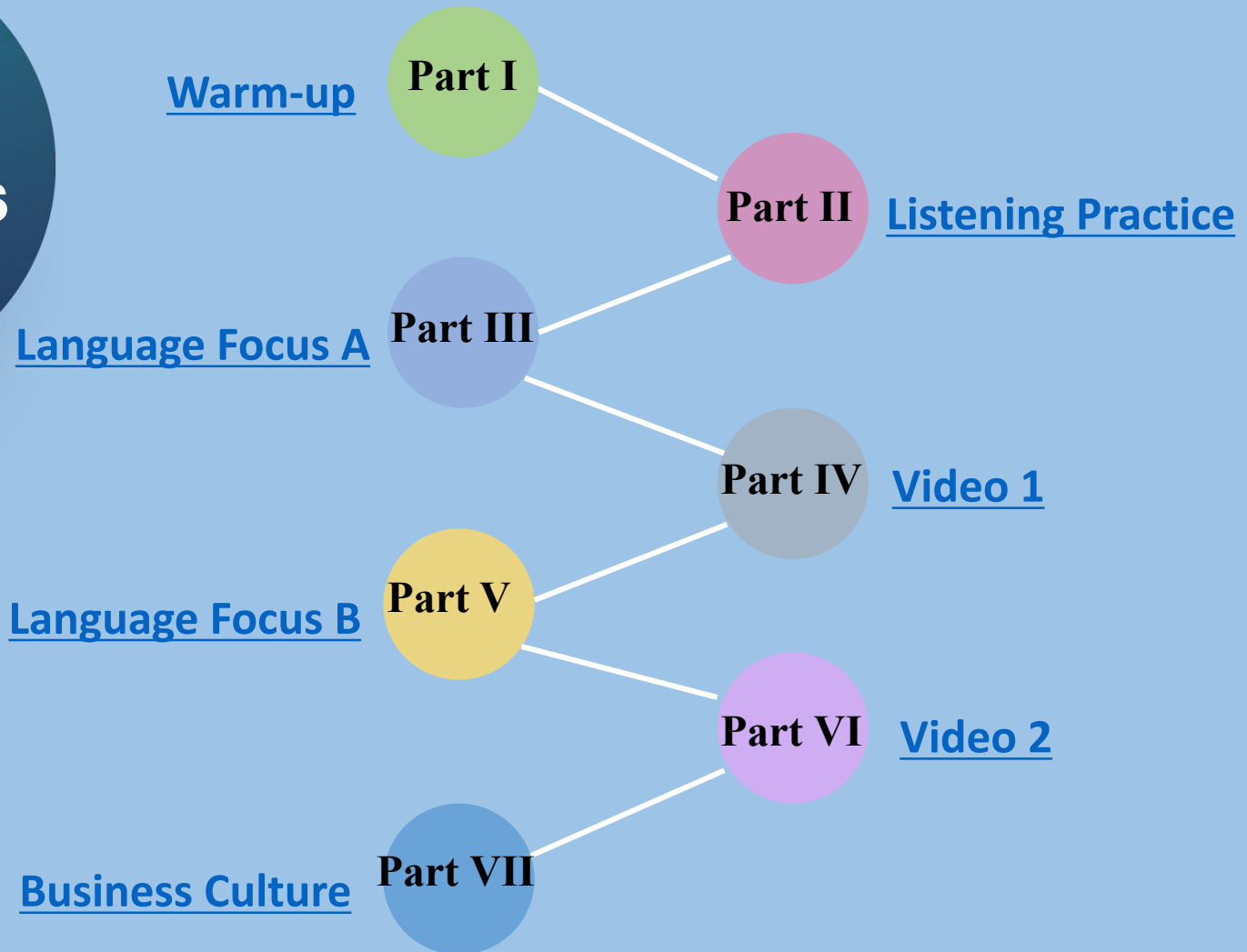


# Unit 10

## Performance

# Performance

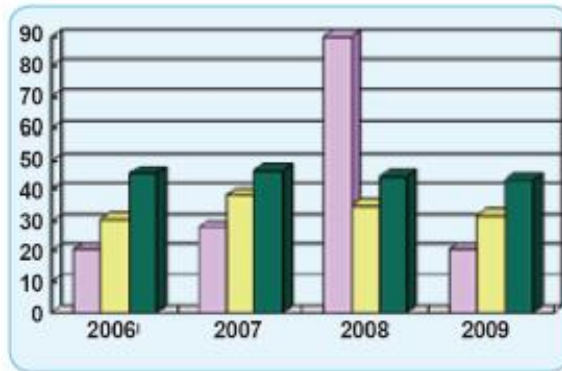
## UNIT 10 CONTENTS



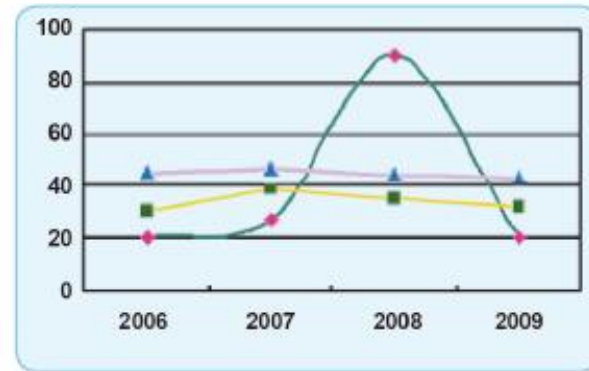


# Warm-up

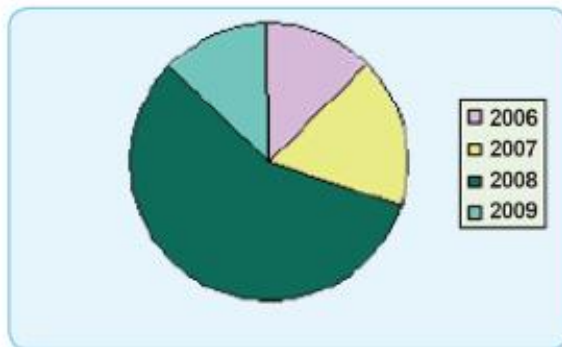
Graphs and charts are often used to describe company performance. Basically, there are four kinds: line graphs, pie charts, bar charts and area charts. Match the four names with the following graphs and charts.



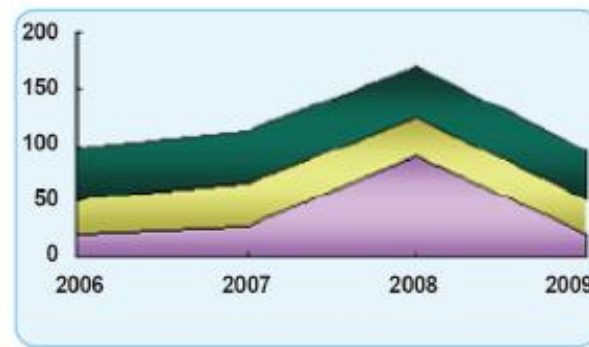
a. bar chart



b. line graph



c. pie chart



d. area chart



# Listening Practice

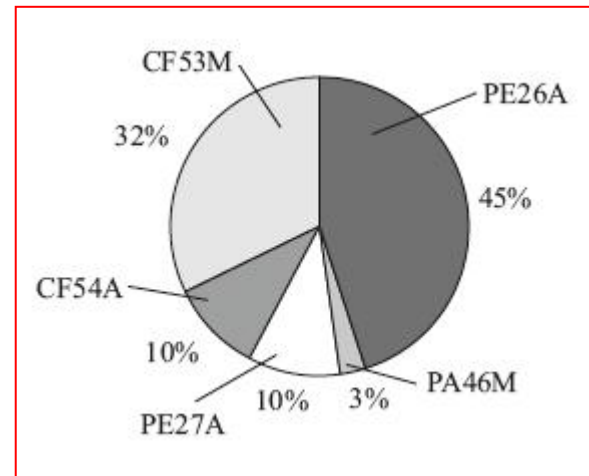
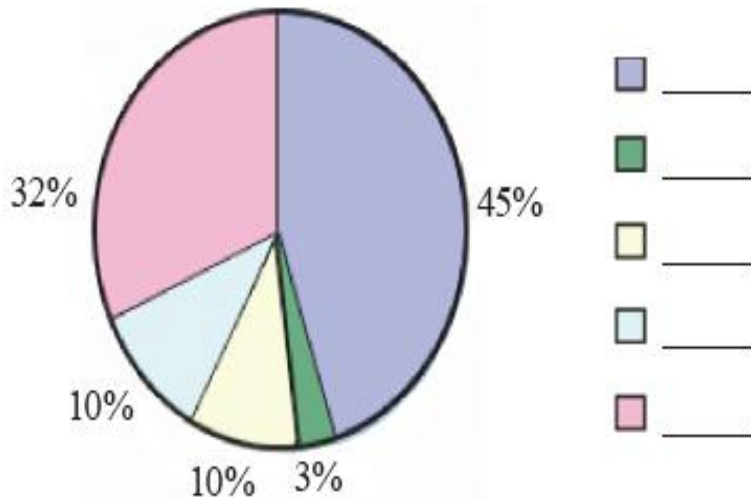
## Task 1

You will hear a Production Manager talking about company inventory. Complete the labels on the pie chart. The first one has been done for you.

### New Words and Expressions

breakdown *n.* 分类

inventory *n.* 库存, 商品目录



# Script





# Script

The pie graph shows the breakdown of different parts in the inventory. As you can see, PE26A, the latest series, takes up the biggest share of our inventory, at 45 percent. Second is the CF53M series, at 32 percent. About 10 percent of our inventory is taken up by the PE27A and another 10 percent by the CF54A. The smallest part of our inventory is the PA46M series, which is the oldest product we produce. It now takes up only three percent of the inventory.





## Task 2

### *New Words and Expressions*

remain flat 持平

steadily *adv.* 稳定地

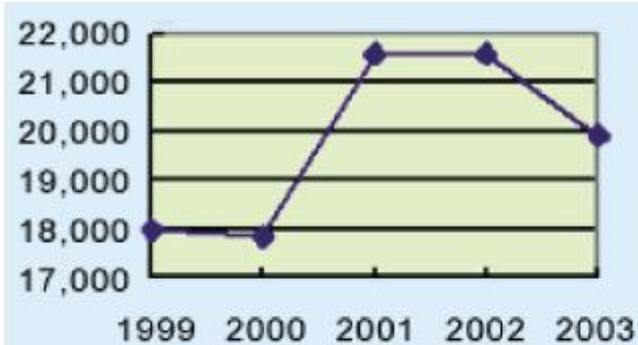
dramatically *adv.* 显著地

peak *n.* 顶点

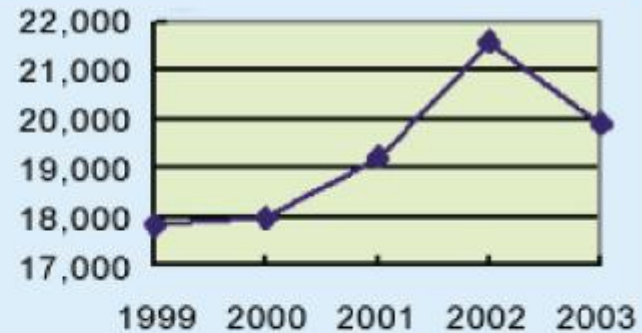


## Task 2

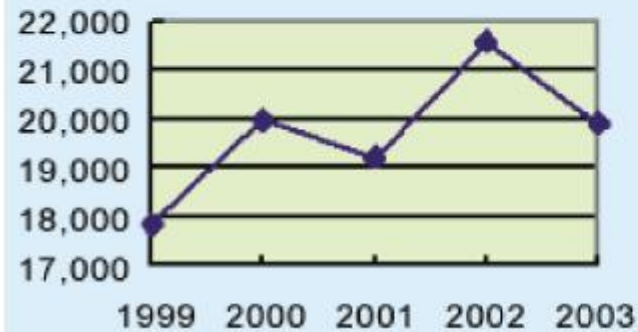
1. Look at the following sales graphs and describe them. Try to use different expressions for the trends and changes represented in each graph.



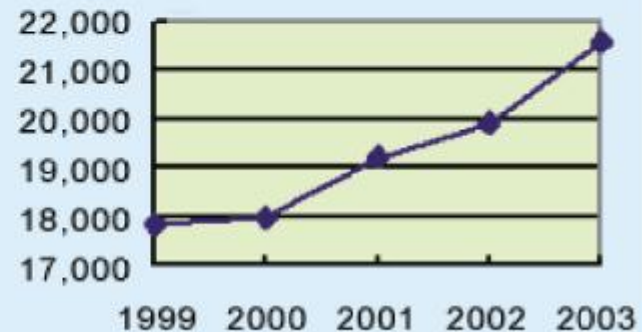
Graph A



Graph B



Graph C



Graph D



## Task 2

2. Listen to an automobile Sales Manager describing the sales performance of the Jeep V6. Fill in the blanks with what you hear, and decide which of the above graphs the manager is referring to.

(1) Sales remained flat through 2000.

(2) In 2001, sales went up steadily.

(3) In 2002, sales of the Jeep V6 rose dramatically. At the end of that year, sales reached a peak of 21,600.

(4) In 2003, gas prices were up and sales were down, and the sales figures dropped by 1,700 to 19,900.

The manager is referring to Graph B.





# Script

Let's have a look at sales of the Jeep V6 over the last five years. As you can see, there have been quite a lot of changes during those years.

Total sales at the end of 1999 were 17,850. Sales remained flat through 2000. They were at about 18,000 by the end of the year.

In 2001, sales went up steadily, reaching about 19,200 by the end of the year. Then in 2002, things really started to happen. We had a strong economy, and consumer spending was up. We ran an advertising campaign on TV that was very effective. So in 2002, sales of the Jeep V6 rose dramatically. At the end of that year, sales reached a peak of 21,600. That's an increase of more than 11% in one year. It was a wonderful year for our salespeople.

However, this couldn't continue. The next year, gas prices were up, and sales were down. In 2003, our figures dropped by 1,700 to 19,900.

So it was a very challenging time in the industry, and we had to adapt very quickly to the market.





# Language Focus A



## Describing company performance



The net profit of the company has doubled this year.

In 2007, our profits increased by 60%, with the figure reaching RMB 108 million.

By exploring new markets, our company had a net profit of RMB 3 million in the first quarter of this year.

Production costs have decreased by 30%.

The production in October increased by 21% over the same period last year.

Our export volume this year is 12% down from last year.

Compared with the previous year, we had a slight increase in export sales.

This quarter we have exported three times as many air conditioners to India as (in the) last quarter.

Our market share in China registered a rise of 7% last year.

The investment in new business this year has been twice as much as last year.



## Referring to graphs and charts

The line/bar graph shows/displays/illustrates/demonstrates the profits in the last four years.

As is shown on this pie chart, the total output of refrigerators stood at 2.8 million units.

The vertical axis/y-axis shows the time period from May to October. The horizontal axis/x-axis shows the sales volume in millions of dollars.

The blue bar shows the profit we made each year, and the yellow bar shows the turnover.

On this graph, I have shown both profit and turnover.

The solid line represents turnover and the broken/dotted line represents profits over the last eight years.

## *New Words and Expressions*

civil aviation 民用航空

operating revenue 营业收入

year-on-year growth 同期(比)增长

overhaul *n.* 大修

maintenance *n.* 维护

## Follow-up Practice

1. Listen to an extract from the statement made by the Chairman of the China Southern Airlines Company Limited. Fill in the blanks with what you hear.



## Business Overview

In 2004, the demand in the PRC civil aviation market continued 1) \_\_\_\_\_ from the second half of 2003. As a result, the Group recorded a year-on-year growth of 2) \_\_\_\_\_ in total operating revenue, marking a breakthrough achievement in the Group's history.

However, due to 3) \_\_\_\_\_ of aviation fuel and major overhauls of aircraft which increased maintenance costs, the Group still recorded a net loss of 4) \_\_\_\_\_ for 2004.

During the year, passenger revenue, which 5) \_\_\_\_\_ 90.4% of the Group's total traffic revenue, amounted to RMB 21,100 million, a rise of 6) \_\_\_\_\_ over 2003. Passenger revenue on 7) \_\_\_\_\_ and international routes were 8) \_\_\_\_\_ and RMB 3,127 million respectively, representing increases of 37.8% and 55% respectively.

**Script**







# Script

In 2004, the demand in the PRC civil aviation market continued the growth trend from the second half of 2003. As a result, the Group recorded a year-on-year growth of more than 37% in total operating revenue, marking a breakthrough achievement in the Group's history.

However, due to the persistent high price of aviation fuel and major overhauls of aircraft which increased maintenance costs, the Group still recorded a net loss of RMB 48 million for 2004.

During the year, passenger revenue, which accounted for 90.4% of the Group's total traffic revenue, amounted to RMB 21,100 million, a rise of 40.6% over 2003. Passenger revenue on domestic routes and international routes were RMB 16,869 million and RMB 3,127 million respectively, representing increases of 37.8% and 55% respectively.





**2. Work in groups. Find one graph on newspapers or magazines. Bring it to the class and describe it to your group members.**





# Video 1

**It's been a successful year!**



## *New Words and Expressions*

turbulence *n.* 动荡

market share 市场份额

significant *adj.* 显著的

domestic *adj.* 国内的

route *n.* 路线

cargo *n.* 货物





## Pre-viewing

1. Read the short passage below and answer the following questions.

### Airlines fasten safety belts!

Turbulence in the airline industry is now greater than ever. Analysts are cutting forecasts, with traffic volume expected to grow at just 2% this year as against 5.5% last year. The slowing down of the world economy means that fares have fallen in some cases by as much as 30%-40%. Reports indicate some difficult times ahead.

- (1) What is the economic outlook for the airline industry?
- (2) What needs to be done if an airline company wants to survive the cut-throat competition?



2. Look at the following pictures to have a rough idea of the video.

Company



A&D is a big air carrier in Europe. It carries over 10 million passengers each year.

Presenter



Mr. Suzuki, CEO of A&D, is giving an end-of-year presentation.

Audience



Area leaders of A&D

## Viewing

1. Watch the video. Try to match the items in Column A with the descriptions in Column B.

### Column A

- (1) market share
- (2) new routes
- (3) customer complaints
- (4) number of passengers
- (5) cargo service
- (6) training program

### Column B


- a. dropped by 50%
- b. is growing fast
- c. increased significantly
- d. opened
- e. developed
- f. continues to rise



1) c (2) d (3) a (4) f (5) b (6) e

# Script





2. Watch the video again. Focus your attention on the second half of the presentation and fill in the blanks with the numbers and percentages that you hear.

	Number or percentage this year	Percent increase ↑ /decrease ↓
Complaints	7.5%	↓50%
Passengers	12 million	↑5.5%
Passengers (August)	1,336,000	↑8%
Cargo	50 million kilos	↑56%





# Script

Welcome, ladies and gentlemen.

I am pleased to announce that this year has been a very good year for our company. Overall, we've increased our market share from 37 percent to 48 percent. That's a significant increase. We ordered 35 new planes last year. To date, we have received 15 of them, which we are using on both our domestic and our international routes. That brings our total number of planes to 84.

We've also developed an extensive program to train all our employees on the new aircraft. So far, two-thirds of the pilots and three-quarters of the mechanics have already finished training.

We've opened several new routes this year, and we have extended service on our popular Singapore route.

With our increased focus on customer service, customer complaints have dropped to seven and a half percent, down from 15 percent last year. That's 50 percent less than last year.

And the number of passengers continues to rise. This year, we've carried 12 million passengers, an increase of five and a half percent over last year. August, in particular, was a very strong month. If you look at the chart here, you'll see that we carried 1,336,000 passengers in August, an increase of 8 percent over the same period last year. And our cargo service is growing fast. We've carried 50 million kilos of cargo, an increase of 56 percent over last year's figures.





## Post-viewing

**Work in groups. Suppose you were a reporter from the local media, give a one-minute oral report summarising Mr. Suzuki's presentation. Note that the report should cover the most important information.**

### **Sample:**

Mr. Suzuki, CEO of A&D gave his end-of-year presentation today in the new company building. "This year has been a very good year for our company", he said. A&D ordered 35 new planes last year, developed extensive training program and improved customer services. All these strategies contributed to significant increase in market share, passenger number and cargo weight.





# Language Focus B



## Describing changes and trends



upward movement/  
increase/rise



downward movement/  
decrease/fall



an end to movement/  
level off at...



no change/remain steady



peak at a certain point/  
rise then fall to...

Sales rose/increased/went up by 15% in 2007.

The inflation rate went down/dropped/fell by 2%.

Our profits have been on the decrease.

The year of 2008 witnessed a 15% decline in our company output.

Our inventory flattened out/leveled off at 4,000 units.

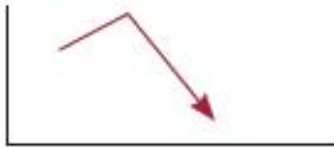
Exports remained stable.

We hope to maintain/keep/hold the current trend of high growth rate.

Profit reached a peak of \$3.2 million in July.

Our profit growth rate hit its lowest level since 1986.





big change



small change



rapid change



slow change

## Describing degree and speed of changes

A sharp increase in oil price led to a considerable drop in profits.

Our production rocketed.

Production has fallen/dropped slightly lately.

There was a considerable drop/decrease of 40% in export volume last year.

Sales dropped considerably.

Profits rose slightly by 5%.

Export went up rapidly/sharply.

Production had dropped slowly.

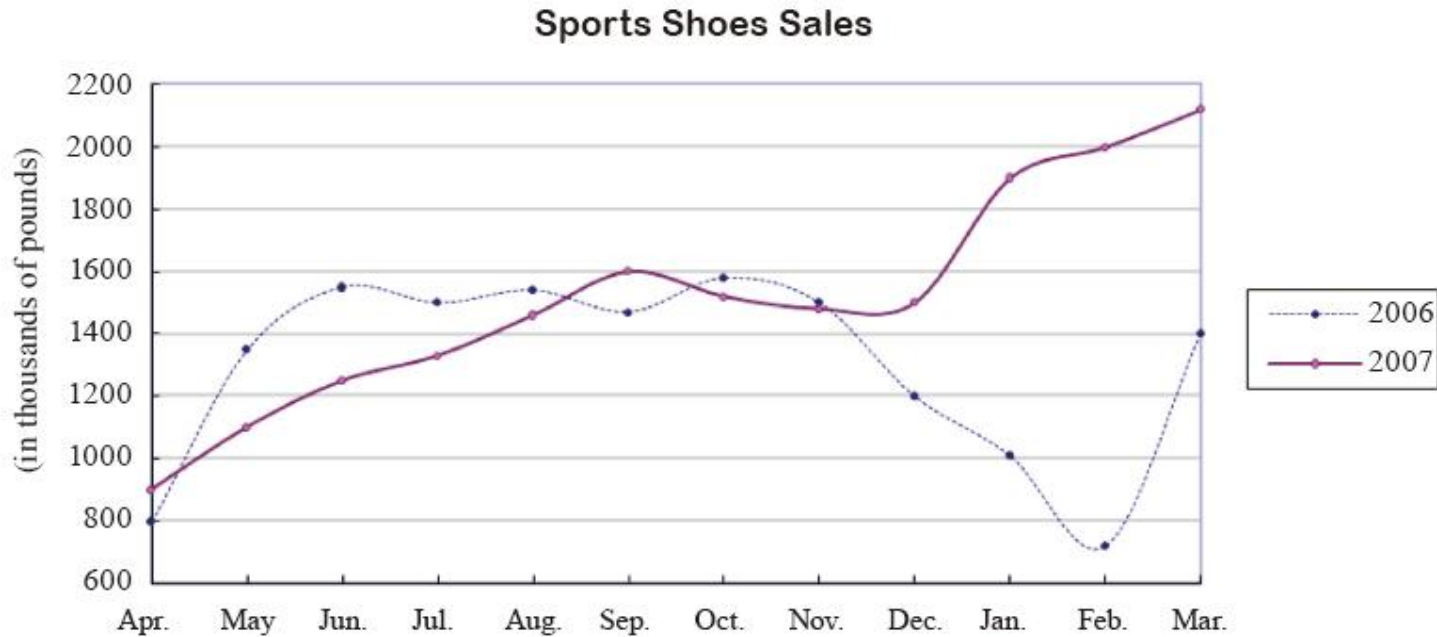
We've seen a fast economic recovery.

There is a steady increase in our domestic market share.

There will be a small cut in the training budget this year.

## Follow-up Practice

1. Work in pairs. Here is a line graph for the sales performance of a shoe company in financial years 2006 and 2007. Study the graph and describe it.



	Apr.	Sep.	Nov.	Dec.	Jan.	Mar.
2006	800	1,500	1,500	1,200	1,000	1,400
2007	900	1,600	1,500	1,500	1,900	2,100





## Follow-up Practice

2. Susan Brown, the Finance Manager of this shoe company is going to talk about the sales performance. Listen and compare it with your own description.



Susan Brown's description

My description

**Script**





# Script

At the beginning of the last financial year, sales of our shoes stood at £800,000. Sales took off between May and June. However, they then fluctuated between June and November. In December there was a noticeable decline in the sales from £1,500,000 to £1,200,000. The downward trend continued, and in February sales reached their lowest point since 1998. Fortunately, thanks to a new marketing strategy, sales improved slightly at the end of the financial year, eventually reaching £1,400,000 in March.

This financial year, the number of sales also started off quite low but between April and September there was a steady increase. Sales peaked in September, reaching £1,600,000. The figures then fell slightly during October and November and remained constant through November and December. Then, in January, due to effective changes in design, there was a dramatic increase to £1,900,000. The number of sales has continued to rise steadily.







## **Video 2**

**We are No. 1!**



## *New Words and Expressions*

turnover *n.* 营业额

export market 出口市场

output *n.* 产量

amount to 总计

domestic market 国内市场



## Pre-viewing

1. Work in groups. Suppose you are the manager of a Chinese company preparing for an interview with a foreign reporter about the company's business performance, tick the items that you would like to cover in the interview.

### Checklist

- |   |  |
|---|--|
| <input type="checkbox"/> a. annual turnover   | <input type="checkbox"/> f. leading export markets |
| <input type="checkbox"/> b. market share      | <input type="checkbox"/> g. total output           |
| <input type="checkbox"/> c. employee benefits | <input type="checkbox"/> h. members of the board   |
| <input type="checkbox"/> d. profit            | <input type="checkbox"/> i. share price            |
| <input type="checkbox"/> e. company image     |  |



## 2. Look at the following pictures to have a rough idea of the video.

*Company*



Fentel is a famous home appliances manufacturer in China.

*Interviewer*



Kasumi is a reporter from a Japanese newspaper.

*Interviewee*



Allen Zhou is the CEO of Fentel.

*Setting*



Allen Zhou is introducing the business performance of his company in 2004 to Kasumi.

## Viewing

1. Watch the video. Tick the items that Allen Zhou has mentioned in the interview.

a. annual turnover

b. market share

c. employee benefits

d. profit

e. company image

f. leading export markets

g. total output

h. members of the board

i. share price



- a. annual turnover
- b. market share
- d. profit
- f. leading export markets
- g. total output

# Script



00:05 / 03:00





# Script

## **We are No. 1!**

*Allen Zhou:* Good morning, Miss Kasumi.

*Kasumi:* Good morning, Mr. Zhou. Nice to see you again.

*Allen Zhou:* Nice to see you too. Please sit down. Tea or coffee?

*Kasumi:* Tea, please.

*Allen Zhou:* It's a bit chilly today.

*Kasumi:* Yes. The weatherman said it would be even colder tomorrow. Thank you.

*Allen Zhou:* Come in!

*Secretary:* Excuse me. Mr. Zhou, your air ticket. 8:50 tomorrow morning.

*Allen Zhou:* Thank you.

*Kasumi:* You must have been very busy these days, Mr. Zhou. I understand that you have set up a new plant in Jiangsu.

*Allen Zhou:* Yes, you're right. Our new plant has just started running. I need to go down there once every week to make sure that everything is under control.

*Kasumi:* I see. Perhaps we can get started now, Mr. Zhou?





# Script

*Allen Zhou:* Yes. Er... a second. Well, this morning, I'll tell you about the business performance of our company in the year 2004. After that, we'll show you around our main plant.

*Kasumi:* OK.

*Allen Zhou:* This is our financial report. It contains some graphs that will help you get a clearer picture of our business.

*Kasumi:* Great. Thank you.

*Allen Zhou:* As you know, we make and sell refrigerators and washing machines. As you can see from this bar graph for the year 2004, our business is getting big. The annual turnover reached 10.2 billion *yuan*. That's an increase of about 112% over the previous year.

*Kasumi:* Your profit also increased?

*Allen Zhou:* Definitely. Look at the next graph. Our profit amounted to 725.33 million *yuan*, an increase of over 64% over 2003.

*Kasumi:* Wow!

*Allen Zhou:* These two pie graphs show the total output of our main products, refrigerators and washing machines. First look at this one on the right, the total output of refrigerators stood at 2.1 million units, of which nearly half were exported.





# Script

*Kasumi:* Which countries are your leading export markets?

*Allen Zhou:* United States and some European countries.

*Kasumi:* I see. How about washing machines?

*Allen Zhou:* The total output of washing machines in 2004 was 1.98 million. 0.7 million units were exported.

*Kasumi:* You seemed to put great emphasis on overseas markets. How about your performance in the domestic market?

*Allen Zhou:* That's a very good question. In fact, that is the point I'd like to talk about next. Our domestic market shares are increasing steadily. We took 23% of the refrigerator market and 15.6% of the washing machine market. These two figures place us at No. 1 in both markets.

*Kasumi:* That's pretty impressive.

*Allen Zhou:* Now let's look at...







## Viewing

2. Watch the video again. Match the 4 charts with the corresponding titles in the box.

a. annual turnover

b. total output of washing machines

c. profit

d. total output of refrigerators

e. market share of refrigerators

f. market share of washing machines



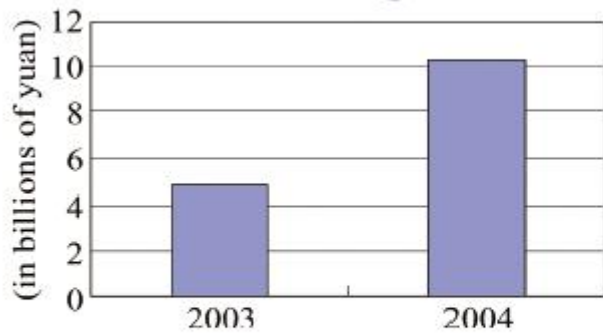


Chart 1 a

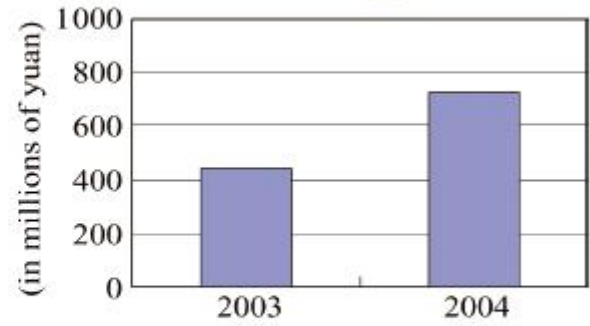


Chart 2 c

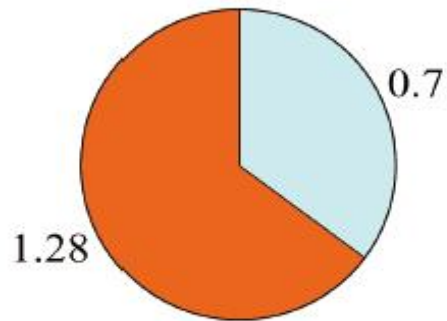


Chart 3 b

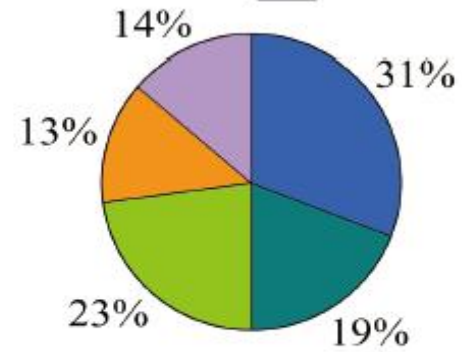
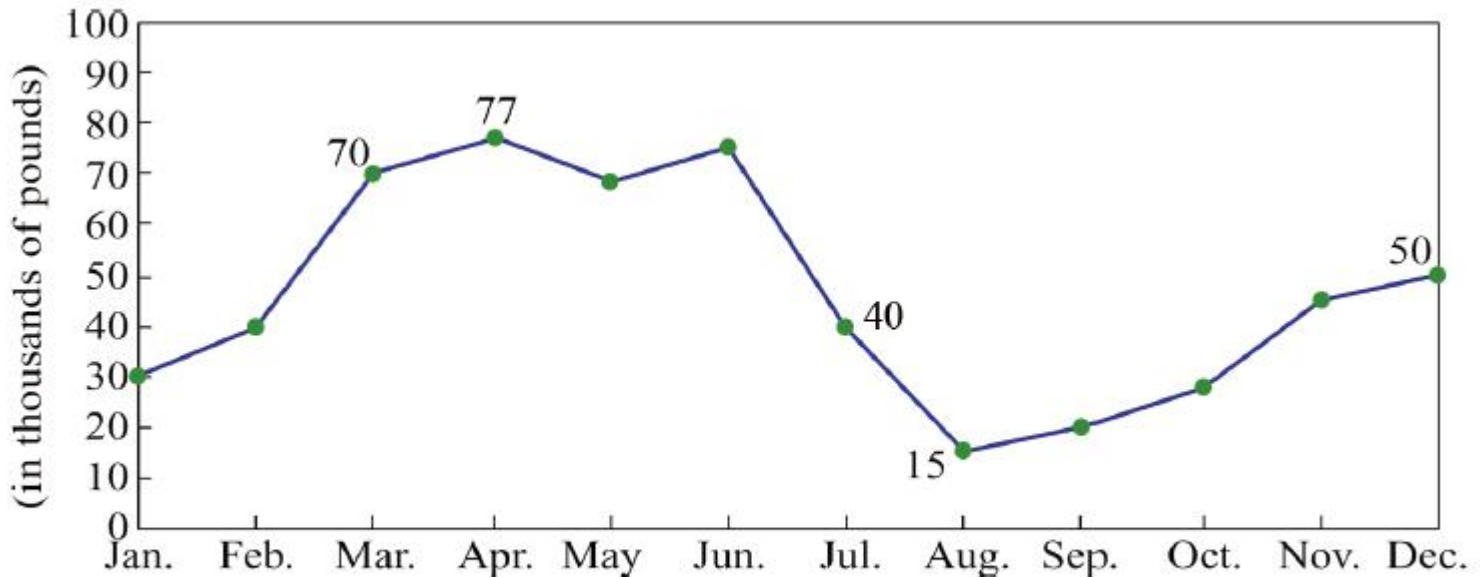


Chart 4 e

## Post-viewing

Work in pairs. Here are 2 graphs. Graph 1 shows a company's sales over a 12-month period whereas Graph 2 is blank. Describe Graph 1 to your partner so that he/she can complete Graph 2 according to the information you supply. Then change your roles and repeat the exercise. Cover Graph 1 while completing Graph 2.



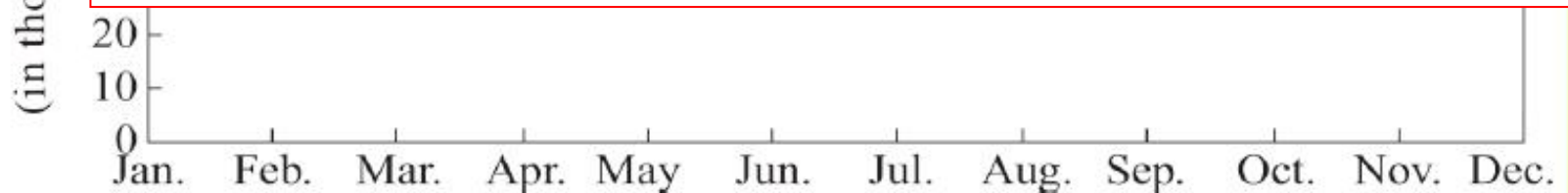
Graph 1





1 **Reference answer:**

At the beginning of last year, sales stood at £30,000. Sales took off from February and peaked in April at £77,000. However, growth didn't continue. The figures then fell slightly in May and climbed back up in June. In July, there was a noticeable decline in sales from £77,000 to £40,000. The downward trend continued, and in August sales reached their lowest point since January. Fortunately, thanks to a new marketing strategy, sales improved gradually rose steadily in the last few months of the year, eventually reaching £50,000 in December.



Graph 2



# Business Culture




# Corporate Culture Should Hold Business Ethics in High Esteem

There is a question commonly asked these days about whether or not corporate culture has fallen victim to a deterioration in ethics in business dealings. When people think of corporate America they often think of corruption, looking out for No. 1, profit and more profit! Corporate culture holds business ethics in high esteem because it's more important than ever for consumers to be able to trust a company in all business dealings.

The Institute of Business Ethics recently conducted a study that showed a proven correlation between ethical practices and business performance. The study shows that corporate culture should hold business ethics in high esteem in the sense that with ethics comes an environment where people want to be there and want to work as a team striving for the same goal. They are less likely to behave in an unethical manner. They aren't looking out merely for their own interests, as they do when working conditions lead to low morale. Due to the high morale among workers, there is increased employee retention, not to mention the better productivity and services that come with keeping happy experienced employees.





Corporate culture should hold business ethics in high esteem only if there is an effective and consistent ethics program in place. Some companies just skim over business ethics during orientation meetings for new employees and the words are never brought up again. BIG MISTAKE! When there is more than just words about business ethics, for example, the company leading by example in their practice of ethical business, the success is amazing. Management, from the CEO down, should view themselves as a model of ethical behaviour in the eyes of their employees. If they demonstrate practices like favouring certain employees, compensation that is based on office relationships rather than merit, and failing to take disciplinary action when unethical behaviour of another employee is reported, employee morale as well as ethics will undoubtedly suffer. The concept of the corporation being a “team” is disregarded and employees are likely to be bitter about the corporate environment. Most employees will gauge their actions by watching that of their supervisor or superiors in the business.

Ethics tend to be learned more than taught. We learn ethical behaviour from the time we are young and mostly by observing the conduct of others, especially people we respect and admire. Our personal ethics may differ from person to person but business ethics is all about finding a uniform code of conduct that everyone can follow to cultivate a positive work environment and corporate structure. That corporate culture should hold business ethics in high esteem is important for ensuring that the business will run smoothly and employees will give of (献出) their best.





# Text Bank

## Chairman's Statement

(Extract)

Dear fellow shareholders:

A year ago today, I wrote to you about my confidence that you would see a strong earnings recovery from Pearson in 2008, even in the uncertain times.

I am pleased to say that we have kept that promise—in spite of the fact that the drought in business advertising has proved more severe and more enduring than any of us could have imagined. However, as a shareholder in Pearson myself, I am painfully aware that our share price has dropped dramatically over the past 24 months. It is little consolation that most of our media peers have experienced similar declines. As I write this, the newspapers are full of headlines about prolonged economic and political uncertainty, stock market falls and international terrorism. Why, therefore, am I still confident about Pearson's future?

1. We are now in three fundamentally strong long-term businesses.
2. The governance of Pearson is in good health.
3. Pearson's work is done by many, many bright, energetic and totally committed people.







We have set about 2009 with confidence and determination. We tried not to be distracted by irrational exuberance when the markets boomed, and we won't be deflected by irrational pessimism on the way down. We're keeping our eyes firmly fixed on the big picture—which is that we have three world-class businesses, better managed than ever before, with leading positions in long-term attractive markets. That's a powerful combination that will ensure that Pearson will continue to make good progress this year and for many years to come.

## ***Discussion:***

1. Pearson makes profits mainly from education and consumer publishing. Do you agree with the chairman that those are strong long-term businesses? Why?
2. If you were looking for a company in which to make your first investment, would you put Pearson on your list? Why or why not?



**THANKS**

