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Т. Б. Сидорова, С. М. Сафонов

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Рецензенты

доктор филологических наук, профессор кафедры теории преподавания
иностранных языков Факультета иностранных языков и регионоведения
МГУ имени М. В. Ломоносова *З. Г. Прошина*

доктор экономических наук, профессор кафедры менеджмента
Факультета финансовой экономики МГИМО МИД России, научный руководитель
программы магистратуры МГИМО «Туризм и индустрия гостеприимства» *Г. М. Романова*

Сидорова Т. Б., Сафонов С. М.

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Руководитель издательских проектов программы развития МГИМО «Приоритет-2030»
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КРАТКИЕ МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ

ХАРАКТЕРИСТИКА РАЗДЕЛА	КРАТКИЕ РЕКОМЕНДАЦИИ
Functional Language Слова-связки для формулирования сложных предложений и выстраивания связей между предложениями	Step 1 — теория — рекомендуем разобрать в классе со слабыми студентами, сильные справятся самостоятельно. Step 2 — тренировка — выполняется в классе в парах. Step 3 — применение — может быть выполнен в качестве домашней работы и проверен в классе.
Vocabulary Practice Система упражнений на закрепление активной лексики	Упражнения обеспечивают понимание и тренировку употребления слов и словосочетаний из Vocabulary Lists в учебнике. Выполняются самостоятельно, с выборочной проверкой у слабых студентов.
Topic Vocabulary Extension Расширение тематической лексики	Steps 1, 2 — упражнения выполняются студентами самостоятельно, с выборочной проверкой у слабых студентов. Step 3 — упражнение носит свободный, творческий характер, выполняется самостоятельно, с последующим выступлением в классе.

UNIT 1

LEADERSHIP CAPACITY

FUNCTIONAL LANGUAGE: SHOWING PURPOSE AND REASON

STEP 1

Read the theory and study the box with the connecting words.

A separate idea typically takes the form of a simple sentence:

Proactive people take responsibility for their actions.

Closely related ideas can be connected with a semicolon:

Being proactive is about taking responsibility for your life; proactive people don't blame circumstances.

To show purpose and reason, specific connecting words are required:

PURPOSE

- | | |
|--------------------------|---|
| in order (not) to | 1. Leaders need ambition (in order) to make something happen. |
| so as (not) to | 2. You should lead by example (so as) not to disappoint your followers. |
| so that | 3. Ann tries to be responsible so that / in order that others may / can / will follow her. |
| in order that | 4. Ann admitted her mistakes so that / in order that her team might / could / would trust her. (might not, could not , would not be disappointed) |
- чтобы,
для того чтобы

REASON

Whatever we want to emphasise comes at the end. If the reason is new to a listener and needs to be emphasised, the speaker may say:

- | | |
|--------------------------|--|
| because / for | 1. Ann rarely stays in hotels because she can't afford it. |
| потому что,
поскольку | 2. Ann rarely stays in hotels, for she has a limited budget. ('For' is formal) (because, for, as, since — in this position) |

But if the reason is known to the listener and, therefore, needn't be emphasised, the speaker may say:

- | | |
|-------------------|--|
| since / as | 1. Since Ann can't afford hotels, she rarely stays in them. |
| поскольку | 2. As you can complete the project yourself, we needn't involve Ann. (as, since — in this position) |

STEP 2

In pairs, discuss various ideas on leadership. Use the following example.

Opinion	Statement	Connective	Explanation
1) I think / agree that...	2) ... leadership is about being responsible and proactive....	3) ...since...	4) ...everyone likes to rely on people who can make things happen.

STEP 3

Revisit Listening 1.1 & 1.2, Self-Assessment Quiz, and Reading 1 to consolidate the main ideas on leadership. Make up 10 sentences, using the following example.

Statement	Connective	Explanation
1) True leaders do not excessively rely on chance....	2) ... for ...	3) ... things get better by change.

 Do the task as suggested, adding your views on leadership. You may want to find some interesting ideas on the Internet.

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

1. AirAsia Group management has discussed ways and means to address travellers' _____ about security.
2. Great leaders have the _____ to motivate employees, help others have and believe in a vision, and inspire innovation within the company.
3. The disaster of Costa Concordia, which belonged to Europe's leading cruise operator, raised _____ about fuel spills and other ecological issues.
4. The revenues of many leading hotel chains were _____ as a result of the recent travel restrictions.
5. Business education provides a helicopter _____ of the organisation's work as a unified system.
6. Business leaders who trust and _____ their employees are more likely to achieve success.
7. The ability to convince somebody of something, it's a valuable _____ for any leader.
8. Cultural differences have become an important _____ for such multinational companies as Hilton International.
9. The Ritz-Carlton Hotel Company owns real estate _____ in many world capitals.
10. For visitors _____ with their carbon footprint there are some 8 hotels in Helsinki that have earned the Nordic Ecolabel Swan.

 Complete the sentences using the active vocabulary.

1. _____ reluctant to address consumers' _____.
2. Experts have raised _____ that _____.
3. An inspirational leader should be able to articulate his _____ so as to _____.
4. Having the _____ to handle the challenges is _____.
5. Switzerland is the world leader in management of _____ and _____.
6. A true leader knows how to _____ his people to _____.
7. You are proactive if your circle of _____.
8. At the meeting the management raised _____ of _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. Steve Jobs was a persuasive man who clearly described prospects and could make colleagues follow him.
2. Adequate measures should be taken to deal with the problems raised in the report and implement the recommendations contained therein.
3. The important problem of customer security was touched on, but we need to examine it in more detail.
4. The new CEO expressed her deep worries about working conditions in the company.
5. A leader knows that an unmotivated employee can be more of a problem than a valuable member to the team.

6. Even if a man diligently follows all the rules, it's possible that he will encounter problems that are beyond his abilities.
7. The current generation of corporate leaders has not shown yet the wisdom, responsibility or strategic planning abilities of their predecessors.
8. The ability to arouse enthusiasm among men is the greatest quality a leader can possess.
9. Marriott is known for its programs intended for the reduction of harmful influence on the environment.
10. When the CEO started presenting the company's new strategy, the conference hall was completely filled.



Paraphrase the sentences using the words in brackets.

1. Scenic landscapes and a warm climate make Thailand one of the leading destinations in international tourism. (*asset*)
2. Many travellers cancelled their trips to Africa after the Ebola virus outbreak hit the news. (*to affect*)
3. Experts argue that in order to preserve the leading market position, the company needs to enter new markets. (*concern*)
4. Sufficient funds were not invested in modernisation because the leadership of the company had chosen a wrong strategy. (*vision*)
5. Our city has many cultural sites and a good infrastructure, but it is not yet popular among tourists. (*capacity*)
6. If locals become involved in tourism management, they earn money and reinvest it locally, which helps to develop their community. (*to empower*)
7. The company's development remains slow mainly because of the absence of truly visionary leadership. (*issue*)
8. The charismatic leader must have good speaking skills so that everyone is able to understand. (*vision*)

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. The Marriott company is remaining afloat and _____ amidst the turbulence caused by the pandemic.
2. The advent of Booking.com had a major _____ upon the tourist industry.
3. Bigelow Aerospace has developed inflatable space capsules that are safe and _____ for space tourists.
4. Venice mayor has announced a plan _____ a tourism tax, making it the first Italian city to apply a daytime entrance fee.
5. The management of United Airlines presented a _____ for a comprehensive and integrated approach to building international partnerships.
6. The richness and cultural _____ of Armenia's tourist routes make it competitive in the global tourism market.
7. The crisis directly _____ the growth of all major travel companies.
8. The building has been purchased by a major hotel chain and renovated for the _____ of tourist accommodation.
9. Tourism is important for creating jobs and _____ chains, especially in developed economies.
10. Tourism can have both positive and negative _____ for local residents.
11. Effective leaders know that conflicts will most likely decrease output and _____ teamwork.
12. Our current priority is the _____ of the national tourism strategy, which involves attracting

even more tourists with a high level of income.

13. Visitors often come to the Isle of Wight in summer when there is no extreme weather to _____ tourists from enjoying their stay.
14. Spark by Hilton is a hotel brand that has the potential to make a significant _____ on the economy sector.



Complete the sentences using the active vocabulary.

1. One cannot deny the negative _____ of _____ on the tourism industry which _____.
2. Vendors create more _____ and durable offers in order to _____.
3. Among the factors that can _____ the growth of _____ are pandemics and _____.
4. There can be no _____ for _____ that may lead to a positive _____.
5. Businesses are _____ new strategies so as to _____.
6. Customers look for _____ service that _____.
7. _____ offers great _____ money.
8. _____ proved to be quite _____ and successfully overcame _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1 & 2.

1. Until this point, the company has not paid much attention to leadership and its impact ___ the organisation's success.
2. After Hilton International purchased a rival hotel chain, its shares went up ___ value.
3. Steve Job's innovations had a profound impact ___ many industries.
4. The lack of visionary leadership often hinders employees ___ achieving their full potential.
5. The management of Delta Air Lines is becoming more concerned ___ the growing competition in the American market.
6. Airbnb has unveiled a detailed blueprint ___ expanding its operations and entering new markets.
7. Creative and dependable staff is a valuable asset ___ any company.
8. Marriott has special offers for clients who travel ___ business purposes.
9. The central part of Italy has maintained cultural value ___ tourists.
10. With excellent shopping and superb, affordable restaurants, the Cascais Coast offers great value ___ money.
11. Crushing all competition and becoming a monopoly would be a desirable outcome ___ most companies.
12. The travel agency is valued by customers ___ its flexible price policy.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. Other Visas for non-tourist aims are available, but for tourism, you will want the Tourist Card.
2. Slovakia may not be as popular as France and Germany, but its importance for European tourism cannot be underrated.
3. An important result of the new government policy has been the growing number of tourists attracted by the protected area.
4. Tripadvisor strives to provide the best possible and trustworthy tourist information about the amazing city of Amsterdam.
5. Lack of infrastructure and access may prevent visitors from venturing into the truly remote areas of India.
6. The resort has always attracted a large number of tourists and is considered a safe place to invest in real estate.
7. Overtourism happens when there are so many visitors at a location that it has bad influence on

locals and tourists themselves.

8. Many leading tourism agencies lost their market share in Bhutan after the government imposed tourism restrictions.
9. Costa Cruises leadership prepared a thorough plan for developing efficient international partnership with European cruise lines.
10. Global business leaders agree that technological innovations will have a major influence on the tourism industry in the near future.



Paraphrase the sentences using the words in brackets.

1. The company's new strategy aimed at overcoming the consequences of the pandemic will be unveiled next month. (*blueprint*)
2. We had to cancel the contract because our partners were constantly failing to meet deadlines. (*reliable*)
3. Expedia's decision to absorb a rival company led to the increase of its revenues. (*impact*)
4. Many parts of our country cannot become popular destinations because of the lack of basic infrastructure. (*to hinder*)
5. The tourism market started growing again soon after the crisis, which surprised many experts. (*resilient*)
6. Restricting some parts of Bhutan for tourists was necessary to save the natural beauty of the country. (*implement*)
7. A high portion of sunny days, warm temperature, low humidity and constant breeze make Costa Rica a leading destination for surfers. (*to value*)
8. You cannot work in a foreign country if you entered with a tourist visa. (*purpose*)
9. Most Marriott brands offer good location and services at a reasonable price. (*value*)
10. A flourishing tourism industry may bring both benefits and problems for local residents. (*outcome*)

CONFUSABLES

to align	to bring different elements into agreement or coordination	<i>The project manager asked the team to align their goals with the overall project objectives.</i>
to adjust	to make small changes or modifications to improve or adapt something	<i>The CEO adjusted the quarterly targets based on the latest market trends.</i>

Ex. 6. Fill the gaps with correct words (align / adjust).

1. We need to ___ our goals with the company's mission statement.
2. Our team is ___ our objectives with customer feedback.
3. Our team is working to ___ our marketing strategy with the latest trends.
4. The CEO ___ her schedule to attend the important meeting.
5. The project manager ___ the timeline to meet the deadline.
6. We are ___ our efforts with the new regulations.
7. The sales department is ___ their targets with the new product launch.
8. Our company is ___ its values with social responsibility initiatives.
9. The HR department ___ the hiring process to improve diversity.
10. The manager ___ the budget to account for the unexpected expenses.

TOPIC VOCABULARY EXTENSION: ORGANISATIONAL LEADERSHIP

As you know from the Unit, organisational leadership entails an in-depth understanding of one's business, including its internal functions, its context within the market and the impact of external factors. Study the following topic vocabulary to talk about organisational leadership more confidently.

STEP 1

1. Study the words you have come across in the Unit. For each word, find out Russian equivalents appropriate in a business context.

Nouns:


stakeholders	strategies	vision
shareholders	resources	values
employers	projects	impacts
employees	services	effects
partners	profits	ecosystems
rivals	losses	commitments

Adjectives:

shared	public	(un)aligned
complex	private	(un)adjusted
competitive	trusted	(un)reliable
(in)consistent	measurable	(un)reasonable
contradictory	intertwined	(un)expected
complimentary	(un)profitable	(un)desirable
(in / inter)dependent	short- / long-term	(un)satisfied

2. Write down 10–15 word partnerships to characterise an organisation in terms of its success or failure in business.

E.g.: *unreliable partners, competing strategies*

 Make up 7–10 sentences that illustrate how organisational actions may impact a tourist destination, both positively and negatively. Add more words if necessary.

E.g.: *Inconsistent strategies of unreliable partners may hamper the tourism ecosystem development.*

STEP 2

1. Study the list of new expressions to make sure you understand all of them. Tick the expressions that, in your view, characterise a leading company.

1. lack direction
2. anticipate and mitigate risks
3. adapt to a changing environment
4. turn competitors into collaborators
5. feel comfortable with the status quo
6. face difficulties with realistic solutions
7. lead by influence with no formal authority
8. be willing to go the extra mile for good results
9. be quick to blame instead of taking responsibility
10. tackle issues for which there are no easy answers

2. Read the following sentences. For each sentence, choose two suitable expressions in the list above.

1. Многим туристическим компаниям не хватает (недостает) четкого направления собственного развития, поэтому они не сразу замечают, когда в их сегменте появляются конкуренты или иные угрозы. Но когда они обнаруживают эти угрозы, то сразу спешат обвинить правительство, экономический кризис или зарубежных конкурентов вместо того, чтобы взять ответственность за собственную нерасторопность. (№ __; (№ __)
2. Туристический рынок — очень конкурентный, и всем компаниям работать непросто. При этом те компании, которые стремятся предвидеть и купировать основные риски, сталкиваются с трудностями реже и имеют реалистичные решения в своем портфолио. (№ __; (№ __)
3. Одним из наиболее эффективных способов адаптации к меняющемуся контексту (социальному, политическому, экономическому) является способность лидирующих компаний очерчивать новые области для общего развития и за счет этого превращать некоторых своих конкурентов в партнеров по сотрудничеству. (№ __; (№ __)
4. В то время как одних лидеров в отрасли устраивает существующее положение вещей, другие не почуют на лаврах, а стремятся увидеть возможности отрасли на несколько шагов вперед. Постепенно они становятся лидерами за счет влияния и видимых успехов, а не за счет формальной власти, которой у них нет за пределами своей компании. (№ __; (№ __)
5. Новые лидеры в отрасли, которые еще не имеют того признания, коим довольствуются зарекомендовавшие себя компании, стремятся делать больше других и лучше других, чтобы добиться успеха. И, как правило, они берутся за задачи, для которых нет легких решений. (№ __; (№ __)

3. Paraphrase the highlighted parts using the words and phrases from the topic vocabulary list in task 1.

MARRIOTT INTERNATIONAL'S APPROACH TO ORGANISATIONAL LEADERSHIP IN HOSPITALITY

Marriott International is a vivid example of effective organisational leadership in the hospitality sector. Under its leadership team, the company has established a clear vision that prioritises sustainability and community impact, avoiding the pitfalls of an ambiguous guidance. By foreseeing and reducing uncertainties, Marriott adjusts to evolving circumstances, showing resilience in the face of challenges.

One key initiative is "Serve 360," which focuses on reducing environmental impact and enhancing social responsibility. This strategy transforms rivals into partners through projects with local governments and community organizations, with employees not merely satisfied with the existing conditions, but encouraged to innovate.

Marriott's leaders prioritise open communication, allowing team members to share insights that lead to practical answers when confronting challenges. They use persuasion instead of official power, inspiring others to be ready to put in additional effort for positive outcomes. And, of course, they remain vigilant against the tendency to find faults rather than accept mistakes, especially during crises like the COVID-19 pandemic when they implemented rigorous health protocols. All in all, Marriott International sets many examples for others to follow.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) to describe an imaginary company that achieved success in the hospitality industry. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of purpose and reason.

UNIT 2

DESTINATION EXCELLENCE

FUNCTIONAL LANGUAGE: SHOWING RESULT

STEP 1

Study the table below with the connecting words.

RESULT	
thanks to благодаря	1. Thanks to his personal traits, the Mayor could complete the project in time.
due to, because of из-за	2. Due to his experience, the Mayor managed to complete the project in time. The Mayor couldn't complete his project because of (due to) some factors.
so, thus таким образом	3. The Mayor couldn't complete his part of the project and thus failed his partners.
as a result в результате	4. The Mayor couldn't complete his part of the project and, as a result, the team failed.
<i>More formal:</i>	
therefore следовательно, поэтому	5. Most of us can't identify the factors that make a person a poor leader. Hence / Therefore, we can waste months with such a leader, thinking that all our failures are our own fault.
hence таким образом	6. Some people are good at sizing up leaders at a glance; hence / therefore, they don't waste time working for poor leaders.
consequently вследствие этого	7. Our boss was sincerely interested in the project and the work-life balance of the team. Consequently, we carried out the project successfully and in time.

STEP 2

In pairs, discuss general ideas / well-known facts about destination transformation to show result.

E.g.: *Thanks to the businesses that readily invest in infrastructure, emerging destinations become increasingly attractive for travellers and thus grow in popularity.*

STEP 3

Study the word list below with the expressions from Reading 1 Texts 1–2 and Listening 1. Make up 10 sentences on destination transformation to show results. Add your own ideas if needed.

 Do the task as suggested, trying to find more ideas and facts on the Internet.

E.g.: *The population in Moscow has been growing enormously since the 2000s. Hence, the administration has been investing a lot of effort in rebalancing the flow of people, especially those who commute to work from Moscow agglomeration. As a result, every year we witness new highways and Metro stations appear.*

PEOPLE

- build big and dream bigger
- become attached to a place
- deliver excellent customer experience
- work together to create a sense of place
- depart from rural regions to growing big cities
- buy / sell smth in one fell swoop (in / at one go)
- be authorized to legally represent a destination

PROJECTS

- promote emerging destinations
- drive changes in the tourism industry
- decongest / rebalance tourist flows towards
- address the seasonality / transportation issues
- connect attractive destinations by planes, digital services
- contribute to local economies / have positive ripple effects
- facilitate new forms of collaboration regionally / worldwide

PLACES

- grow in popularity
- have a unique sense of place
- broaden travellers' perspectives
- symbolise the triumph of ... over ...
- be a traditional / established tourist hotspot
- be off-the beaten track / rural / sustainable
- give employment and other opportunities

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

1. Our new app ____ tourists' experience of the emirate providing a guide and a location finder that automatically alerts users of attractions in the nearby area.
2. Saudi Arabia is seeking to attract millions of foreign visitors in an attempt to ____ its oil-reliant economy.
3. A survey by *National Geographic* ____ just how little tourists know about the impact of tourism on wildlife.
4. The safety of tourists should be one of the basic ____ of any successful tourism industry.
5. When requesting a visa tourists need to ____ scanned copies of birth certificates and previous passports.
6. The construction of a new airport will boost the development of transport ____, tourism and trade between partners from East and West.
7. Tourists may have a strong sentimental ____ to a hotel.
8. Marriott is always making efforts to ____ the attractiveness of its hotels for tourists.
9. A new visa policy will ____ economic growth and cultural exchange by facilitating the entry process for travellers to the EU.
10. The Saudi companies have set for themselves the ____ of welcoming 100 million international tourists by 2025.
11. The ____ of Kenya's tourism products is significant as it includes, ecotourism, sports and water-based tourism.
12. One of the goals of our new strategy is to ____ a greater cooperation with foreign partners.



Complete the sentences using the active vocabulary.

1. Many countries _____ great _____ to sustainable tourism and _____.
2. The key _____ of our new tourism policy are _____.
3. The company _____ its ____ by unveiling such new products as _____.
4. China will continue to _____ its tourism industry by _____.
5. Italy is rich in historical sites and offers a whole _____ of destinations that _____.
6. Some travellers may be reluctant to go to another resort because _____.
7. A market survey _____ many new _____.
8. An extensive _____ of business contacts will _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. Countries and cities have often tried to encourage tourism, understanding the fact that visitors and the money they spend boost economic development.
2. The advent of Chinese visitors in Greece also serves another important goal of the Greek tourism policy, which is the expansion of its season.
3. Our efforts to add more variety to tourism alternatives have begun to bring results, and interest in diving tourism has increased.
4. Gran Canaria has a wide system of tourist information offices that are situated in every city and town on the island.
5. The expanded and improved infrastructure such as upgraded roads and a state-of-the-art metro link will further improve the service for visitors.
6. I believe it is of great importance to be part of a professional team that does everything to make the city a center of tourist attraction.
7. A WHO study published in 2019 showed that the medical tourists visiting Thailand were less likely to be residents of high-income countries than to be residents of the eastern Mediterranean or south-east or south Asia.
8. As a matter of fact, gaming makes the place more attractive for tourists, hence making it Macau's most significant income source.
9. The measure is part of a broader initiative to introduce a wider range of offerings in tourism in Cuba, which is currently the second-highest economic activity for the Caribbean island.
10. The project's aim is to make the Mayan communities competitive in tourism areas so that they can benefit from the tourist activity.



Paraphrase the sentences using the words in brackets.

1. The new BYHOURS online platform will allow tourists to book hotel rooms much faster and easier. (*to enhance*)
2. Our marketing experts conducted a survey and informed the management that our average customer earns around \$25,000 annually. (*to reveal*)
3. Expedia plans to present new products in such areas as family travel and corporate travel. (*to diversify*)
4. Developing Guinea-Bissau's aviation infrastructure can create links between West Africa and Latin America and reduce tourists' travel time. (*network*)
5. Maximising profits and shareholder wealth is what matters most to any company. (*objective*)
6. Booking.com ensures that employees have all they need to solve tasks creatively. (*to foster*)
7. In his letter the CEO of Marriott International assured all the stakeholders that the company will not abandon their corporate values even in times of crisis. (*to attach*)
8. Hilton managed to cut expenses, which was of greatest importance under the current circumstances. (*objective*)

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. For investors real estate is not isn't always a _____ investment choice as it produces no income.
2. More than 90% of the tax revenue is derived from import duties and other tourism-related _____ imposed by the government.
3. Some business owners believe that there will always be a _____ number of tourists even if prices increase.
4. Sustainable tourism is an approach to tourism that integrates ethical, social and environmental considerations in an economically _____ way.

5. Another important problem for Cuba is the reduction of the _____ from tourism although the number of tourists has increased.
6. The _____ American embargo clearly has had serious consequences for the Cuban people and their economy.
7. Firms in Asia and Latin America try to _____ markets more deeply and reach lower-income consumers.
8. Most governments are implementing measures to _____ the environmental degradation caused by tourism.
9. The Indonesian Minister of Culture and Tourism stressed the importance of national policy on climate change _____, adaptation and tourism development.
10. The people of Gibraltar make efforts to sustain their country's self- _____ through trade and tourism.

 **Complete the sentences using the active vocabulary.**

1. During the COVID-19 pandemic Hilton had to take measures _____.
2. Booking.com will invest in the new project if _____.
3. Byhours plans to _____ as they strive to expand geographically.
4. Currently Qantas has _____ funds to _____.
5. We may have to _____ from a deal if _____.
6. Travel companies suffered decrease in _____ because of _____.
7. The government's _____ can make trips more expensive.
8. Costa Cruises is ready to invest in more ships as it is sure of _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary List 1&2.

1. The town of Lawrence demonstrates to visitors a strong attachment ___ the historical events that took place on its territory during the American Civil War.
2. Tourist routes in the region are aimed to reveal the culture, traditions and mysterious rituals of the local tribes ___ visitors.
3. The objective of the Slovenian government is to help Slovenian companies diversify ___ new markets.
4. Hilton attaches much importance ___ the refurbishment of its newly acquired properties.
5. An exhibition is an effective means of helping a firm to penetrate ___ new foreign markets or establish dealership networks.
6. Travel agencies were encouraged ___ the bilateral decision to enable visa-free travel that will increase the revenue ___ inbound tourism.
7. Revenues ___ tourism have been adversely affected by the embargo.
8. Travel agencies launch loyalty programs trying to make customers develop emotional attachment ___ their major destinations.
9. Our country has resources sufficient ___ the development of eco-tourism, healthcare and recreational tourism.
10. According to the Italian law, the municipalities of the country may levy a tourist tax ___ hotel guests, regardless of the number of nights spent.
11. Travel is one of its main sources of revenue for The Virgin Group, and the company is actively diversifying ___ new sectors.
12. The Government levies no taxes ___ corporate or personal income, relying mostly on its revenue ___ customs duty and tourism levies.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. Thailand's Ministry of Sports and Tourism has decided to introduce a tourist tax to use for improving local infrastructure.
2. With public transportation being scarce outside major cities like Reykjavík, renting a car becomes the cheaper and most practical choice for tourists to explore the island fully.
3. It is worth remembering that not every tourist in the world has enough funds to fly to Australia, especially during a period of economic turmoil.
4. Following the economic recovery of the main trading partners, the external demand has surged, significantly increasing the amount of money generated by tourism and exports.
5. The country's leader said that the one-sided decisions and the blockade imposed by the United States have cost the Cuban tourism industry more than US\$35 billion.
6. Free movement of goods, capital, services and labor give our businessmen substantial opportunities to start working in other countries and reinforce their positions there.
7. It is important to monitor, control and reduce adverse effects that may arise from tourism activities and development.
8. The ship's stewards have enough knowledge to tackle any emergency situation.
9. Medical tourism is a potentially lucrative business for the country to step up to the challenge.
10. Radisson has enough money to acquire a rival hotel chain.

 **Paraphrase the sentences using the words in brackets.**

1. Opening a new tourist route right now will not be profitable for Qantas. (*viable*)
2. If visitors have to pay more to local authorities, the client base of hotels will decrease. (*to levy*)
3. Marriott International is constantly growing and opening branches across the globe. (*to penetrate*)
4. We should carry out market research to find out whether the new destination will be popular among tourists. (*viability*)
5. Expedia Group reported higher earnings in 2022 than in 2021. (*revenue*)
6. Carnival Cruise Line has many ships and can operate globally. (*sufficient*)
7. In the modern tourism industry, cooperation between countries is essential for commercial success. (*multilateral*)
8. In the wake of the pandemic outbreak, most travel agencies had to take urgent measures to stay afloat. (*mitigate*)

CONFUSABLES

Complex	made of many different parts or aspects that are connected	<i>Responding to a sudden market shift demands a complex approach.</i>
Complicated	not easy to understand or to solve	<i>Analysing customer trends involves complicated statistical methods.</i>

Ex. 6. Make suitable collocations. Some words may fit into both columns. Translate the collocations.

Rules, mechanism, problem, task, phenomenon, system, question, story, situation, procedure, issue, argument, idea, skill, mixture.

Complex	Complicated

Ex. 7. Choose the right word.

1. The rules are unnecessarily *complex / complicated* and difficult to understand.
2. Museums became *complex / complicated* cultural and interactive institutions.
3. There is nothing *complicated / complex* about arranging a trip if you chose the right company.
4. Things start getting *complex / complicated* when you have many customers with different needs.
5. International tourism industry is an immensely *complex / complicated* network with many players.
6. This is a *complex / complicated* subject, and it deserves a thorough explanation.
7. The model of the ancient city shows *complicated / complex* arrangements of buildings, trees, and gardens.
8. Our tasks are fairly *complex / complicated*, and they require experts with expertise in many areas.
9. Insurance is *complicated / complex* unless you have much experience in the industry.
10. There is a *complex / complicated* relationship between tourism and the environment.

TOPIC VOCABULARY EXTENSION: DESTINATION CAPABILITIES

As you know from the Unit, for a tourist destination to excel, a mutually supportive environment from private and public sectors becomes critical. Different efforts may result in different outcomes: 1) missed opportunities for both sectors; 2) short-term benefits for one side; 3) long-term benefits for all. Study the following topic vocabulary to talk about these issues more confidently.


STEP 1

Study the graph¹ that shows the outcomes of high / low / no engagement of private and public sectors in destination development.

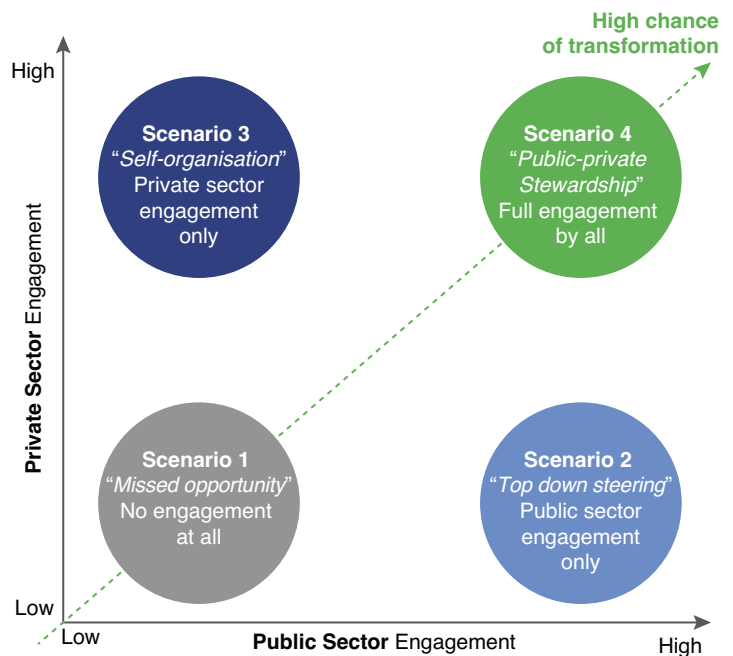
Use the information below to exchange your ideas about the given scenarios. Keep in mind that there are no pure types:

Scenario 1 – distant rural destinations with almost no local authority and no private businesses present.

Scenario 4 – established destinations like Moscow, Singapore, Beijing, etc.

 **Scenario 2** – destinations where labour, capital and natural resources are subject to government control.

Scenarios 3 – destinations with many small businesses and little control / interest from the local authorities.



Source: World Travel & Tourism Council, 2021

¹ In the graph, you will find the words: **stewardship** – careful and responsible management of something, supervision; **steer** – direct the course (as of a ship or automobile), pursue a course of action.

STEP 2

1. Study the words and phrases that characterise the four scenarios of destination development. Make sure you understand all the words. Fill in the gaps, using the correct verb forms, and match the sentences to the four scenarios in Step 1.

For private sector:

- a. satisfy
 - b. investments
 - c. have to survive
 - d. have a strong sense of
 - e. tourism infrastructure
 - f. acknowledge one's responsibility
 - g. be distrustful and inwardly focused
 - h. be committed to destination supervision
- a) The private sector 1) _____. It seeks 2) _____ the current tourists' needs. Its poor collaboration with tourism policymakers undermines public sector long-term efforts.
- b) The private sector 3) _____ in destination development, recognising the importance of constructive work with the public sector to benefit from mutual long-term and short-term 4) _____.
- c) The private sector 5) _____ self-organisation and self-regulation. While this offers freedom, it also carries risks as the private sector is the only party that 6) _____, which usually ends up in insufficient 7) _____ as the latter requires enormous long-term investments.
- d) The private sector 8) _____ in tough economic or geographic conditions; there are more losses than profits. The lack of effective public support within and beyond the destination only worsens this process.

For public sector:

- a. take the lead
 - b. (in)adequately develop
 - c. (not) be able to intervene
 - d. adapt to meet current needs
 - e. (not) accept responsibility for
 - f. level the playing field
(i.e. make conditions for fair competition)
- a) The public sector 1) _____ in establishing the necessary regulations 2) _____ for businesses, and businesses respond by keeping their prices attractive and services diverse.
- b) The local authorities 3) _____ destination resources, so the tourism sector remains fragmented and 4) _____; no business finds such conditions attractive to start their activities there.
- c) While the private sector takes the lead to address destination issues, the public sector 5) _____ in the visitor economy in terms of policy solutions and long-term investments, which leads to unhealthy asymmetry in responsibilities and revenues.
- d) Despite the legal and fiscal regulations 6) _____ of emerging businesses, the private sector is reluctant to provide first-hand data¹ and hinders all the processes.

2. As a class, arrange a brief exchange of observations / opinions about destinations you know well, highlighting their level of development.

E.g.: *In my home town, local authorities do not intervene strongly when it comes to building a new theatre and, as a result, when travellers arrive, they have no idea of where to go and what to see.*

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) about an imaginary tourist destination that excels as a tourist attraction due to the efforts of public and private sectors. Use as many topic vocabulary items as possible.

 **Do the task as suggested, joining your ideas with the functional language of result.**

¹ First-hand data — obtained by, coming from, or being direct personal observation or experience

UNIT 3

GOING GLOBAL

FUNCTIONAL LANGUAGE: SHOWING CONTRAST AND CONCESSION

STEP 1

Study the following connecting words that introduce an element of contrast into a sentence or help accept something as true, right, or valid.

While / Whereas

в то время как

1. **While** millennials account for a quarter of global population and travel more than other social groups, they are unlikely to be found jamming near monuments. Millennials account for 1.8 billion people, **whereas** baby boomers — 1.1 billion.

Even though

даже если

2. **Even though** millennials are fond of leaving a digital footprint of where they are, they should not be equalised with Instagramers, since the latter can be of all ages.

Though

хотя — в начале предложения;

при этом,

все же — в конце

3. **Though** fond of leaving a digital footprint, millennials should not be equalised with Instagramers.
4. Millennials travel more than other social groups; not many of them are deep-pocketed, **though**.

However

однако

5. Millennials travel more than other social groups; **however**, they are not the wealthiest generation.
6. Millennials travel more than other social groups. **However**, baby boomers are the wealthiest generation.

More formal:

Nevertheless,


nonetheless

тем не менее

7. On average, millennials are not rich; **nevertheless**, they are fond of travelling.


STEP 2

Revisit Listening 1 to write down 5–7 things that Instagramers typically do when travelling. Then scan Reading 1.1 Text 1 to highlight the things that Millennials typically do. In pairs, discuss the differences and similarities between these two overlapping categories of travellers, using the connecting words.

 Do the task above, imagining that you are the owner of a small private resort on the outskirts of a famous tourist hotspot. Decide how to attract both Instagramers and Millennials. Will you opt for a multi-destination offer, relying on the attractions of your famous neighbour? Or will you emphasise the distinction of your location? Summarise your decision, using the 'claim — reason — evidence' formula and the connecting words. Arrange a brief discussion to share your ideas with the classmates.

STEP 3

Make up 10 sentences to compare the digital behaviour of Millennial travellers to that of Generation Z, i.e. young people of your age.

 **Make up 10 sentences to compare the digital behaviour of different generations of travellers, with the focus on surprising / interesting / funny differences and similarities. Browse the Web for statistical data.**

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

1. Market players who do not keep up the latest technologies may swiftly fall from _____.
2. Yelp unlike other travel apps does not just contain recommendations from other tourists but also provides _____ feedback from locals.
3. It is advisable to check the _____ travel advisories issued by your government for any country you are visiting and to take the necessary precautions.
4. If you stay in Florence for at least three days, you will undoubtedly _____ yourself in the tourist bustle of this beautiful city.
5. The app was launched for hospitals in Japan that were _____ to cope with a surging number of overseas tourists amid the COVID outbreak.
6. More and more people travel to participate in various congresses and meetings; such kind of travel has taken an increasingly _____ place in modern international tourism.
7. Technology has taken over our lives and everything including travel seems to be easily _____ digitally.
8. When planning a trip relying on travel blogs as a _____ source of information is not always wise.
9. Using virtual hotel tours users can explore a hotel and its grounds in a much more _____ way than ever before.
10. Restaurants are trying _____ online technologies by allowing customers to order food online through delivery apps like Foodler or GrubHub.
11. Google trips is a travel application that will provide you with a wide selection of options _____ to your needs or requirements.
12. The mobile app shows more than 180 of the most _____ hiking and cycling destinations in the area.

 **Complete the sentences using the active vocabulary.**

1. Travelling alone may take a while to get used to, but it gives you a chance to _____.
2. Uzbekistan has been trying _____ its position and resources to _____.
3. A VR headset will give you an _____ experience of _____.
4. The new app alerts tourists to special attractions _____.
5. Travel blogs are not always a _____ source _____.
6. Many users questioned the _____ of the company after _____.
7. The most _____ feature of Millennial clients _____.
8. There are no _____ reasons to believe that _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. With Couchsurfing travel app meeting wonderful people and finding friends in a new country could hardly be easier to accomplish.
2. Even with the development of conference calls and video chat, business travel is an important characteristic of many occupations and is likely to remain so.
3. Digitalisation of the industry will give the Ministry of Tourism powerful methods to monitor and ensure the quality of services provided to Egypt's tourists.
4. Reviews and rating are the way to show clients that your app is a renowned one and can be trusted.
5. Before taxi apps hit the market travellers often had to waste their time searching for a cab.

6. Fifty-seven percent of Millennials have planned their trip after they saw an image or video posted by a friend on social media and realised the necessity to get the same experience.
7. We analysed important and useful app data to track daily activities of tourists who vacationed in the countries included in the list of top 10 destinations.
8. In the travel industry, virtual reality can be used to capture tourism destinations in a unique and entertaining way.
9. The digital travel magazine Trips to Discover included the National Park (NP) Durmitor, located in the central part of Montenegro, in the list of most well known tourist destinations on the Balkan Peninsula.
10. Businesses will continue to make use of mobile apps to streamline operations and improve the customer experience as more people rely on mobile devices to plan their trips.
11. Tourists who want to feel the rhythm of the city and experience the local atmosphere to the fullest should stay in one of the Eilat hotels located in the city center.
12. Dubai Tourism has collaborated with two reliable tourism companies.



Paraphrase the sentences using the words in brackets.

1. In many museums QR codes take users to Wikipedia pages. (*relevant*)
2. A whopping 83% of Millennials said they would let travel brands track their digital patterns. (*credibility / credible*)
3. Sometimes museums impose limits on tourists during the summer holidays because of the enormous number of visitors. (*to compel*)
4. Bali is quite a popular tourist destination, especially for travelling Instagram-scrolling couples who are searching for something unique. (*to immerse*)
5. Modern tech enables tourists to get access to many services across the globe. (*attainable*)
6. New business strategies are developed by travel companies as the number of Generation Z customers increases. (*to compel*)
7. The augmented reality app gives the visitors a chance to feel the atmosphere of ancient Pompeii at the peak of its glory. (*immersive*)
8. Our Travel Advice app will enable you to make well-informed decisions regarding your travel abroad. (*credible*)
9. The market share of a travel company that does not keep up with technologies will rapidly decrease. (*prominence*)
10. Nobody can say for sure that the new Z generation is going to travel less than their predecessors. (*compelling*)
11. By partnering with established the *Travels&Tours Company*, our agency will better control the business segment. (*leverage*)
12. In the highly competitive market of mobile apps, it is not easy to make your software popular. (*attainable / attain*)

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. The number of companies offering VR travel experiences is showing ____ growth.
2. When applying for a visa to the Consulates in the United Kingdom, Denmark, Namibia and Myanmar, travellers will be ____ to provide their biometric data.
3. Portable digital devices, such as iPad, heralded a fundamental ____ in many spheres including tourism.
4. Holidayguru app is a classy ____ that helps you save your time and money when it comes to booking your holidays.

5. The company _____ that the mobile app will be a hit among tourists due to its powerful and advanced accommodation searching tools.
6. The VR technology in this app lets you actually see a virtual version of the hotel, which _____ the need to browse for customer reviews.
7. The booking app also allows using voice to _____ for information in addition to text searches.
8. Any company that fails to _____ an online presence could very rapidly lose its market share.
9. Some travel agencies _____ to virtual booking interface and everything from choosing the hotel to paying for the holiday happens whilst the user is experiencing the VR.
10. The government seeks to _____ online firms to report how they collect and use clients' personal data.
11. Chef Gordon Ramsay travels to Morocco, North Africa, where he _____ on an adventure deep in the Middle Atlas Mountains to understand ancient Berber cuisine.
12. UNESCO is concerned about preserving the environment and would continue to promote _____ tourism.



Complete the sentences using the active vocabulary.

1. The law _____ internet companies to _____.
2. Currently the travel industry sees a dramatic _____ in how _____.
3. A Youtube channel may be an efficient _____ that lets _____.
4. Translation apps _____ the need to _____.
5. Many experts _____ that VR technologies will _____.
6. Travel companies have already _____ to online services in _____.
7. The company aims to _____ a project that will attract _____.
8. For tourists the internet is a powerful _____ for _____.
9. Collecting user data allows companies to _____ the demands _____.
10. The tourism sector _____ losses due to _____.
11. You can _____ for any relevant information _____.
12. Solar power and other eco-friendly technologies can improve the _____ of _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. According to Google, 70% of users queried ___ travel destinations from smartphones in 2019.
2. There is a shift ___ trends towards visitors who want to enjoy incredible natural surroundings in a luxury environment.
3. Tourists can immerse themselves ___ the day-to-day lives of local and indigenous people.
4. Visitors will embark ___ the adventure of a lifetime, and travel into the Outback to see Uluru, a giant monolithic rock, considered sacred by Australia's Aboriginal population.
5. The new app is designed to provide travel advice relevant ___ user's needs.
6. Hotels are gradually shifting ___ slideshows ___ 360 photography which is an effective marketing tool.
7. We are interested in the latest VR technology that may be of potential relevance ___ our business.
8. Businesses continue to leverage ___ online tools to reach out to a broad range of consumers.
9. As agencies shift ___ VR technologies, they offer prospective clients in-store virtual travel experiences that completely transform what it means to visit a travel agency.
10. A consumer can query ___ product information through the internet, friends or a travel agent.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. Smartphone-based apps remove the problem of finding a taxi in an unfamiliar city.
2. Eventually, the app will become a convenient way to plan your day, book a car, and more.

3. Any questions concerning travel, accommodation or technical issues should be directed to your personal agent.
4. The company believes that in the future live streamers on its shopping app will pocket US\$300 million in commissions.
5. Faith tourism is a type of tourism where people make trips to far away countries, either individually or in groups, for the purpose of pilgrimage.
6. The sector of VR tourism is growing every year.
7. Because of poor online marketing strategies, companies struggle to keep their businesses running.
8. Most modern travellers have switched to online booking tools.
9. Several games have been developed for HoloLens, as well as travel app HoloTour, making it a versatile application.
10. The use of solar power is one of the ways how hotels can reduce their impact on the environment.
11. By using tourist apps in Greece you will solve many travel-associated problems and make the most of your time.
12. More and more travellers are becoming concerned about eco-friendliness of tourism.



Paraphrase the sentences using the words in brackets.

1. E-Cards for travellers are important for promoting a city and increasing its tourist appeal. (*tool*)
2. Restaurant critics and travel bloggers often conceal their occupation so as not to get special treatment. (*to eliminate*)
3. A VR headset allows you to experience the dangers of Amazon jungle from the safety of your home. (*to embark on*)
4. The growing number of Internet users and online shoppers has led to market growth. (*to sustain*)
5. With the mobile app agencies will be able to supply the customer with exactly what they need by reading through contextual data available on the platform. (*to anticipate*)
6. No business can stay competitive without keeping up with technological advances. (*to be obliged*)
7. Because of the crisis in 2020, fewer people are searching for popular travel destinations. (*query* (n))
8. With the rise of booking apps travellers more often seek alternative accommodations such as Airbnb. (*to shift*)
9. Some scientists claim that electric cars will not help much to prevent pollution. (*sustainable*)
10. The new app is meant to make shopping quicker and more convenient, because you no longer need to go to the store and pick products there. (*to eliminate*)
11. On average, millennials are more active internet searchers than other generations. (*to query*)
12. Nowadays, digital transformation and concern about environmental issues are becoming the mainstays in the modern economy. (*sustainability*)

CONFUSABLES

affect (v)	to influence or produce a change in smth	<i>The economic downturn affected consumer spending patterns.</i>
effect (n)	inevitable result or outcome	<i>The implementation of new software had a positive effect on productivity.</i>

Ex. 6. Fill the gaps with correct words. (*affect / effect*)

1. Digitalisation can have a positive or negative _____ on tourism jobs, depending on the skills and adaptability of the workers.
2. One of the main benefits of digitalisation is that it positively _____ customer experience and satisfaction.

3. Digitalisation can also create new challenges and risks for tourism, such as cyberattacks, data privacy, digital divide, and environmental _____.
4. The _____ of digitalisation on tourism is not only technological, but also social, economic, and cultural.
5. The digital economy and tourism are closely interlinked, as digital technologies _____ the way people travel, search, book, and share their experiences.
6. Digitalisation can also _____ the collaboration and cooperation among tourism stakeholders, by facilitating the exchange of information, knowledge, and best practices.
7. The business plan should include a clear statement of the objectives, strategies, and expected _____ of the project.
8. The customers' feedback will _____ the future development and improvement of our company's services.
9. The business environment is constantly changing, and travel businesses need to adapt and respond to the changes that _____ them.
10. The _____ of communication on business is crucial, as it can influence the relationships, reputation, and results of the organisation.

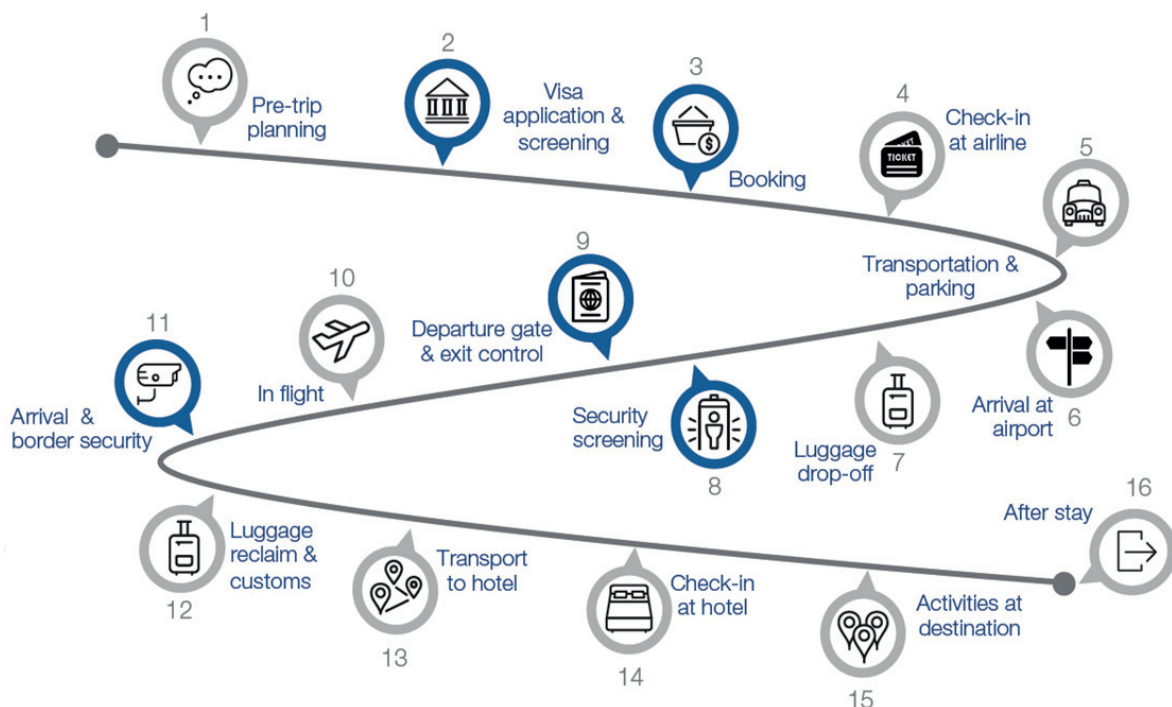
TOPIC VOCABULARY EXTENSION: DIGITALISED TRAVELLER JOURNEY

As you know from the Unit, digitalisation provides a major opportunity for modern airports to give travellers a fast and seamless experience balanced against ongoing security pressures. Study the following topic vocabulary to talk about digitalised traveller journey more confidently.

STEP 1

Familiarise yourself with the image of traveller journey and the points that are becoming more digitalised for travellers to pass.

TRAVELLER JOURNEY — 16 FOCUS POINTS



STEP 2

1. Study the words and phrases in the boxes below; they describe typical traveller points of concern. Make sure you understand all the words. Fill in the gaps with the words and phrases, using the correct verb forms.

BOX 1: FOCUS POINTS 1–9

- | | |
|--|---|
| a. transfer | k. bypass |
| b. visa validity | l. boarding lane |
| c. visa issuance | m. carry-on luggage |
| d. alternate dates | n. in priority groups |
| e. arrive in good time | o. the x-ray machine |
| f. confirm one`s flight | p. be filled to capacity |
| g. hunt around multiple sites | q. get one`s bag weighed |
| h. online instead of in person | r. be cleared through security |
| i. data compartmentalisation | s. download a mobile boarding pass |
| j. sort one`s trip by price and schedule | t. prevent prohibited items from entering |

- Widely regarded to be the most powerful way to protect information, 1) _____ means that travellers categorise and separate their private data to reduce the impact in case it is compromised.
- The time between 2) _____ and expiration date is called 3) _____. It is the length of time the traveller is permitted to travel to a port-of-entry, ranging from a single entry to multiple entries.
- No need to 4) _____ any more — we’ve already done that for you. Scouring premium airlines, low-cost carriers, 5) _____, and nearby airports for the best deals, we’ll help you save time and money. 6) _____ and book online through our travel agency.
- The night before you are scheduled to fly, check to make sure that everything is proceeding as planned. If the flight is still scheduled to take off on time, 7) _____ by checking in. Today all passengers are allowed to check in 8) _____.
- Whether you are flying solo or with a group, our pre-booked airport taxis¹ will provide an easy 9) _____ to the airport, making sure you 10) _____.
- In case you are driving to the airport in your car, give yourself an extra 20 minutes on top of what time you plan to be there. Sometimes, airport parking places 11) _____ — so budget extra time.
- If you have no bag, it allows you to 12) _____ to your phone and 13) _____ check-in procedures. If you are checking a bag, you will need to find your way to the luggage drop line so as to 14) _____.
- Passenger screening makes sure you will get safely to your destination; it is intended to 15) _____ the sterile area of the airport. Push your 16) _____ through the scanner and then go through 17) _____.
- Once you 18) _____, follow the signs to your gate. Usually there is a general 19) _____ and another lane for people 20) _____. The gate agent will scan your boarding pass and you can proceed down the jet bridge.

¹ Taxi — plural: taxis, taxies

BOX 2: FOCUS POINTS 10–16

- a. amenities
 - b. mandatory
 - c. baggage claim
 - d. show proof of
 - e. a luggage carousel
 - f. via a shuttle service
 - g. reception
 - h. leave a review
 - i. on best terms
 - j. have smth at hand
 - k. mistakes on the hotel's part
 - l. serve as a fantastic reminder of
10. Want Wi-Fi, more legroom, or a seat that allows you to sleep perfectly flat? — Our user-friendly online platform makes it easier to find the 21) _____ that can make or break your flight.
11. Once your plane arrives at an international airport, it is 22) _____ that you show your identity document when passing through the border security. You may also be asked to 23) _____ a negative coronavirus test.
12. Follow the signs towards the 24) _____ to pick up your bags. Each flight is assigned 25) _____, so check the monitors to find out which one your bag will arrive on.
13. A common form of a hotel transfer is 26) _____ operated privately or through your hotel. If you do not want to search for bus stops and taxis when you arrive, rent a transfer 27) _____ online.
14. Confirming your reservation ahead of time prevents day-of-arrival 28) _____. The front desk of a hotel is called 29) _____, and this is where you will officially check-in. In order for the check-in process goes smoothly, 30) _____ your ID and a credit card.
15. Visiting some of the top-rated activities in a destination only helps you tell a story many others can recall; instead, find something special that can 31) _____ your memorable trip.
16. After the stay, hoteliers use digital communication tools to remind their guests to 32) _____.

2. Paraphrase the highlighted parts using the words and phrases from the topic vocabulary list in task 1.

When travelling by plane, it is essential to arrive early to ensure a smooth journey. Once you check in, don't forget to verify your flight details on the screens, as schedules can change unexpectedly. If you are travelling with a premium ticket, you may find yourself in the first boarding group. This service allows you to get on the plane ahead of others. After checking in your bags, you'll need to pass through security, which can sometimes take longer than anticipated. Once you're through, the airport offers various facilities such as shops, lounges, and dining options to help pass the time. As you relax with a coffee or tea, the bustling atmosphere of the airport can act as a wonderful reminder of the adventures and excitement that you have already experienced while heading to other destinations. Upon arriving at your current destination, the first point of contact is often the front desk of your hotel. It is always great to be able to settle into your room on the most favorable conditions. However, if you encounter any issues, such as errors made by the hotel, it's crucial to address them promptly and, maybe, write a feedback after your stay. Sharing your experiences, both positive and negative, can assist future travellers in making informed decisions.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) to describe the digitalised traveller journey of modern tourists, or tourists of a distant future. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of contrast and concession.

UNIT 4

GOING DIGITAL

FUNCTIONAL LANGUAGE: RESTATING AND CLARIFYING IDEAS

STEP 1

Study the following connecting words that introduce an alternative to what has been stated. The function of an alternative is to make the previous statement clear.

I mean

I am saying

In a nutshell

(in a very brief statement)

In short

In simple terms

In other words

To put it differently

**That is (to say) =
to be more exact**

**In effect =
in practice =
in essence**

Specifically *(restating
from general to specific)*

1. Trust on Airbnb is shared; it goes both ways. **I mean** the more effort a guest can signal to a host, the more trust a host is willing to give that guest.
2. Alibaba has no inventory... — no more than Google creates proprietary content, nor Airbnb has real estate. What sets these market leaders apart from the competition is not the volume of data or the sophistication of their analytics, but their capability to use data to enhance consumer trust. **In a nutshell**, if your organisation is not structured to nurture consumer trust, your market share will wither away.
3. Although Airbnb requires some information from our users to book, we do not require disclosure. **That is**, we ask guests to tell us who they are, but it is up to them to tell us about themselves.
4. Staying with a stranger in a foreign place, **in essence**, creates an opportunity for authentic understanding and transformational experience that could change the way we see the world.
5. Technologies, **specifically** AI, made OTA businesses synonymous with the travel planning experiences.

STEP 2

Revisit Reading 1 to highlight the ideas that restate / clarify one another. Suggest suitable connectives between these ideas. Add your own ideas if needed. In pairs, compare your variants.



Listening 1 contains ideas that restate / clarify one another. Several of them are given below. Develop these ideas, connecting them with those from Reading 1 and from your traveller experience. Share your variants in pairs.

1. Booking a hotel that suits the user can be extremely complicated.
2. Recommendation engines are the bread and butter of OTAs.
3. Three quarters of users order the first option recommended to them by AI at the OTA site.
4. Price prediction is a handy feature in OTAs.
5. Flight prices are lower in advance and they rise closer to the departure.
6. Airlines use complex analytics to run dynamic pricing strategies.
7. There are many factors in play that affect flight prices.
8. A mobile-based OTA Hopper monitors flights and hotel prices and notifies you whether to book immediately or wait a bit longer.
9. Hopper analyses prices all across the Web (across the globe) to anticipate the changes in demand.

STEP 3

Make up 3 sets of sentences about OTAs` digital capabilities. You may want to browse the Web for more information. Use the connectives: 1) I mean / I`m saying; 2) in other words; 3) that is to say.



Do the task above with the focus on surprising / interesting facts about OTAs` digital capabilities. Use the connectives: 1) in a nutshell / in effect / in essence; 2) that is to say; 3) specifically.

VOCABULARY PRACTICE 1

Ex.1. Fill the gaps with the active vocabulary.

1. More than 80% of people are looking to buy and sell personal _____ online.
2. Shenzhen Airlines signed an agreement with a major American company to launch a joint _____ regional airline.
3. Be creative and work hard to find effective solutions to the problems or challenges your company is _____ with.
4. The restaurant offers reservations through a _____ application.
5. For more accurate and personalised service, this application will use and _____ your personal information according to Privacy Policy.
6. UnionPay faces growing competition in the home market, where it has to _____ other digital payment services.
7. _____ of company statistics and practices is an important first step in building customer trust.
8. Google is providing financial, technological, and engineering support in order to _____ companies developing AI technologies.
9. Marketers are _____ with new challenges and opportunities in this digital age.
10. Amazon is going to leverage its enormous customer base to _____ into travel and restaurants sectors.



Complete the sentences using the active vocabulary.

1. A company with a large market share can establish and _____ its own standards _____.
2. The Airline does not _____ personal _____.
3. It is critical for airlines to _____ innovation so that _____.
4. Travel by train gives you many advantages if you _____ into _____.
5. In the digital age the hospitality industry is _____ with such challenges as _____.
6. Booking a ticket online requires full _____ of _____.
7. The Thai Ministry of Tourism is considering _____ a compulsory insurance for _____.
8. All trademarks and official names on the website are _____ of _____.
9. The introduction of digital IDs will help _____ citizens` rights _____.
10. Our goal is to _____ international partnerships in order to _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. While Amazon has not announced any plans to create its own digital currency, it has started work in the field of Blockchain technologies.
2. Chinese government agencies require Airbnb China to provide information about guest booking and check-in information relating to reservations in China.
3. Some airlines flying to the U.S. have already started implementing the new rules.
4. The published information comes almost a year after the airline acknowledged that digital intruders had broken in by probing its employee accounts for weak passwords.

5. By leveraging powerful machine learning and AI, Hopper's technology, which is protected by copyright, accurately predicts flight and hotel prices.
6. The rapid development of digital technologies and increased competition require companies to deal with new challenges.
7. Increased online presence of companies develops brand awareness and more than often improves customer services.
8. The airline has entered new markets in India, Saudi Arabia, and Australia.
9. Protecting your brands reputation, revenue and intellectual products online is now an essential part of company strategy.



Paraphrase the sentences using the words in brackets.

1. A modern smartphone can keep you connected in your travels around the globe. (*to venture*)
2. Sustainability presents a major challenge for most modern companies. (*to confront*)
3. The Institute makes sure its employees are highly motivated and talented professionals. (*to nurture*)
4. By making a reservation through the Service, you are authorizing us to pass on your data to suppliers to complete the booking. (*disclosure*)
5. In 2020 visitors to Thailand had to stay on quarantine so the Thai authorities issued a special app and SIM cards for tourists to control it. (*to enforce*)
6. Company's website contains all information concerning the General Meeting of Shareholders. (*to disclose*)
7. If a customer uses an application that is not freeware, he or she can expect free technical support. (*proprietary*)
8. Nobody expected the new business to bring so much profit. (*venture*)
9. There will soon be so many different ways and channels of getting information to the public that it will be hard to prevent violations of copy right. (*to enforce*)
10. Illegal coping of the product is punished by law. (*property*)

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. Only those companies that can go fully digital will _____ over competitors.
2. Companies extensively using video on their web sites have reported a 66% higher average _____ rate.
3. As online shopping is becoming more popular, the retail sector has felt the _____ impact of Internet e-commerce more than most industries.
4. Web page design is a _____ factor in digital marketing today.
5. Multinational firms seek an increasing number of professionals who not only have a _____ knowledge in business, but are also able to work in a cross-cultural environment.
6. Google has announced a number of initiatives to further the _____ of TV and digital advertising.
7. The _____ of mobile devices has led to increasing internet connectivity, creating opportunities in digital entrepreneurship.
8. People all over the world _____ travel nightmares following the eruption of a volcano in Iceland.
9. Blockchain technology and cryptocurrency are undoubtedly described as the primary _____ of the worldwide small business practice.
10. Some people are worried that digital IDs could possibly _____ travel with little security payoff.

 **Complete the sentences using the active vocabulary.**

1. The business will _____ the crisis only if _____.
2. Major changes in the market are caused by the _____ of such technologies as _____.
3. The company's reputation suffered the _____ impact of _____.
4. The innovative digital technology is a major _____ in _____.
5. The management attempts to solve the issue of low online _____ by _____.
6. In 2020 air travel was _____ by _____.
7. MasterCard is one of _____ electronic payment systems, which makes it _____.
8. Keeping up with digital innovations is _____ for _____.
9. Foreign investment plays a _____ role in _____.
10. Passengers should be mindful of the possible flight _____ caused by _____.

Ex. 4. Paraphrase the underlined parts using the active vocabulary.

1. A number of private companies are fighting successfully against the dominant trends.
2. Better search engine results mean more digital exposure for your business and more online sales.
3. Offering fast and reliable service needs sufficient amount of investment by GDSs which they are obliged to do if they want to survive in business.
4. The revolutionary changes in business models through the advancement of digital technology has been a reality for many industries for years.
5. The most widespread trend in website design is to keep it simple and informative.
6. Amadeus Mobile Messenger has been created to let travel managers assist travellers before and during their trips particularly in urgent situations.
7. In today's tech-saturated world, it is of vital importance to have a digital presence for your business.
8. We are a team of passionate people whose goal is to improve everyone's life through innovative products.
9. The tourism boom in Spain's most popular cities stems from the combined effect of such factors as the growth of Airbnb and similar platforms; the rise of budget airlines; and the increasing popularity of city-breaks.
10. Digitalisation is a deep transformation of business, involving the use of digital technologies to optimise business processes.

 **Paraphrase the sentences using the words in brackets.**

1. AI and IoT are becoming interconnected, and that is creating countless new opportunities and business outcomes. (*convergence*)
2. Heavy market competition will lead to the bankruptcy of many companies. (*to endure*)
3. Companies are exposed to significant risks by the endless number of security vulnerabilities. (*prevalence*)
4. Digital business transformation cannot happen without the development of IoT. (*critical*)
5. Pavel Durov, CEO and founder of Telegram, was recently featured in Fortune's "40 Under 40" annual list as one of the most influential players of global business. (*disruptor*)
6. Social networking significantly influences how we discover and share content online. (*profound*)
7. Blockchain is progressing from a digital currency infrastructure into a base for a total shift to digital technologies. (*conversion*)
8. Most people still pay online with a credit card. (*prevailing*)
9. Uber enables people to connect with available drivers through a smartphone app, and that changes the whole taxi industry. (*disruptive*)
10. The digital transformation in today's global economy is impossible without cloud technologies. (*critical*)

CONFUSABLES

confront (v)	to actively engage with smb or smth often in competition, hostility or defiance	<i>The sales team leader chose to confront the team members who consistently missed their targets.</i>
face (v)	to meet with smb or smth directly	<i>Entrepreneurs often face uncertainty and risk when launching a new venture.</i>

Ex. 5. Fill the gaps with correct words. (confront / face)

- The director decided to _____ the issue of digital security in the company's next meeting.
- Small businesses frequently _____ difficulties in securing funding for expansion and growth.
- When _____ with economic downturns, businesses must be agile and innovative to survive and thrive.
- In order to stay ahead of competitors the booking system _____ the task of developing a completely new online platform.
- Managers often _____ ethical dilemmas that require careful consideration and decision-
- making.
- The firm hired a team of lawyers to successfully _____ complex issues related to regulatory compliance when entering foreign markets.
- In the pursuit of profitability, companies _____ the need to maintain high standards of corporate social responsibility.
- The employee decided to _____ the team leader in order to question the correctness of his decisions.
- Businesses _____ the task of keeping up with rapidly changing technology trends to stay relevant.
- In today's competitive market, travel companies _____ the constant pressure to innovate.

Ex. 6. Revision: Fill the gaps with words from the list. You may need to change the form of some words: **complex, complicated, affect, adjust, align, effect**

A. Overtourism has some wide-reaching 1) _____, such as climate change and environmental degradation. More localized issues negatively 2) _____ local populations: landlords turn their properties into holiday lets, and house prices are _____ to the growing demand. 3) _____ issues like these require thoughtful strategies that should be 4) _____ with the goals and values of local communities. Promoting alternative, less-visited spots to redirect travellers may be a rather 5) _____ task, however, it does offer benefits.

B. There are ways to better manage tourism by promoting more off-season travel, which can 1) _____ the distribution of visitors throughout the year. Limiting numbers where possible can be a 2) _____ task, as it involves balancing economic interests with sustainability goals. Having greater regulation within the industry can significantly 3) _____ how tourism impacts local communities and environments. Encouraging more sustainable travel and finding solutions to reduce friction between residents and tourists could also have positive 4) _____, such as improved quality of life for locals and better preservation of cultural heritage. Finding these solutions requires 5) _____ the interests of various stakeholders, including tourists, residents, and businesses. Promoting alternative, less-visited spots to redirect travellers may also offer some benefits, but it's important to 6) _____ these efforts with the needs and wishes of local communities to avoid recreating the same problems elsewhere. 7) _____ issues like these require thoughtful strategies and consideration from all sides to ensure that tourism continues to be a force for good.

TOPIC VOCABULARY EXTENSION: BUSINESS JOURNEY TOWARDS DIGITALISATION

As you know from the Unit, companies in the travel industry can be characterised by a growing level of digitalisation. However, when you consider the terms ‘digitalisation’, ‘digitisation’, and ‘digital transformation’ in more detail, you can quickly find yourself in confusion. Study the following topic vocabulary to talk about these technological advancements more confidently.

DIGITALISATION VS. DIGITISATION VS. DIGITAL TRANSFORMATION

Note: *Digitalisation is often used as an umbrella term. However, the three terms differ greatly as well as their accompanying processes and outcomes.*

STEP 1

Read the following situation to match each stage to the relevant term. You will find the answers at the end of Step 3.

1. Digitalisation	a) First, let’s say you are organising a 2-month education for young entrepreneurs in the hospitality business. They all come to your office and they are required to sign their attendance on a sheet as proof of applying for the education. After that, you collect those sheets and upload them as PDF documents.
2. Digitisation	b) Next, let’s say you have prepared an app for your students where they can upload their work, mark their attendance and study educational content. All of the students are required to download the app in order to attend your education. That way, you can easily communicate online with your students and evaluate their progress. All of the files they upload are shared with you as an educator, or between all of them. To access the app, they can use their email address.
3. Digital transformation	c) And lastly, let’s say one of your students decides to leave after some time. To leave the program, they are required to fill out a form on the app which is automatically sent to your HR team. Your HR team processes the form and stores it in the cloud. When their request for leave is approved, both the student and the educator are notified via the app.

STEP 2

1. Study the words and phrases below that characterise different aspects of digitalisation. Make sure you understand all the words. Fill in gaps with the words and phrases, using the correct verb forms.

- | | | | |
|-------------|----------------|------------------------|--------------------------|
| a. back | d. miss out on | g. cultural change | i. internal optimisation |
| b. interact | e. analog | h. value opportunities | j. competitive advantage |
| c. empower | f. conversion | | |

Simply said, digitalisation is not possible without digitisation. Digitisation refers to the 1) _____ of information from 2) _____ to digital formats, whereas digitalisation refers to the use of digital technologies and digital data to create new 3) _____ and transform the way customers and companies 4) _____ with each other. Digitisation is more focused on 5) _____ of processes such as work automation and paper minimisation while digitalisation goes deeply beyond that. Digital transformation refers to much wider use of digital technologies and 6) _____. It’s more about people than technology itself. It demands core changes in the organisation

7) _____ by leadership. It emphasises 8) _____ employees with digital technologies in order to change the corporate culture. If company leaders misunderstand these terms, they may 9) _____ many opportunities to gain a 10) _____ and become a fully-digital business.

- | | | | |
|------------|---------------|----------------------|---------------------------|
| a. store | d. pressure | g. human errors | i. direct competitors` |
| b. execute | e. streamline | h. operational costs | j. communication channels |
| c. compare | f. innovation | | |

In the paragraph above, we have already elaborated on how digitalisation impacts one`s business. Now, let`s say a few words more to clarify. Due to the implementation of digital technologies, workflows are becoming 1) _____, and there are fewer 2) _____. All of the operations 3) _____ more efficiently, which enables businesses to reduce 4) _____. Companies tend 5) _____ their data in cloud databases, and now that`s a standard. The implementation of digital technologies not only increases the company`s digital presence but also sparks the creation of new 6) _____. Customers 7) _____ one`s goods and services to their 8) _____ and continuously 9) _____ key market players to level up their customer experience. To sum up, digitalisation in business has a massive impact on 10) _____.

2. Paraphrase the highlighted parts using the words and phrases from the topic vocabulary list in task 1.

Airbnb has revolutionized the hospitality industry by embracing a cultural shift that prioritises technology and customer experience. By moving away from traditional methods, the company has successfully created a fully-digital platform that allows hosts and guests to engage seamlessly. In other words, the company has equipped both hosts and guests with a new resource, cultivating a sense of belonging within its user base. This transition has not only enhanced user experience but has also helped to simplify operations, reduce operational expenses and minimise human mistakes. Had it failed to adopt this technology, Airbnb wouldn`t have such sales rates today.

Airbnb has also implemented advanced algorithms to collect and analyse data as well as evaluate various listings and optimise pricing strategies. As for internal efficiency, Airbnb has been able to identify value propositions that set them apart from their direct rivals. The urgency to invent continuously in the hospitality industry is immense, and Airbnb has embraced this challenge.

So, in a cutthroat fight for the client, Airbnb has done two things: it has maintained a competitive edge to ensure that they never overlook emerging trends or technologies, and it has created communication platforms to help hosts and guests feel confident and safe. The implementation of a seamless and trustworthy experience is what makes Airbnb one of the leaders in hospitality.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) to describe a successful, fully-digital business in the hospitality industry. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of restatement.

ANSWER FOR STEP 1: The first stage refers to digitisation as analog data formats are converted to digital ones. The second stage refers to digital transformation as it affects the whole process (e.g. teaching online vs. offline), not just a single action — such as converting paper sheets into PDFs. The third stage refers to digitalisation as efficiency is improved, but the whole process, or business model, remains the same.

UNIT 5

TRAVELLING FOR BUSINESS

FUNCTIONAL LANGUAGE: TALKING ABOUT CHANGES AND TRENDS

STEP 1

Study the theory and translate all the words.

Below, you will find the most common expressions that illustrate changes and trends. The main difference between a change and a trend is typically found in grammar (Verb Tenses), not in lexical meaning. E.g.:

Change: *The amount of bleisure travel has doubled since the 2000s.*

Trend: *The amount of bleisure travel has been steadily growing since the 2000s.*

1. **Words to express the nature of change (downward, horizontal, upward):**

Bleisure travel can: decline, drop, come down, hit the bottom, hit an all-time low, crash, fluctuate, level off, stabilise, hold steady, see the improvement, climb, recover, show some signs of growth, rocket, soar, double, triple, peak, hit an all-time high, etc.

2. **Words to express the degree of change:**

Bleisure travel can grow: slightly, sharply, moderately, significantly, dramatically, etc.

3. **Words to express the speed of change:**

Bleisure travel can grow: slowly, gradually, rapidly, swiftly, abruptly, suddenly, unexpectedly, etc.

4. **When talking about changes, speakers may use statistical / cautious / predictive language:**

Bleisure travel is anticipated to grow. More words: predict, indicate, expect, anticipate, point out, project, admit, to be (un)likely, to be sure, etc.

Note: Many expressions have come from everyday contexts to make things easier to comprehend: a child jumps, an airplane takes off, a patient recovers, etc.

E.g.: "Travel costs jumped from 30% in 2023 to 45% in 2024." The choice of the verb 'jump' implies that the growth may be faster and higher than usual.

2. Fill in the gaps with the right word / expression. Use the correct verb form.

- | | |
|----------------------------|---|
| 1. to decline | 1. International trips continue _____, as challenges for visiting different parts of the world _____. |
| 2. to grow | |
| 3. to resume at scale | 2. While long-haul corporate trips _____, it can take some time for this type of travel _____, especially for destinations requiring visas. |
| 4. to catch up | |
| 5. to grow roughly twofold | 3. Overall travel _____ from the beginning to the end of 2022, while corporate travel _____ at the fourth quarter of 2022. |
| 6. to make major strides | |
| 7. to predict | 4. Many companies _____ their travel expenses _____ the current levels by two-thirds; these figures steadily _____ the average levels for five consecutive years. |
| 8. to double | |
| 9. to exceed | |

- | | |
|-----------------------------------|--|
| 10. <i>to expect</i> | 5. The amount of Chinese businesses _____ to reach full recovery |
| 11. <i>to triple</i> | _____ . Among Russian companies, that figure _____ . |
| 12. <i>to grow fourfold</i> | |
| 13. <i>to appear</i> | 6. Leisure travel reached pre-pandemic levels months ago; |
| 14. <i>to project</i> | corporate travel, however, _____ . In 2023, corporate travel |
| 15. <i>to surpass</i> | _____ 2022 levels, while full recovery _____ likely |
| 16. <i>to be slower to return</i> | by late 2024. |

STEP 2

In pairs, discuss the current changes and trends in business and bleisure travel.

E.g.: *We see the increasing amount of people choose to travel with their family and kids. The largest hotel chains report that the occupancy rates for this type of travellers has almost tripled and is still on the rise.*

STEP 3

Browse the Web for interesting / surprising statistics about those categories people who travel for business. Make up 10 sentences to show changes and trends. You may want to add your own predictions if confident.

 **Do the task as suggested, trying to find more expressions of change; sophisticated ones are welcome.**

E.g.: *The rouble slipped back against the dollar. That`s why we see a dramatic downturn in the purchasing capacity of Russian citizens; travelling abroad has become quite expensive. There haven`t been much movement even among the wealthier segment of travellers [as of 2022–2023].*

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

- Business travel providers _____ their customers' loyalty and trust by delivering high-quality service and value.
- The travel industry use _____ to offer customised products and services that meet the expectations of various clients.
- In the current era of hyper competition, marketers are forced to be more concerned with customer _____ and customer loyalty.
- Business travellers can _____ valuable skills and knowledge by travelling to different places and cultures.
- The company will reimburse you for your travel _____ within two weeks.
- Employee _____ is a challenge for business travel managers who want to recruit qualified and talented staff.
- Many business professionals attend _____ to network, learn, and showcase their products and services.
- Business travellers expect _____ experiences that meet their needs and exceed their expectations.
- One should be aware of the _____ of English business letters and bureaucratic language.
- The conference was canceled at great _____ to the organisers and attendees.
- The company challenged the _____ norms of the industry and created a unique product.
- Travelling economy class will minimise your travel _____.



Complete the sentences using the active vocabulary.

1. Market _____ helps businesses cater to different _____.
2. Travel agencies can _____ customers by _____.
3. The travel agency can offer you _____ to save travel _____.
4. Motivation and _____ play an important role in employee _____.
5. Business owners find it _____ to see their ideas _____.
6. Travellers should _____ their boarding pass _____.
7. Business conferences and _____ are often held in _____.
8. Travel businesses use _____ to optimise pricing for various _____.
9. Employees can _____ at their employer's _____.
10. Modern technologies give new opportunities for the _____ of tickets and _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. Percentage of regular customers is a key metric for measuring the success and loyalty of business travel providers.
2. You can deduct some of the money spent on travel from your taxes if it meets certain criteria.
3. Travel providers can find more customers by offering competitive prices and quality service.
4. Travel businesses try to increase their market share and profitability by attracting and retaining more customers with different spending patterns.
5. Scyscanner has preserved its competitive edge by offering innovative and customised business travel solutions.
6. Business partners seek satisfying relationships that are based on trust, respect, and mutual benefit.
7. The company hired a private jet for the CEO at high price.
8. AccorHotels announces today it has begun exclusive negotiations for the purchase of 100% of Travel Keys, one of the leading players in the private vacation rental market.
9. Business conferences also offer opportunities for networking, socialising, and exchanging ideas with other attendees and exhibitors.
10. Business travel managers will get better control and oversight by using advanced travel management systems and software.



Paraphrase the sentences using the active vocabulary.

1. Discounts and rewards will bring more customers to travel agencies.
2. Studying customer groups with different consumer patterns can help businesses to identify new opportunities and niches in the competitive market.
3. It is not a frequent case when your employer pays for your seats in business class.
4. By offering flexible and supportive travel policies, managers can keep their staff motivated.
5. Teaching English to speakers of other languages can offer one the chance to travel, work and live abroad.
6. The business trip report was not written according to the rules accepted in business.
7. After Expedia bought CanadaStays, it became the top earning travel company.
8. Workers on a business trip should not spent money too extravagantly.
9. Chile still holds its position as the Best Destination for Adventure Tourism in South America since 2015, according to the 25th World Travel Awards.
10. The desirable outcome of marketing is creating a lasting and positive impression on the target audience, which makes people memorise the brand.

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. Innovation is a key business _____ for the air travel industry.
2. Customer's privacy should always remain the top _____ of corporate travel companies.
3. Business travellers should _____ the opportunity to explore new cultures and destinations.
4. The _____ of a flexible work schedule increased employee satisfaction and productivity.
5. Modern business travellers _____ those travel companies that offer more flexibility.
6. New technologies can _____ business growth, create jobs and demand for expertise.
7. The COVID pandemic was a _____ for the travel business to adopt digital transformation and innovation.
8. The travel agency _____ a flexible work schedule to accommodate their customers' needs.
9. Travel agents are the largest _____ of airline tickets.
10. The economic downturn _____ a series of cost-cutting measures in most travel agencies.
11. The early _____ of digital technologies will benefit most.
12. The company has established a global chain of _____.



Complete the sentences using the active vocabulary.

1. The new employee _____ every chance to network and _____.
2. The manager was careful not to _____ any conflicts _____.
3. During the pandemic companies _____ digital technologies to _____.
4. The _____ manager was responsible for coordinating the logistics and _____.
5. The _____ of new travel rules was _____.
6. Edward made it a _____ to check in with the boss every day _____.
7. All employees had to _____ the most urgent meetings _____.
8. The _____ for his business trip was a sudden change _____.
9. Our colleagues had to travel to different countries to _____ the new product samples _____.
10. Demand _____ innovations _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. Elisa found that business travel was a trigger ___ her creativity and inspiration.
2. When travelling on business professional issues should take priority ___ personal ones.
3. You can upgrade your seat to business class ___ great expense.
4. Reaching the deal quickly was a priority ___ our team.
5. The business drivers ___ most companies are technological innovation, better products, and optimum marketing.
6. If you travel ___ the expense ___ your employer, you will need to justify the amount of money spent.
7. The manager set clear priorities ___ her team before she left on a business trip.
8. Promotional leaflets were printed for distribution ___ city residents.
9. The spread of videoconferencing became a trigger ___ major changes in business travel.
10. When choosing an airline, we prioritise safety ___ speed.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. The most important goal of our team was to close the deal with the client until the end of the trip.
2. Many people are eager to follow local customs and etiquette when travelling to China for business.

3. My colleagues grasped the chance to see the sights of New York on the last day of their stay.
4. The co-worker boasted that the latest successful business trip became the reason of positive changes in her career.
5. Our company was among the first to start using the new software for planning travel expenses.
6. The manager once had to travel to Japan to oversee delivering products to new branches.
7. He traveled to India to promote the practical application of his company's software solution.
8. The employees are expected to decide which tasks were more important to schedule their trip accordingly.
9. Our company is the only one with the right to sell this product in the country.
10. My co-worker complained that business travel was the reason for his anxiety and stress.
11. The growth of post-pandemic business travel market is stimulated by those travelling to cultivate important client relationships.
12. The businessman was determined to take away the market share from his competitors by travelling to different countries and promoting his products.

 **Paraphrase the sentences using the active vocabulary. Some prompts are given.**

1. Before the trip the manager explained to his staff which tasks should be of greatest concern.
2. After our business trip to Canada where we secured a major contract, our service became widely used by Canadian companies. (*adoption*)
3. My colleague decided that her return from a successful business trip was a perfect moment to ask her boss for a raise. (*to seize*)
4. John's experience taught him that sticking to a flexible schedule on a business trip was crucial. (*to adopt*)
5. Delays and complications in my work were a direct consequence of many colleagues being away on business.
6. The new employee learned a lot about the channels through which products reach foreign branches.
7. Attaching more importance to corporate goals rather than personal ones is not always the best life strategy.
8. We want to enter the Chinese market and are currently looking for partners who would help sell our service.
9. Air China has introduced cost-cutting measures because of the economic downturn. (*a trigger*)
10. The task of the team was to make sure that all visitors of the business convention had marketing materials and booklets. (*to distribute*)

CONFUSABLES

adopt (v)	to decide to use or implement smth	<i>The company formally adopted the new data privacy policies across all departments.</i>
adapt (v)	<ol style="list-style-type: none"> 1. to change your behavior to cope successfully with a situation 2. to adjust or modify smth to make it suitable for a particular purpose or situation 	<i>Airlines had to adapt to the new reality when the pandemic hit.</i> <i>The team continuously adapted their approach to meet changing customer demands.</i>

Ex. 6. Fill the gaps with correct words. (adapt / adopt)

1. The travel agency _____ a new booking system that was more user-friendly and efficient.
2. The conference organisers had to _____ to the unexpected cancellation of the keynote speaker and find a replacement.

3. The company _____ a policy of allowing employees to choose their preferred mode of travel, as long as it was within the budget.
4. The hotel chain decided to _____ a more eco-friendly approach and reduce its environmental impact.
5. Many companies have had to _____ to the new reality of remote work and reduced travel budgets.
6. When in Spain, I chose to _____ the Spanish custom of having a siesta in the afternoon, which helped me stay energised for evening meetings.
7. Business travellers who frequently change time zones have to _____ their sleep patterns and biological clocks.
8. To succeed in a global market, businesses need to be able to _____ to different cultures and customer needs.
9. It was not easy to _____ to the Brazilian practice of starting meetings late.
10. Companies may face challenges when _____ new digital tools, such as resistance to change and cybersecurity concerns.

TOPIC VOCABULARY EXTENSION: BUSINESS MEETINGS

As you know from the Unit, travelling for business implies that an individual is constantly involved in business meetings. Ways of expressing oneself during meetings may differ from culture to culture. Study the following topic vocabulary to practice some common ways to carry out business meetings.

STEP 1

Study the table with the most frequent phrases and translate them in pairs. Consult a dictionary if needed.

OPENING A MEETING / NEGOTIATION

Welcoming	It's great to meet you in person. Thanks for agreeing to meet today. How was your journey? Can I get you anything? Good to meet you / see you again. How is it going?
-----------	--

Outlining objectives	We're here to discuss your contract. OK, let's start with the agenda we sent you yesterday. Shall we have a look at the main points of today's discussion? What I'd like to discuss today is transport and delivery of hotel equipment.
----------------------	--

MAIN DISCUSSION & PROPOSALS

Making a proposal	As we see it, the main issue is location, so ... It might be possible to extend the service contract. We propose a three-year contract / a monthly salary of... Would it help if we reviewed the monthly payment terms? How do you feel about increasing the discount for our regular clients?
-------------------	--

Requesting a proposal	Would you like to suggest a new course of action? Would you like to outline your proposal, Mr. Pavlov? We welcome any offer/suggestion that you would like to make. What do you have in mind, Nick? You're the most experienced here.
-----------------------	--

Asking clarifying questions	<p>Could you be more specific, Nick?</p> <p>Could you clarify the last point, please?</p> <p>What do you see as the most important point?</p> <p>Just to clarify, you mean the price would increase?</p> <p>How would you feel if we extended the deadline?</p> <p>What do you mean by ‘upgrading our digital capabilities’?</p>
Agreeing to a proposal	<p>I think we have a deal.</p> <p>We can work with that.</p> <p>That sounds reasonable / acceptable.</p> <p>I can agree to that / That’s something we can do.</p>
Refusing a proposal	<p>That won’t be possible, I’m afraid.</p> <p>I’m sorry, I don’t think we can accept that.</p> <p>I’m afraid we can’t agree to that, unless you ...</p> <p>We would find it difficult to complete the project by your proposed deadline.</p>
Explaining concerns	<p>The main issue is the price.</p> <p>Another issue is the transportation costs.</p> <p>My main concern is that the schedule is unrealistic.</p> <p>I have some doubts about the quality of service you offer.</p> <p>It’s important that we consider the time frame for the project.</p>

DEALING WITH DIFFICULTIES

Exploring options	<p>Would you be willing to extend the deadline?</p> <p>Perhaps there’s another way to approach this?</p> <p>How would you feel about changing the site location?</p>
Looking for a common ground	<p>We both want to find a solution to this issue.</p> <p>I think we can both agree on the excellent quality.</p> <p>How can we identify a mutually acceptable outcome?</p> <p>I know we’re both in the same boat – we need to find a solution.</p>
Compromising / expressing limits to concessions	<p>We can’t move on the delivery date.</p> <p>Would it help if we paid 5% in advance?</p> <p>That’s the highest we are prepared to go.</p> <p>Some movement might be possible on price.</p> <p>We are ready to accept your offer. However, there would be one condition.</p> <p>If you were prepared to increase your order to 10,000 units, we might be able to offer you each component at €5.</p>

CLOSING A MEETING / NEGOTIATION

Summarising key points	<p>This is a very positive outcome.</p> <p>It’s been a pleasure doing business with you.</p> <p>Perhaps, we can discuss this again at a later date.</p> <p>I’m sorry that we couldn’t reach an agreement this time.</p>
Outlining next steps	<p>So, we’ll send you a contract by email.</p> <p>We’ll be in touch to discuss how to proceed.</p> <p>Can we arrange a meeting with your key business partner?</p> <p>We’ll put in writing the terms and conditions we agreed today.</p>

STEP 2

Use the phrases above to complete the following dialogue. You may want to use other suitable phrases.

CONTEXT: You are a manager in a company. You have read the following advertisement and arranged a meeting with their representative.

“Welcome to the Negotiation Mastery Course! In this program, you will develop essential negotiation skills to navigate complex business deals and build beneficial relationships. Through interactive learning experiences and case studies, you will gain the knowledge and confidence to effectively negotiate with stakeholders, colleagues, and clients. Get ready to unlock your potential as a strategic negotiator and elevate your ability to achieve win-win outcomes in any situation.”

- YOU: Hello, Can you tell me a little more about your training?
- YOUR CLIENT: We'd like to offer a negotiation course to your team / students. We can make them good negotiators!
- YOU: That sounds like a wonderful idea. ?
- YOUR CLIENT: We're interested in a full-time immersion for your entire team. For one week, at least.
- YOU: So,, you'd like our team to focus only on this training, during their normal working hours. Is that right?
- YOUR CLIENT: Yes, but we can do that during a week when business / studies is usually slow, in summer, for instance. But yes, that's the idea.
- YOU: That's definitely We can arrange a one-week training session at our premises.?
- YOUR CLIENT: Yes, it sounds great. But since we're a large team and we are planning our training well in advance, I was wondering if you could suggest another team interested in such training. For the same price...
- YOU:
- YOUR CLIENT: Ok, don't bother.
- YOU: Looking forward to working with you.

STEP 3 BUSINESS MEETING CONTEST

In pairs, choose one of the topics for a brief negotiation. Get ready to perform a 5-minute business talk so as to reach some agreement / compromise. Use as many topic vocabulary items as possible.

Topic 1: You are a representative of the travel startup BYHOURS. You have flown to meet in person with your prospective partner (a hotel owner) to explore options for customising travel experience to satisfy the client's changing needs, such as tailored hours of stay, forms of customer payment, exclusive access to amenities, etc.

Topic 2: You are the owner of a resort hotel chain. You meet with one of your managers who has flown from Sochi (Russia) to discuss the level of flexibility in your hotel in terms of adjusting services or accommodation options based on the client's changing needs. You need his firsthand experience to make a decision.

Topic 3: You are a specialist in Hospitality Management. You like a digital nomad life style. You meet with you potential employer, the owner of a small hotel. You plan to discuss the employment contract and hope that the terms of contract will be beneficial for both sides.



Do the task as suggested, adding the functional language of changes and trends.

UNIT 6

THE MICE INDUSTRY

FUNCTIONAL LANGUAGE: USING 'NUMBER' PHRASES

STEP 1

Study and translate the following expressions to see how measurement can be more / less precise according to a context.

1. The number of (a sum of units, total)	The number of attendees in this exhibition hall reached ten thousand today.
2. The number of ... averages	The number of domestic and international MICE travellers attending events in Thailand averages 30 million per year.
3. A number of (an indefinite, usually large total)	A number of exhibition stands fell because of strong wind.
4. A large number of, any number of (times, people, etc.)	— Don't be shy to call me any number of times — the main thing is to organise the event in a way that meets our clients' expectations. — I called you a large number of times, and you didn't answer.
5. Numbers (many)	Numbers have invested in our project and now they expect return on investment.
6. Beyond number (too many to count)	Thailand is a leading MICE destination; people participating in the events annually are beyond number.
7. With numbers (about amounts of money involved)	Russia won't be able to win the competitors with numbers like this; more investments in the tourism sector are needed.
8. A six-digit number	If a nomad wants a long-term stay on the resort island of Bali, with a six-digit number to spare in the bank account that could become a reality. On average, the sum of money should number \$150,000.
9. To number (to amount to, to total)	
10. To be (not) of their number (a group of one kind)	Europeans and Asians have done a lot to make travel a significant part of their economy; Russia is not of their number yet.
11. Be number one / two / three (about position)	IBM was ranked number one on the shortlist of digital technology providers.
12. By the numbers (in a routine / mechanical manner, 'ради галочки')	We participate in MICE events not by the numbers — we seek to find more partners and strike profitable deals.

STEP 2

In pairs, revisit Reading1 Texts 1–2 to paraphrase **highlighted words** with the ‘number’ expressions. Example from Text 2:

We have clearly identified growth opportunities, especially in such advanced industries as robotics & automation, aviation & logistics, health tourism, digital, biotech, and food processing.
We have clearly identified growth opportunities in a number of spheres.

STEP 3

Make up 10 sentences, taking ideas and data from the video below. Compare your variants in pairs.



Do the task as suggested, adding functional language from the previous units as well.



VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

- In business, a _____ competes with other _____ to win contracts and secure new clients.
- The CEO worked hard to _____ the trust of the board of directors.
- The company is _____ new travel technologies to make business trips more efficient.
- The _____ investment for a business can be improved by expanding into new markets, developing new products or services, and increasing efficiency.
- The travel department was very _____ to the needs of employees travelling for business.
- The sales team managed to _____ several new contracts with major clients.
- A travel business may have many _____ working in different roles to provide excellent service to customers.
- Our team worked tirelessly to put together a compelling _____ that would stand out among those of competitors.
- A successful _____ must have a strong understanding of the market and the needs of their potential clients.
- Trust and communication are key when working with your business _____.



Complete the sentences using the active vocabulary.

- The company was able _____ a large investment _____.
- A _____ must present a compelling proposal to demonstrate their ability to _____.
- The airline's customer service was very _____ when there were issues with _____.
- Networking with _____ can lead to _____.
- The CEO was very _____ to the needs of _____.
- The company is _____ new markets to _____.
- Many travel businesses focus on maximising their _____ investment by _____.
- The finance department _____ a loan to fund _____.
- A well-prepared company will _____ when submitting _____.
- Your business _____ can provide their valuable feedback and insights _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

- The conference organisers were always ready to satisfy the needs of the businessmen attending the event.
- A travel business that invests in marketing and advertising may get more profit from investment.
- The assistant has made the most of his knowledge of visa requirements to ensure smooth international travel.

4. Business travel can help companies get new clients and contracts by meeting potential customers in person.
5. MICE tourism allows businesses to gain a better understanding of the market and competition when preparing business offers.
6. The company that secured the contract offered the best possible terms.
7. The marketing department started using social media to reach a younger audience.
8. A business may offer incentives and rewards to its partners to encourage high performance and customer satisfaction.
9. The highest price at the auction was proposed by an anonymous buyer.
10. The cruise industry can make huge profits by cooperation with the business travel sector.

 **Paraphrase the sentences using the active vocabulary.**

1. Several hotels, convention centers, and other venues competed to host a business conference.
2. The event planner has to negotiate with hotels and other businesses to make sure his clients have the best accommodation and services.
3. MICE destinations must carefully track all the changing trends and demands of the industry to remain competitive.
4. Conference participants should use the full potential of the networking opportunities provided by the event to expand their professional connections.
5. Business events are profitable for the local economy as they attract visitors and boost tourism.
6. The local cuisine can be used by incentive travel companies to provide a culinary experience for attendees.
7. The owner of a venue should provide detailed information about the venue’s facilities, services, and pricing to strike a deal.
8. Cooperating with other businesses is crucial for the growth and success of any company.
9. Negotiating deals and building relationships are an important goal of a successful business trip.
10. The hotel staff was always ready to help the business travellers staying there.

CONFUSABLES

responsive	reacting quickly and positively to a situation or request	<i>The customer service team must be responsive to inquiries and address customer concerns promptly.</i>
responsible	having an obligation or duty to do something or take care of something	<i>The project manager is responsible for meeting deadlines.</i>

Ex. 3. Fill the gaps with correct words. (responsive / responsible)

1. The customer service team is very _____. They always reply to emails and phone calls quickly.
2. As a manager, you are _____ for the performance and well-being of your employees.
3. The company has a _____ design approach. They adapt their products to the needs and preferences of their clients.
4. Being _____ means being accountable for your actions and decisions, especially when things go wrong.
5. A _____ website is one that can adjust its layout and appearance to different screen sizes and devices.
6. The sales team was praised for being _____ to the changing market conditions and customer demands.

7. The project leader was _____ for setting the goals, deadlines and budget of the project.
8. A _____ employee is one who listens to feedback and suggestions, and is willing to learn and improve.
9. The company is _____ for its environmental impact. They have implemented various measures to reduce their carbon footprint and waste.
10. A _____ email is one that acknowledges the sender's message and provides a clear and timely response.

VOCABULARY PRACTICE 2

Ex. 4. Fill the gaps with the active vocabulary.

1. Occupying the _____ of business cruises lead to increased revenues.
2. The travel company's all-inclusive packages have a wide _____ to corporate clients.
3. The _____ challenge for a travel business is to stay competitive in a rapidly changing market.
4. A travel company's _____ can fluctuate depending on the season and demand for travel.
5. BCD Travel is a global corporate travel management company and one of many _____ of BCD Group.
6. The _____ of the Brexit deal for international travel is uncertain, as it may affect the mobility and rights of travellers between the UK and the EU.
7. The marketing team _____ the product as a premium brand.
8. The introduction of new products or services _____ that the travel business has a strong innovation capability and vision.
9. Business travel can be particularly _____ to professionals who enjoy exploring new places.
10. The local expertise of the niche travel agency is _____ with personalised service, which accounts for their success.
11. Due to the pandemic many companies of the travel sector found themselves in a complicated economic _____.
12. TUI Group is a German tourism group that has _____ branches across the world.



Complete the sentences using the active vocabulary.

1. The cruise line has discovered _____ in offering _____.
2. The hotel chain's _____ have a strong _____ to high-end travellers.
3. Booking.com is a _____ company and a _____ of Booking Holdings.
4. Years of experience _____ with _____ give this online travel platform competitive advantage.
5. The _____ focus of a travel business should be on _____.
6. The most _____ aspect of business travel is _____.
7. A business's annual _____ can be used to measure its _____.
8. Border closures and _____ can have a profound _____ for international travel.
9. The convenience of modern transportation, _____ with _____, has made business trips more accessible.
10. The growth of social media _____ that the travel companies have to _____.
11. The advertising campaign _____ the brand as _____.
12. The analysis of the financial _____ of the company has revealed that _____.

Ex. 5. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. Benefiting from increased travel, incentive travel companies are well positioned ___ growth.
2. The travel insurance company's comprehensive coverage and easy claims process have a strong appeal ___ cautious travellers.

3. The travel rewards program couples flexible redemption options ___ exclusive perks to reward loyal members.
4. The business plan positioned the company ___ success in the long term.
5. The hotel staff was very responsive ___ the needs of the business travellers staying there.
6. A large logistics company made a bid ___ the contract.
7. Business travel can be appealing ___ those who enjoy working in fast-paced environments.
8. The finance department has been tapping ___ expense reports to monitor and control business travel costs.
9. The opportunity to see new sights and try new foods, coupled ___ the chance to broaden one's horizons, makes business travel an enriching experience.
10. The return ___ investment for travel businesses can be significant if they are able to attract a large customer base.

Ex. 6. Paraphrase the underlined parts using the active vocabulary.

1. Under the new management the agency is quite prepared for a seasonal upturn in customer activity.
2. Business conferences can be attractive to those who enjoy learning about different industries and markets.
3. Business travellers often seek out unique hotels that cater to their specific needs and preferences.
4. The negative feedback from customers may suggest that the travel agency has room for improvement and development.
5. The effect of the innovation on the travel business is beneficial, as it can create new opportunities and solutions for the industry.
6. The stress of business travel, in combination with the pressure to perform, can take a toll on one's mental health.
7. The charm of the niche travel agency lies in its personalised service and unique experiences.
8. A business can make more money by expanding its offerings and targeting new markets.
9. A travel company's most important assets are its employees, who provide personalised service to customers.
10. The branch of the airline offers package deals for popular destinations.

 **Paraphrase the sentences using the active vocabulary. Some prompts are given.**

1. The innovative incentive travel company has all that it needs to be profitable in the long term.
2. If a business has a high rate of repeat customers, one can assume that it is providing high quality services. (*to imply*)
3. Airbnb owns significant shares in many smaller companies.
4. The financial health and stability of a company can be assessed by analysing how much money it makes every year.
5. The marketing strategy that a travel business should pursue first of all is to target its ideal market sector.
6. Frequent business trips may affect people psychologically in a negative way. (*implication*)
7. The travel agency specialises only in organising trips for solo travellers.
8. Attending business events as well as seeing the sights can be an exciting experience.
9. The travel agency has developed a new package offer for high-end corporate clients. (*to position*)
10. Professionals often enjoy business trips because they like exploring new places.

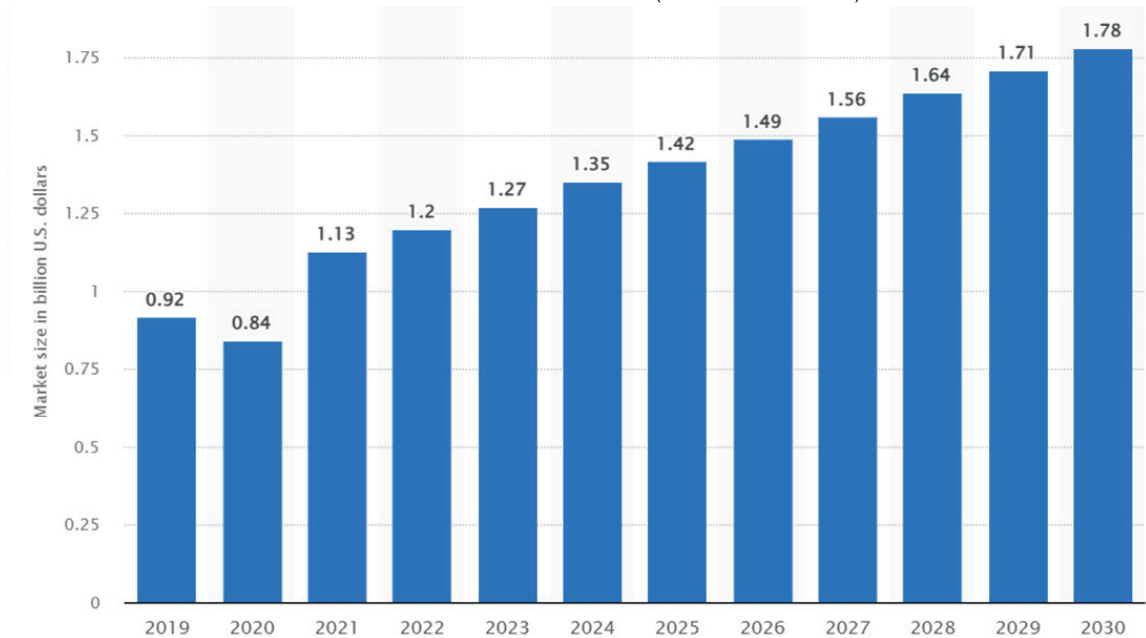
TOPIC VOCABULARY EXTENSION: CAPITALISING ON MICE

As you know from the Unit, MICE travel boosts economy and drives innovation within destinations. However, when it comes to some specific destinations and their opportunities, one can rarely provide clear arguments in favour of organising a MICE event. Study the following topic vocabulary to talk about Russian MICE destinations more confidently.

STEP 1

Familiarise yourself with the global statistics of the growing meetings industry. Imagine that you represent a Siberian destination. What reasons would you suggest to the local authorities / businesses so that they choose to invest in Siberia.

Market Value of The Meetings Industry Worldwide in 2019, with Forecasts until 2030 (in billion U.S. dollars)



© Statista URL: <https://www.statista.com/statistics/1261183/market-size-meetings-industry-worldwide/>

STEP 2

1. Study the words and phrases below that characterise the MICE industry. Make sure you understand all the words. Fill in gaps with the words and phrases, using the correct verb forms.

MICE Travel Takes Out Seasonality from Siberian Destinations

- | | | |
|--------------------------------------|----------------------------------|-------------------------|
| a. resilience | d. visitor arrivals | h. peak season |
| b. preserve | e. consistent stream | i. off peak seasons |
| c. maintain employment opportunities | f. deliberate planning | j. wilderness of nature |
| | g. utilisation of infrastructure | k. seasonality patterns |

Traditionally, many tourist destinations experience high visitor numbers during specific times of the year while other times may see a decline in 1) _____. For example, the 2) _____ in Siberia is May to September, but many big companies visit Siberia for MICE tourism in 3) _____. While doing their business activities, they enjoy the 4) _____ at the same time. 5) _____ allows MICE events to take advantage of lower accommodation rates, reduced competition for

venues, and availability of resources. This helps to balance out the 6) _____ within the overall travel and tourism industry. It brings in a 7) _____ of business travellers and event attendees during times when leisure tourism may be slower. It optimises the 8) _____ throughout the year. It helps to generate revenue and 9) _____ for local communities. This contributes to the overall economic stability and 10) _____ of the destination, allowing for better service delivery, and 11) _____ the natural and cultural attractions of the destination.

Socio-Cultural Impact of MICE on Siberian Destinations

- | | | |
|----------------------------|---------------------|-----------------------------|
| a. incorporate | d. social cohesion | g. melting pots of cultures |
| b. spread the word | e. broader audience | h. immersive experience |
| c. word-of-mouth promotion | f. ambassadors | i. community engagement |

Beyond the seasonality benefits, MICE events have a significant socio-cultural impact. By hosting international conferences and exhibitions, destinations become 12) _____, fostering cross-cultural exchange and understanding. MICE events often 13) _____ elements of the local traditions, art, and heritage, providing attendees with a unique and 14) _____. These events strengthen 15) _____ by involving local residents and businesses, thus promoting 16) _____. This is a positive contributor to the tourism and hospitality sector as many people who are inspired by local cultures might take a step further and decide to visit the place again or 17) _____ about it. When attendees have a positive experience during their visit, they become 18) _____ for the destination. They share their experiences with their networks, both in person and through online platforms, effectively marketing the destination to a 19) _____. This 20) _____ plays a crucial role in shaping the destination’s reputation and attracting future visitors and events.

2. Paraphrase the highlighted parts using the words and phrases from the topic vocabulary list in task 1.

Novosibirsk, the largest city in Siberia, stands out as a unique destination for MICE due to its adaptability in responding to the challenges posed by seasonality. With its strategic location at the centre of Russia, rich cultural heritage and wild nature, Novosibirsk has become a cultural crossroads, attracting a wider range of business travellers and event organisers. The city experiences distinct seasonal trends: a high season during the summer months, thanks to its vibrant festivals and outdoor activities; low seasons during other months, which presents a challenge and requires thoughtful planning to ensure the city remains an appealing option all year round. By focusing on the maximisation of facilities, this beautiful Siberian city has been increasingly integrating winter-themed events, such as ice sculpture festivals and winter sports competitions, which not only draw numbers of visitors but also help to sustain job opportunities for local businesses. These events foster interaction and unity, allowing residents to engage with visitors and share their unique traditions and stories. This interaction makes attendees the promoters for the city: they return home with positive impressions and personal recommendations.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) to describe a Siberian destination as a MICE melting pot, highlighting seasonality issues and socio-cultural impact. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of “number” phrases.

UNIT 7

MANAGEMENT

FUNCTIONAL LANGUAGE: MAKING AN ADDITION AND REINFORCING

STEP 1

Read the theory and then study the box with examples.

1. When a speaker / writer wants to join similar / interconnected concepts or ideas, they may use a linking word within a sentence or between sentences, moving from one idea to another.
2. When a speaker / writer wants to reinforce their ideas, they typically use two separate sentences. A linking word of reinforcement usually starts the second sentence and is separated with a comma.

WITHIN A SENTENCE

Likewise
As well as
Also, too
Not only... but also

Our office manager, **who is likewise / who is also** our project leader, is very talented. His team members **as well as** senior executives rely on his intuition and experience. **Not only** can he empower (does he empower) the right people, **but also** he can delegate (delegates) responsibilities among those who seek it.

CONNECTING TWO SENTENCES

Also, too, as well
In addition
Moreover
Furthermore
Besides
What is more
Another thing is that
First... Second...
Finally...

All our team members say that our manager is a reliable person. I **also** trust him. = I trust him **as well**. = I trust him (,) **too**.

Yes, our manager is an extraordinary person with various professional and interpersonal skills. **What is more**, he is a good husband and father.

While the CEO focuses most of his efforts on overall coordination, our office manager works primarily with our team and provides guidance as well as motivation. **Besides**, he never forgets about one-on-one interactions, so each team member can feel his support, **too**.

STEP 2

Revisit Listening 1, Self-Assessment Quiz, and Speaking 1 in order to characterise:

1) people who manage your work (supervisors, tutors, mentors, teachers, etc.); 2) groups or teams you are a member of (academic groups, project teams, etc.). In pairs, exchange your opinions, using as many linking words as possible.

STEP 3

OUT-OF-CLASS (H IN-CLASS): *Write a descriptive paragraph (120–140 words) about a manager / teacher / team member that made a significant contribution to your professional / academic success.*

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

1. The airline had to _____ workers due to financial difficulties.
2. Radisson Hotel Group regularly rewards its _____ with financial bonuses and incentive trips.
3. The research and development _____ works on creating new products and improving existing ones.
4. The company regularly _____ market research to stay ahead of the competition.
5. The hotel's _____ rate is a key indicator of its success.
6. An employee would often _____ working independently with collaborating with the team.
7. The management team decided on an equal _____ of responsibilities among the different departments.
8. It took the Hilton many years to _____ to the top of global rankings.
9. The company considered an _____ plan in case their original strategy failed.
10. Days Inn profits continue to _____ each quarter.



Complete the sentences using the active vocabulary.

1. The small business _____ to success by _____.
2. The manager had his own opinion and presented an _____ solution _____.
3. Collaboration between its _____ _____ for success of a company.
4. The management team made a difficult decision to _____ to reduce costs.
5. The CEO _____ delegating tasks with _____ himself.
6. The director _____ regular meetings in order to _____.
7. An equal _____ helps to prevent burnout and increase job satisfaction.
8. The management proudly announced that the hotel had _____ levels since 2019.
9. The director delegated tasks to the _____ according to their _____.
10. Accor was praised for _____ workers during crisis.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. The hotel's revenue is directly impacted by changes in the number of visitors.
2. The small business reached success through hard work and determination.
3. The management of Four Seasons Hotels focused its attention in turns on staff training and developing incentive programs.
4. The human resources department handles employee recruitment, training, and development.
5. The entrepreneur sought out other sources of funding for his venture.
6. The finance department ensured an equal distribution of funds among the different branches to support their goals.
7. The hotel chain tried to avoid firing workers by implementing cost-cutting measures.
8. All the employees of the new branch of Marriott International are highly skilled.
9. The company explored additional investment opportunities to diversify their portfolio.
10. The CEO holds regular meetings to update investors on the company's financial performance.



Paraphrase the sentences using the active vocabulary.

1. Theoretically, any employee can make a career and become the CEO.
2. Best Western Hotels implemented measures to attract more visitors during the off-season.
3. The management tries to make sure that all shareholders receive equal profits.
4. The startup had to switch to another business model to adapt to the new circumstances.
5. Customers are often polled by a special team in order to find out ways to improve the company's products.

6. When a company grows, it has to create new departments to meet the new goals.
7. Ascot Limited offers many incentive initiatives to all its workers.
8. The employees who lost their jobs were given the opportunity to find new employment.
9. The hotel manager reached his position through dedication and hard work.
10. Cathay Pacific invested in turns in high-risk and low-risk opportunities.

VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. The travel agent _____ with the supplier to confirm the availability and details of the tour package.
2. We would like to invite you to attend our press conference, where we will make an official _____ about our partnership with a renowned charity organisation.
3. The CEO wants to build a lasting _____ that will benefit the company for years to come.
4. The _____ auditor discovered some irregularities in the accounting records and reported them to the senior management.
5. The merger _____ by Accor Hotels and FRHI is likely to create a new leader in the industry.
6. The committee members agreed to add a new item to the _____ after receiving some feedback from the stakeholders.
7. Booking Holdings aims to achieve _____ growth by investing in new markets, expanding its product portfolio, and improving its operational efficiency
8. The trainer _____ the participants on the key takeaways from the workshop.
9. Conrad Hilton was an _____ American businessman who built a successful empire from scratch.
10. The project manager presented a detailed report on the _____ of the goals, deliverables, and milestones of the project.
11. The finance director _____ the board of directors to a potential cash flow problem that could affect the profitability of the company.
12. After the trade show, the marketing team held a _____ session to review the feedback they received from the attendees and the leads they generated.
13. The management of Hyatt attaches importance to sustainable practices in the hope to leave a positive _____ for future generations.
14. The speaker apologised for deviating from the _____ and promised to get back on track as soon as possible.



Complete the sentences using the active vocabulary.

1. The training program aims to develop _____ of employees and help them become more _____ in their roles.
2. The project leader conducted _____ with the team to identify _____.
3. The cruise line has a _____ and successful relationship with _____.
4. The board members voted on the _____ items and reached a consensus on _____.
5. The merger was a complex and difficult process, but it was _____ smoothly and _____.
6. The legal adviser _____ the CEO of a possible lawsuit _____.
7. The travel agency _____ a new online service and promised _____.
8. The CEO hopes to leave a positive _____ for _____.
9. In this memo, we would like to make an _____ about the upcoming _____.
10. The CEO congratulated _____ on their remarkable _____ of _____.
11. The committee _____ with the experts on the _____.
12. The _____ customer service representative quickly resolved a complaint _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. The project leader conferred ___ the stakeholders ___ the scope and objectives of the project.
2. The auditor will debrief the company ___ the findings and issues of the financial audit and the corrective actions required.
3. Even small and medium-sized companies, including those in the developing world, cannot escape the need to stay alert ___ technological change.
4. The first item ___ the agenda was to review the quarterly sales report.
5. Employees will be trained and regularly debriefed ___ the use of the new electronic system.
6. The employee alternated ___ working independently and collaborating with the team.
7. Improving the customer service and loyalty programs, offering more benefits and rewards to frequent flyers is ___ the top of the airline's agenda.
8. The board of directors will confer ___ the best candidate for the CEO position.
9. Due to the recession the acquisition of a rival company was taken ___ the agenda of the meeting.
10. The recruiter debriefed the candidate ___ the interview process and expectations and asked for any questions or clarifications.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. One of the greatest achievements of Booking.com is building a strong and loyal customer base.
2. The director officially informed the public of his retirement and thanked the employees for their support.
3. The attentive and vigilant trader anticipated the stock market's slide and sold his shares before they lost value.
4. The committee members agreed to add a new topic to the plan of discussion after receiving some feedback from the stakeholders.
5. The board of directors was timely warned of a potential legal issues that could affect the expansion plans of the company.
6. The airline has a reliable and efficient fleet of planes that can fly longer distances with less fuel consumption and emissions
7. The tourism board negotiated with the local authorities to obtain the necessary permits and licenses for the festival.
8. The operations manager scheduled a meeting with the staff to communicate the changes in the policies and procedures and to address any questions or concerns they might have.
9. The restaurant has an experienced sommelier who can recommend the best wine for your meal.
10. The report Summarises the main achievements and objectives that the department has successfully reached in the past year.

 **Paraphrase the sentences using the active vocabulary.**

1. Many policies and practices established by the founder of Marriott International continued to exist long after his retirement.
2. The successful rebranding campaign was mentioned in the annual report as one of the most important achievements of the team.
3. The customers were informed in time of potential problems in the work of customer support service due to maintenance work.

4. The secretary recorded the minutes of the meeting and emailed them along with the major topics to discuss at the next meeting to all the relevant parties.
5. The CEO was happy to inform the shareholders of securing a major contract with a leading company in the industry.
6. The cruise operator asked the captain for advice to plan the itinerary and the best schedule of the cruise.
7. To succeed in business one should always be ready to spot new opportunities.
8. Over several years the tour operator developed steady relationship with major hotel chains.
9. A special meeting was called by the project leader, who wanted to hear the opinion of his team on their progress.
10. A skilled and experienced event planner can organise any type of celebration.

CONFUSABLES

job (n)	a specific position or role that a person has in a company	<i>The receptionist's job is to greet visitors and manage phone calls.</i>
workplace (n)	the location or environment where the job is performed	<i>The management discussed ways to enhance the overall atmosphere in the workplace.</i>

Ex. 6. Fill the gaps with correct words. (job / workplace)

1. A safe and healthy _____ is a fundamental right of every employee.
2. A leader's _____ is to lead by example and inspire their team to do their best work.
3. If you work from home, your comfortable living room can be your _____.
4. The increased number of tourists coming to the coastal city led to the creation of many new _____ in the hospitality sector.
5. The marketing manager quit her _____ because she had a serious conflict with her co-worker who accused her of stealing his idea.
6. Effective _____ communication is key to building strong relationships with your team.
7. If he wants to keep your _____, you have to follow the _____ rules and regulations.
8. Providing feedback and coaching to their employees is one of the most important aspects of a team leader's _____.
9. The department staff loved their creative and challenging _____ but hated their demanding boss.
10. The agency provided the employees with a friendly and comfortable _____ to boost their morale and motivation.

TOPIC VOCABULARY EXTENSION: GETTING FIRED SOON?

As you know from the Unit, getting fired implies that an individual is leaving an organisation on poor terms. Sometimes a dismissal can happen suddenly, while on other occasions there can be indications of an imminent sacking. Study the following topic vocabulary to understand when there is a reason to worry.

Based on: <https://uk.indeed.com/career-advice/career-development/signs-you-might-get-fired>

STEP 1

Study the Mind Map and translate the phrases. Choose a worrying sign that you might remember from your experience at work / at class / in project teams. How did your manager / teacher / team members act in that situation and what did you do to reduce negative outcomes.

WORRYING SIGNS OF GETTING FIRED SOON



STEP 2

1. Read and translate the following sentence parts. Match a–h to the Mind Map blocks 1–8. Make sure the ideas in each set paraphrase / explain / reinforce each other.

- ... [when] the company *slashes your pay* while others receive theirs in full.
- ... [when] others *receive praise and appreciation for their efforts* and you don't.
- ... [when] the manager is talking about *a few new hires to a role* similar to yours.
- ... [when] the manager *suddenly reduces your workload* without consulting you first.
- ... [when] the manager and team members start *disassociating themselves from you*.
- ... [when] you *receive constant complaints* from your superiors about your professionalism.
- ... [when] your manager suddenly asks you *to hand over some of your assignments to colleagues*.
- ... [when] you notice that your superior *keeps ignoring your mistakes*, especially the obvious ones.

2. Read and translate the following statements. Decide whether they signal you are going to be fired soon, or there is nothing to worry about.

- There are times when a struggling company has no choice but to *reduce salaries of their staff* to stay afloat.
- Performance appraisals* are methods of assessing an employee's outputs; there might be *occasional unpleasant reviews on your performance*.
- In case you *feel overwhelmed*, you can request fewer task, and your superior will try to *sort it out*.
- Companies may *advertise some job openings* — this is their long-term strategy to acquire talented hires. Besides, *a sudden resignation* of an employee may leave a position vacant, so companies try to minimise such risks.
- A manager's job is to *point to their subordinate's errors* so as to ensure productivity improvement.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) about an unproductive employee who is getting fired / dismissed / sacked / terminated soon. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of addition and reinforcing.

UNIT 8

MARKETING

FUNCTIONAL LANGUAGE: REFERENCING RELATED TOPICS AND IDEAS

STEP 1

Read the theory and study the box with examples. Translate the words if in doubt.

A speaker / writer may use the following linking words in two ways:

1. To move from one related topic / idea to another. The linking word sets a further outlook, and the listener or reader is expected to infer the relation between topics / ideas.
2. To reference a previous topic / idea. The linking word indicates a backward glance at the ideas that have been mentioned and need more detail in the moment of speaking. Backward links cannot be omitted as they make communication more structured and traceable.

Considering (this),
Concerning (this),
Regarding (this),
In regard to (this),
With regard to (this),
With this in mind, I...
With reference to (this),
As regards (this),
As for (this) / **as to** (how, what)
On the subject of (this),
Looking at (this)

Product, price, place, and promotion are the 4Ps of marketing. They collectively make up the essential mix a company needs in order to market its product or service. **Regarding product**, we can say that it is mainly about fulfilling an absence in the market. **With regard to price**, we need to know who our direct competitors are. **As for place**, key considerations may include a physical storefront and an online website. **On the subject of promotion**, we shouldn't forget about targeted placements. So, **looking at marketing in general**, we can only agree that the 4Ps aim at creating, communicating, and delivering value for customers, partners, and society at large. (109 words)

STEP 2

Revisit *Listening 1*, *Self-Assessment Quiz*, and *Reading 1* to find out related ideas. Connect them, using the linking words. You may want to add your own ideas. In pairs, exchange your variants.

Example:

Listening 1: confident in dealing with people...

Self-Assessment Quiz: companies operate in communities... companies' actions are constantly evaluated by those communities... such evaluation is essential for success in any business...

Reading 1: a company can preemptively engage a customer with specific content or media to boost certain emotions or reactions...

Referencing related ideas: *Looking at* confidence in dealing with people, we can say that smart companies act in two directions: they focus on the communities they operate in and they preemptively engage customers with specific content. *Regarding the communities*, their positive evaluation is essential for success in any business. *As for customers*, their reactions to the marketing content can boost positive emotions and lead to closing a sale.

STEP 3

OUT-OF-CLASS Write a paragraph (120-140 words) on 'Positioning'. Start it with a claim of fact. Use the paragraph in Step 1 as an example. Make sure to use as many linking words as possible.



You may want to write about the positioning of a well-known company in the industry.

VOCABULARY PRACTICE 1

Ex. 1. Fill the gaps with the active vocabulary.

1. Holiday Inn _____ its loyalty program by offering discounts, upgrades, and free nights to its members.
2. A celebrity couple _____ a romantic getaway by spending their honeymoon there and featuring it in a magazine spread and TV show.
3. A museum encourages visitors to upload their photos and videos of the exhibition on social media in order to get more media _____.
4. Launching a product _____ conducting market research, designing the product, testing the prototype, and marketing the product to the customers.
5. _____ action in business can help to mitigate risks and avoid potential problems before they happen.
6. The Forestis Dolomites eco-friendly hotel received the _____ of an influential environmentalist.
7. The company made a _____ move to acquire its _____ before it could pose a threat to its market dominance.
8. A travel agency is an _____ of a car rental service and recommends their vehicles to customers.
9. The company used a market _____ strategy to dominate the market and prevent the entry of new competitors.
10. Collaborating with other businesses or influencers can also help to _____ a business to new audiences.
11. The bitter _____ between the two hotel chains intensified as they competed for the same market segment and customers.
12. A golf course owner is giving away free passes and merchandise to participants and spectators for the _____ of their facilities.



Complete the sentences using the active vocabulary.

1. The respected journalist _____ a new tourist destination by writing _____.
2. A business that fails to _____ itself online sufficiently may struggle to _____.
3. A travel vlogger is an _____ of a camera brand and earns money by _____.
4. The Carnival cruise line _____ its exotic destinations by _____.
5. Achieving long-term success in business _____ constantly adapting to _____.
6. A spa resort gained the _____ of a famous actor who posted _____.
7. _____ planning is essential for businesses looking to expand into _____.
8. Expedia Group's _____ hired some of its former employees and _____.
9. Direct Travel exploited the _____ among its suppliers in order to _____.
10. The company achieved high market _____ by creating _____.
11. One way for a business to increase its _____ is by attending _____.
12. The marketing campaign was so aggressive that the media was _____ with _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. A well-designed website can also help a business to make its services better known among the target audience.

2. Music festival organisers turned to a renowned musician asking him to help make the event more popular by making posts on Snapchat and TikTok accounts.
3. A winery advertises its products by offering wine tours and tastings to visitors.
4. A flight comparison website closely cooperates with several airlines hosting their ads.
5. Hiring an employee involves posting the job advertisement, screening the applicants, conducting the interviews, and making the offer.
6. Paid advertising, such as Google AdWords or Facebook Ads, can be an effective way to make a business known to a wider audience.
7. Shareholders supported the management by voting in favor of their proposals and decisions at the annual general meeting.
8. The hotel chain promotes its brand by sponsoring a TV show that features its properties, and showing them to millions of viewers who may be interested in staying there.
9. Qantas had to act in advance to save its reputation of the most reliable airline.
10. A popular way for a business to gain public attention is by collaborating with other businesses or influencers in their industry.
11. The sales dropped after a competing company launched a viral marketing campaign and flooded the market with its products.
12. Booking.com avoided the struggle with its potential competitor by collaborating with them and creating a co-marketing campaign that benefited both parties.



Paraphrase the sentences using the active vocabulary.

1. Thinking and planning long term can help a business be prepared for potential challenges and disruptions.
2. The air travel industry today is shaped by the presence of two major companies in the market: Boeing and Airbus.
3. With too many players and products in the market, sales could no longer increase.
4. When merging with a rival company, Marriott International took into account all the potential risks.
5. The authors of a travel podcast tightly cooperated with a restaurant reservation platform and suggested dining options to their audience.
6. The startup occupied such a narrow market niche that there was hardly anyone to challenge it.
7. Barcelona strives to make its culture and heritage better known by organising festivals with music, dance, and art performances, and inviting tourists to join the festivities.
8. Advertising through social media and messenger apps can also be an effective way for businesses to reach a wider audience.
9. A famous model regularly visits Louis Vuitton stores and posts their outfits and accessories on her Pinterest board and Vogue account.
10. Social media platforms are powerful tools for businesses looking to make themselves known to more potential clients.

ACTIVE VOCABULARY PRACTICE 2

Ex. 3. Fill the gaps with the active vocabulary.

1. The customer was satisfied with the _____ response he received from the Hyatt, who addressed his query promptly and politely.
2. One of the challenges of running a global business is to maintain _____ standards across different markets and cultures.
3. The marketing team has the _____ to choose the most effective advertising channels for their campaign.

4. The article gave a detailed _____ of the latest innovations in the tourism industry.
5. The marketing analyst used her professional _____ to interpret and report the results of the marketing campaigns and activities.
6. The _____ financial statements reflected the true and fair view of the business's performance and position.
7. The forecasts of market experts proved _____, and the project turned to be commercially successful.
8. The hotel business has to comply with the _____ regulations and standards, which ensure the quality and safety of its services.
9. The boss gave her staff considerable _____ in planning their _____.
10. The marketing manager had a strong _____ of the market trends and customer behavior, and adjusted the marketing strategy accordingly.



Complete the sentences using the active vocabulary.

1. The CEO emphasised the importance of _____ performance to _____.
2. The shareholders admired the _____ of the market research that _____.
3. The manager gave a detailed _____ of the company's _____.
4. The customer was happy with the _____ service he received _____.
5. The employee had to give an _____ of his actions to the _____.
6. When dealing with _____ the hotel staff can act at their _____.
7. The company hired a consultant to provide an expert _____ on the _____.
8. The customer service representative had a good _____ of humor and _____.
9. The team leader was given full _____ to act _____.
10. The business intern had a strong _____ of curiosity and learning and _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary List 1&2.

1. ___ all accounts, the Ritz's services are among the best in the market.
2. A marketing strategy should be consistent ___ the financial goals of a company.
3. It's ___ a marketer's discretion to decide how much personalisation should be incorporated into email marketing campaigns.
4. Deciding which team member is best suited for a particular task is left ___ the team leader's discretion.
5. The management relied ___ auditor's professional judgment in evaluating the financial state of the company.
6. Many travel bloggers are affiliated ___ travel companies and hotel chains.
7. The services of the catering company are mostly promoted ___ online advertising.
8. Making major decisions that can impact the direction of the company is ___ CEO's discretion.
9. Bitter rivalry ___ market players can often reduce consumer prices.
10. A review posted on social media can expose a product ___ a huge audience.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. The business researcher was very ethical and conducted the business research in a fair and honest manner, respecting the privacy and rights of the participants.
2. The specialist applied her understanding of technology to use and optimise the various marketing tools and platforms such as social media, email, website, etc.
3. The manager gave his employees the right to choose their own projects and deadlines.
4. Constant research and analysis are necessary for understanding your target audience and their needs and preferences.

- The potential investor was impressed by the meticulousness of the presented report.
- In a highly competitive market one needs a proper strategy to gain advantage over rivals.
- The marketing director gave a detailed description of the campaign's objectives, strategies, and results.
- The authors of the market research gave a surprisingly careful analysis of the current trends.
- Most people agree that Tru by Hilton offers customers a unique and memorable experience.
- The management did not see any use in opening new foreign branches in times of crisis.



Paraphrase the sentences using the active vocabulary.

- The blogger wrote a captivating story about the marketing event that he attended, where he met some influential people.
- The new advertising slogan was supposed to be in line with the values of the target audience.
- The CEO had the right to decide when to expand operations overseas.
- Many experts did not believe that the financial information released by the company reflected its real state.
- The content of a company's social media account should be in line with its vision and values.
- Professional experience helped the travel agent to find the best deals and options for her customers based on their needs and preferences.
- The employee filed a complaint against his supervisor, who described his performance inaccurately.
- The marketers needed to have a detailed and precise picture of the market trends before launching a campaign.
- The business coordinator was good at organisation and coordination, which helped him to plan and execute business events efficiently and effectively.
- The team was praised for their creative and effective presentation of the brand's history and values.

CONFUSABLES

prospective (adj)	expected or likely to happen or become smb/smith in the future	<i>Investors assess the prospective earnings of a startup before making funding decisions.</i>
perspective (n)	a viewpoint on or attitude to smth.	<i>The CEO's long-term perspective shaped the company's strategic vision.</i>

Ex. 6. Fill the gaps with correct words. (prospective / perspective)

- A good marketer should always try to understand the customer's _____ and needs.
- The company launched a new campaign to attract more _____ buyers for their products.
- From a historical _____, the evolution of marketing can be divided into several eras.
- The sales team followed up with the _____ clients who showed interest in their services.
- The survey results have given the company a new _____ on how to improve its brand image.
- The _____ customers were invited to a free trial session to experience the benefits of the program.
- The CEO shared his personal _____ on the latest trends and developments in the travel industry.
- The _____ employees are asked to submit their resumes and portfolios for review.
- The workshop helped the employee gain a different _____ on how to communicate effectively with coworkers.
- The _____ partners were impressed by the agency's innovative approach to organising business trips.

Ex. 7. Revision: Chose the right word.

1. Digital transformation, government initiatives and a rise in disposable income have given the tourism sector a significant boost and made it brimming with *workplace / job* opportunities.
2. Travel and tourism professionals are expected to evolve their skill sets to *adapt / adopt* to domains like digital services and sustainability.
3. With the rise of social media, the industry *confronts / faces* soaring demand for marketing professionals such as content creators, writers and photographers.
4. Both current and *prospective / perspective* professionals can take advantage of the growing opportunities.
5. Negotiation skills and empathy are highly valued for effective communication in the *workplace / job*.
6. Seeking mentorship from senior professionals who have navigated similar career shifts can offer a more holistic *perspective / prospective*.
7. As companies in the segment grow in number, they need leaders who can effectively *confront / face* challenges arising from high competition.
8. The travel industry relies massively on customer happiness — so being *responsible / responsive* to audience preferences as well as learning the art of offering superior customer experience is crucial.
9. Professionals from other sectors with experience in *adopting / adapting* sustainable practices are also in demand.
10. *Responsive / Responsible* mid-career professionals who have shown strong leadership and management skills previously are being searched for by recruiters.
11. Locals eventually *faced / confronted* the harsh realities of overtourism as their concerns were not addressed.
12. From the *prospective / perspective* of local residents, their involvement is crucial for the sustainability of tourism in their area.
13. Local communities who begin to feel that friction with tourists disturbs and damages their lives may need to *confront / face* the issues head-on to bring about meaningful change.
14. Tourism companies must *adapt / adopt* a more inclusive approach to ensure that local voices are heard and considered.
15. Businesses must be *responsive / responsible* to the needs and concerns of local communities to foster a more harmonious relationship.
16. This public-private partnership of the tourism industry and local residents should *adapt / adopt* to include community representatives to ensure a more balanced approach.
17. There are many examples proving that *prospective / perspective* tourism projects can be sustainable and beneficial for all involved.
18. Instead of prohibiting tourists from visiting certain areas, local authorities seek to promote *responsible / responsive* travel.
19. Tourism businesses must be prepared to *adopt / adapt* their existing processes to ensure seamless integration and maximum effectiveness.
20. In the world of enhanced productivity, a toxic environment can decrease *job / workplace* satisfaction and lead to high turnover rates.

TOPIC VOCABULARY EXTENSION: THE HARD SELL AND THE SOFT SELL

As you know from the Unit, sales and marketing teams adapt to the conditions of their industries. They use the hard sell in industries that require quick sales, and they use the soft sell in industries that require repeat sales. Study the following topic vocabulary to talk about these two sales techniques more confidently.

Based on: <https://www.indeed.com/career-advice/career-development/hard-sell-vs-soft-sell>

STEP 1

1. Study the words and phrases in the box below; they characterise either the hard sell or the soft sell. Make sure you understand all the words. Fill in gaps with the words and phrases, using the correct verb forms.

- | | |
|---------------------------------|-----------------------------------|
| a. offering | i. close the sale |
| b. potential sales | j. make a purchase |
| c. immediate sales | k. buy out of impulse |
| d. a feeling of urgency | l. resolve one`s problems |
| e. prospective customer | m. improve a customer`s life |
| f. multiple conversations | n. advertise limited-time deals |
| g. deepest needs and challenges | o. research offers of competitors |
| h. improvise | |

- Hard selling doesn't follow a strict sales process; it allows salespeople 1) _____ with each customer.
- Soft selling prioritises 2) _____ over 3) _____; this gives customers time to think about your 4) _____.
- After 5) _____, this type of salespeople immediately search for their next 6) _____.
- Learning a customer's story can help you understand what motivates them 7) _____.
- Focusing on a customer's immediate needs creates 8) _____; this makes them 9) _____.
- Some companies want their marketing teams to learn about their customers` 10) _____.
- Giving customers little time to think about an offer prevents them from 11) _____.
- Building long-term relationships with a customer means finding opportunities 12) _____.
- Salespeople can inspire the fear of missing out in their customers by 13) _____.
- Some companies prefer to emphasise how their product or service can 14) _____; this is usually done after developing a customer relationship through 15) _____.

STEP 2

CLOSING THE SALE: Match the customer resistance to the appropriate salesperson`s response. Think whether these interactions belong to the hard or the soft sell.

Customer Resistance	Salesperson`s Response
1. I`m afraid I can`t.	a. I`m all ears!
2. I`m still not sure.	b. What about?
3. I`d like to think about it.	c. I see. If I could find a way to improve on that, would you be more interested?
4. I`m not happy about the delivery time.	d. I think you are right to choose the economy option.
5. I certainly wouldn`t want the luxury offer.	e. What`s stopping you?
6. I never make a decision without consulting my partner.	f. Of course not. When shall we arrange for the three of us to meet?
7. There are several questions that would need answering first.	g. Of course. Perhaps, I can help. What is it you`d like to think about?

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) describing the sales technique that worked well on a client in the hospitality industry. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of referencing.

UNIT 9

OFFENCES AGAINST TOURISTS

FUNCTIONAL LANGUAGE: EXPRESSING CERTAINTY

STEP 1

Read the theory and study the box with examples.

When dealing with legal issues, it is crucial to understand what facts / information / laws you know for sure and what needs to be approached in more detail. It is equally important to express yourself clearly and understand your lawyer correctly when receiving legal advice. The following linking words and other signaling phrases may help you with it.

BEING SURE OF THE FACTS

Strictly speaking
Realistically speaking
Certain(ly), sure
In fact, in reality
The bald facts say
Undoubtedly, actually

BEING LESS SURE OF THE FACTS

As far as I know
By all accounts
Evidently, apparently
Possibly, probably
It seems (un)likely

MAKING A GENERALIZATION

As a general rule, normally
In principle, in general
To a great extent
For the most part

DIALOGUE BETWEEN A CLIENT AND A LAWYER

- Is it **possible** to sue the hotel for my injuries?
- **In principle**, yes. Under the law, when you are injured on a hotel property that falls under the category of what we describe as premises liability cases.
- **As far as I know**, premises liability law applies to supermarkets. One of my colleagues told me that something heavy fell on him from a shelf.
- It is **really** no different than if you were injured in a supermarket or in an apartment building — the same law of general negligence applies. So, you **must** prove in a hotel case that the hotel had a dangerous condition of their property. But **the bald facts say** that you have to be able to prove that they either knew about that problem and did not fix it, or that they should have known about it but had such a bad maintenance practice that they fail to detect this problem and protect their customers from it.

STEP 2

1. In pairs, complete the dialogue that you started reading in Step 1. Fill the gaps with the words varying in certainty.

realistically speaking, sure, most, probably, usually, as a general rule, unlikely

- It seems 1) _____ that the hotel will pay for my medical bills, right?
- Your medical bills are 2) _____ covered under medical payments coverage. 3) _____ hotels maintain at least some level of free insurance available to you. 4) _____, they will provide up to two thousand dollars or so.
- If I 5) _____ have a medical coverage in my travel documents, then do I still need to provide evidence for my case?
- 6) _____, if you do have an accident in a hotel, then be 7) _____ to get any evidence that you can — photographs, names of witnesses, etc.


2. Revisit Reading 1 to practice a similar dialogue between a more and a less knowledgeable traveller.

STEP 3

In 10–12 sentences, write a piece of advice / recommendation to another student based on your experience. Use as many words of (un)certainty as possible.

Questions from a second-year student: Are cheating and plagiarism common at your English classes? What do your peers generally say about academic dishonesty? Do they believe it can help them in professional development?

The answer from a third-year student: write your answer on a separate sheet of paper

 Do the task as suggested, adding some thoughts about the responsibilities of a higher institution towards their students. You may want to find some legal information on the Internet or take some ideas from the following document:

UNESCO: “World Declaration on Higher Education for the Twenty-first Century”, 1998

URL: <https://unesdoc.unesco.org/ark:/48223/pf0000141952>

VOCABULARY PRACTICE 1

Ex. 1. Complete the sentences with the active vocabulary.

- Starwood Hotel’s security policies ensure the safety of its employees and visitors on the _____.
- Hotel employees can be held _____ for their actions if they engage in illegal or unethical behavior.
- The lease agreement is legally _____ and outlines the responsibilities of both the landlord and tenant.
- The airline’s human resources department was _____ in their hiring process, resulting in unqualified employees being hired.
- Businesses in the travel sector are sometimes _____ from certain regulatory standards to encourage innovation.
- International trade agreements _____ cross-border business transactions.
- The non-disclosure agreement _____ Lufthansa employees to maintain the confidentiality of sensitive company information.
- The court ruled that the employer had _____ the employee’s rights by not providing a safe working environment.
- The British Airlines management was able to _____ the labor dispute by negotiating a new contract with the union.
- The company’s _____ for data breaches can be significant, especially if it results in the loss of sensitive information.
- The _____ of trade agreements had serious implications for Continental’s international operations.
- The confidentiality agreement _____ parties involved in a negotiation or deal to keep all shared information confidential.

 Complete the sentences using the active vocabulary.

- The partnership agreement _____ all partners to _____.
- The contract dispute was finally _____ after lengthy _____.
- The _____ of copyright laws by the marketing agency led to _____.
- The contract is legally _____ and must be _____.

5. The supplier has clearly _____ the terms of agreement by _____.
6. Local authorities decided to _____ hotels from certain taxes in order to _____.
7. The restaurant was _____ in maintaining food safety standards, leading to _____.
8. As a business owner, you are _____ for any legal issues that _____.
9. The hotel _____ are inspected regularly by safety officials to ensure _____.
10. _____ for environmental damage can be significant, especially if _____.
11. The government has the power to _____ relations between businesses through _____.
12. The shop _____ must be equipped with _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. Hilton's contracts with its suppliers must be followed by all parties and are crucial to maintaining its high quality of service.
2. McDonald's food safety standards are regulated by both internal policies and external rules.
3. The Ritz-Carlton could be allowed not to pay property tax in certain areas due to local incentives for tourism development.
4. The legal department managed to settle the issue before it escalated into a lawsuit.
5. Starbucks's legal responsibility in cases of food poisoning or other health issues is a major concern for the company.
6. The airline faced severe penalties for its violation of the environmental regulations.
7. Apple's headquarters in Cupertino, known as Apple Park, is one of the most energy-efficient buildings in the world.
8. The terms of the lease oblige the tenant to pay rent and maintain the property.
9. Shangri-La Hotels and Resorts takes measures to prevent any irresponsible actions that could compromise the safety or comfort of their guests.
10. The licensee violated the licensing agreement by using the licensed technology in an Unauthorised manner.

 **Paraphrase the sentences using the active vocabulary.**

1. If it was found that Radisson did not pay due attention to maintaining safety standards, it could face serious legal consequences.
2. The tour agency was able to iron out its tax related issues by hiring a team of experienced accountants.
3. After data security protocols were violated, the firm suffered a significant financial loss.
4. All KFC's franchisees must stick to the terms of the contract to maintain consistency across the outlets.
5. Under the partnership agreement, all partners must contribute to the business and share in its profits and losses.
6. The agent is responsible for the actions and transactions they undertake on behalf of their principal.
7. The campus of Booking.com in Amsterdam is designed to encourage collaboration and innovation.
8. The disclosure of business secrets had serious consequences for the competitive position of the cruise line.
9. The state regulation of travel companies like Galaxy Entertainment has always been stringent and comprehensive.
10. InterContinental Hotels Group does not have to pay some environmental levies due to its investments in renewable energy.

CONFUSABLES

liable	legally responsible for damages or losses that occurred due to their actions	<i>Failure to comply with safety regulations can make a company legally liable.</i>
responsible	1. capable of making rational decisions and aware of potential consequences of actions 2. having certain personal or professional duties	<i>A responsible business considers environmental impact in its operations. The board of directors is responsible for strategic planning and governance.</i>

Ex. 3. Fill the gaps with correct words. (liable / responsible)

- As a parent, you are _____ for ensuring your child's well-being, which includes providing nutritious food, a safe environment, and emotional support.
- If you break the law by committing a crime such as theft or assault, you are _____ for the legal consequences, which may include fines, imprisonment, or both.
- The manufacturer was held _____ for the product defect that caused harm to consumers, resulting in a massive recall and compensation for those affected.
- As a citizen of your country, you are _____ for following the rules and regulations set by the government, including paying taxes and obeying traffic laws.
- The landlord is _____ for maintaining the safety of the building by ensuring that all safety codes are met and that necessary repairs are carried out promptly.
- If you cause an accident while driving under the influence of alcohol, you could be held _____ for any damage or injury caused, leading to legal penalties and increased insurance rates.
- As a pet owner, you are _____ for your pet's health and safety, which includes providing proper food, regular exercise, and necessary medical care.
- The city council is _____ for maintaining public parks by ensuring they are clean, safe, and well-equipped for residents to enjoy.
- If your actions result in someone else's injury, such as if your dog bites someone, you may be _____ for medical costs and other damages.
- As a student, you are _____ for your own learning by attending classes regularly, completing assignments on time, and actively participating in class discussions.

VOCABULARY PRACTICE 2

Ex. 4. Complete the sentences with the active vocabulary.

- The company's _____ advertising practices led to a significant fine from the regulatory body.
- The customer service team must _____ a customer's identity before providing support.
- The _____ representatives of Trek Travel provide detailed information about their services to clients.
- Legal restrictions on marketing and advertising can _____ with a company's ability to reach its target audience.
- The employees _____ that the management is not transparent about salary distributions.
- The CEO of Green Energy Corp was found guilty of _____ shareholders about the company's financial health.
- The board at McDonald's has _____ an overhaul of their menu to include more healthy options.
- Walmart was accused of _____ labor rights by not providing adequate working conditions for its employees.

9. The serious _____ that the firm was selling customer data has raised privacy concerns.
10. Facebook Inc., the social media giant, faced widespread criticism and user backlash due to the clear _____ of user privacy rights.
11. Oceanic Cruises provided all-inclusive packages to _____ tourists to choose them for their vacations.
12. The Hilton London Metropole has a _____ license to operate its business in the United Kingdom.
13. The government should not _____ in the operations of private businesses.
14. The business had to adapt quickly to the bureaucratic _____ and sudden changes in import-export policies.



Complete the sentences using the active vocabulary.

1. SkyHigh Airlines offered early bird discounts to _____ travellers to _____.
2. The hotel's major _____ of health regulations led to _____.
3. The food company deliberately _____ the public by claiming _____.
4. The company had to deal with competitors' damaging _____ aimed at _____.
5. The Apple Inc. ads were criticised for being _____ about the battery life of _____.
6. Starbucks Corp. needs to _____ the quality of coffee beans before _____.
7. The tour operator's license proved to be _____, which led to a lawsuit from _____.
8. Best Western _____ environmental laws by not _____.
9. The Ritz Plaza Hotel is now an _____ partner for many _____.
10. The local government has _____ the construction of _____.
11. The _____ of workplace harassment has led to _____.
12. The media outlets _____ that Qatar Airways has been involved _____.
13. The shift towards online shopping could _____ with the sales of _____.
14. The ongoing pandemic _____ with hotels' work due to _____.

Ex. 5. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. The customer is liable ___ paying the invoice within the due date.
2. Directors and officers can be held liable ___ their actions if they engage in illegal or unethical behavior.
3. The franchisee was negligent ___ adhering to the franchisor's rules and regulations, resulting in the termination of the franchise agreement.
4. The court's decision is legally binding ___ both parties.
5. The success of SpaceX in commercial space travel could interfere ___ the plans of other players such as Blue Origin and Boeing.
6. Certain agricultural businesses may be exempt ___ water usage restrictions during a drought.
7. The company's insurance policy covers any damage or loss of property ___ the premises.
8. The liability ___ damages is limited to the amount specified in the contract.
9. The law exempts certain goods ___ import duties to encourage local industries.
10. The company's contracts are governed ___ the laws of the state or country in which they were signed.
11. It's not appropriate for an employee to interfere ___ matters that are beyond their job description.
12. Starbucks' gift cards are only valid ___ use at participating locations.
13. The local guide tried to deceive the tourists ___ paying a double price for his service.
14. The court found the defendant guilty of interference ___ the plaintiff's business opportunities.

Ex. 6. Paraphrase the underlined parts using the active vocabulary.

1. The Boardwalk Hotel was accused of misleading marketing when it exaggerated the proximity to local attractions.
2. Coca-Cola's quality control department has to check the quality of their beverages in different markets.
3. The leadership of American Express Travel has given its formal permission for a change in their marketing strategy.
4. Uber broke labor laws by classifying drivers as independent contractors instead of employees.
5. The government officials groundlessly claim that the tech giant is not paying its fair share of taxes.
6. Only McDonald's official franchises can use the company's branding and logo.
7. The tech company was accused of trying to give users false information about its data privacy practices.
8. The unsubstantiated statement that the hotel misrepresented its visitor numbers has made investors wary.
9. The Langham hotel has a current contract with local suppliers to support its restaurant business.
10. The Stanley Hotel now officially has the right to host annual business meetings and conferences.
11. Nike Inc. signed endorsement deals with athletes to persuade sports fans to buy their products.
12. The Sunset View Inn faced unwanted attention from the local council over their plans to host outdoor events after 10 PM.
13. The growing international tensions can seriously affect the company's enlargement plans.
14. McDonald's Corporation was fined for not following health and safety standards in some restaurants.



Paraphrase the sentences using the active vocabulary.

1. The supply chain of Lotte Hotels was disrupted due to a strike at the port.
2. Booking.com was groundlessly accused by the media of interference in travel markets by monopolising certain services.
3. Uber Technologies Inc. provided incentives so that joining their network would be more appealing to drivers.
4. The cruise line faced employee strikes after it was found out that the company neglected the rights of its workers.
5. The travel insurance company tried to provide policyholders with false information about the terms and conditions of its policies.
6. The manager objected to any outsiders getting involved in his team's project.
7. The Welcome Inn advertising promised free breakfast, but it was not included in the room rate.
8. The HR department needs to make sure that the credentials of a candidate are not false before hiring.
9. The restaurant faced a fine when it came to light that its license to sell alcohol expired a long time ago.
10. The Marriott Regency Hotel has got the official permission of the local authorities to expand its business to new locations.
11. An audit of the hotel chain's financial records was started after the company was accused of tax evasion.
12. The Boardwalk Hotel has been improperly disposing of waste into the nearby river, according to environmental activists.

TOPIC VOCABULARY EXTENSION: LUGGAGE STOLEN ON VACATION

As you know from the Unit, there are many nightmare travel scenarios, and getting your luggage stolen might be one of them. Although this is always an upsetting experience, knowing how to approach the situation may lessen some of the stress. Study the following topic vocabulary to talk about such situations more confidently.

STEP 1

1. Study the words and phrases that describe typical actions and points of concern when one's luggage is stolen. Fill in the gaps, using the correct verb forms.

- | | | | | |
|-----------|-----------------|-------------|------------------------|------------------------|
| a. prove | d. pick up | g. misuse | j. make / file a claim | m. emergency items |
| b. report | e. double check | h. validate | k. luggage tag | n. insurance company |
| c. state | f. block | i. register | l. reimbursement | o. fraudulent payments |

Here, we look at what to do if your luggage has been stolen. Before you submit any reports, 1) _____ your luggage has definitely been stolen, and not 2) _____ by mistake. Look for any similar bags which may have an identifying 3) _____ with contact details. Once you've established that your bag is definitely missing, it's time 4) _____ it to the relevant person. Depending on where you are, this could be airline staff, hotel or hostel staff, a train conductor, the manager at a restaurant, or a driver on public transport. Ask them for any forms or written documentation you'll need 5) _____ it has been stolen. In the case of airlines and hotels, they might also be able to provide you with 6) _____ such as toiletries. If you had any bank cards, mobile phones or similar valuables in your luggage that could 7) _____, take the necessary steps 8) _____ them. 9) _____ your travel insurance coverage, you'll often need a written police report 10) _____ your luggage has been stolen; it's important to get this within 24 hours. Now that the theft has been reported and you've blocked any 11) _____, it's time to call your 12) _____ and begin 13) _____. Your insurance company can guide you through how 14) _____ your missing belongings and seek 15) _____.

STEP 2

Arrange the statements below in the right chronological order, adding important details and actions from Step 1. The highlighted parts illustrate the actions and details to remember and do when your belongings have been stolen.

1. When filing a claim, include as much information as possible — receipts and **appraisals**.
2. **Document all interactions and communications** regarding the theft for future reference.
3. If the item is not in 'lost and found', it is time to file a claim with the **Transportation Security Administration**.
4. If your missing item does not turn up during the TSA's investigation, check with your insurance company to see if it will **cover the loss**.
5. If you are missing a specific item, start by checking with the **'lost and found' department**.
6. If you think an expensive item, such as electronics or jewelry, was stolen from your luggage, call the **law enforcement office**.
7. **Follow up regularly with** both the TSA and your insurance company to ensure your claim is being processed.

STEP 3 SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) about a stolen luggage. Use as many topic vocabulary items as possible.



Do the task as suggested, joining your ideas with the functional language of (un)certainty.

UNIT 10

EMPLOYMENT, ARBITRATION AND ANTITRUST LAW

FUNCTIONAL LANGUAGE: EXPRESSING (DIS)SATISFACTION WITH THE OUTCOME

STEP 1

Read the theory and study the box with examples.

When dealing with difficult situations, especially legal issues, it is natural to feel and verbally express a variety of emotions. However, when describing the processes and outcomes to your lawyer / manager / coworker, it is important to be respectful and use the right words. The following words may help you with it.

SATISFIED

Fortunately
Mercifully
Ideally, luckily

DISSATISFIED

Unfortunately
Annoyingly
Foolishly
Surprisingly
Regrettably
Sad(ly), unfair(ly)

DIALOGUE BETWEEN A CLIENT AND A LAWYER

- **Unfortunately**, I lost the case. How can I go about it now?
- **Luckily**, most civil and criminal decisions of a trial court, as well as administrative decisions by agencies, are subject to review by an appeals court. **Regrettably enough**, losing parties can't appeal a case just because they are unhappy with the outcome; they may only challenge decisions that may have resulted from errors, such as a misinterpretation of legal precedent or reliance on evidence that should have been excluded.
- An appeals court reviews what happened in prior proceedings only for errors of law? It's so **unfair**.

STEP 2

1. In pairs, complete the dialogue that you started reading in Step 1. Fill the gaps with the words that signal (dis)satisfaction with the process / outcome.

sounds promising mercifully to my surprise sadly enough annoyingly

- Please, describe the trial in more detail. Maybe, I will find a solution.
- At the trial, when I and the other party presented our cases and evidence, including documents and photographs, the jury started weighing this evidence and determining the facts of the case. 1) _____, the judge did not properly control the activities in the courtroom. While the attorney of my opponent could raise objections, mine wasn't allowed to do so. 2) _____, I couldn't understand on what grounds. And, 3) _____, the judge made his legal decision in favour of my opponent.
- 4) _____, there is one important difference between a trial and an appeal court. This is the number of judges involved. A single judge presides over a trial, whereas an appeal is heard by several judges at once. I think this might give you a second chance.
- 5) _____, but I'm still worried. What if they don't see things my way? And how long does this process usually take? What are my chances of success? Let's get started, anyway. I want to make sure we don't miss any deadlines.

Based on legal advice from:
<https://www.findlaw.com/litigation/filing-a-lawsuit/appealing-a-court-decision-or-judgment.html>

2. Revisit Reading 1 to find out 5–7 phrases that describe actions / processes as well as results / outcomes. Prepare to express your (dis)satisfaction with finding yourself in a specific situation. Feel free to use your imagination. Here are a few examples from Reading 1:

Act / process:

1. You sue your employer because you have been harassed or discriminated against.
2. Your employer resolves disputes through private arbitration rather than in court.
3. Both of you can make claims in arbitration that would be too small to justify in court.

Result / outcomes:

4. You signed away your right to use the judicial system when you started the job.
5. The arbitrator has listened to the evidence and made a decision that is binding for the two sides.
6. Signing up to arbitration in advance does the two sides away with jockeying for legal advantage over where the case is best heard.

STEP 3

In 10–12 sentences, describe to what extent you are satisfied with your studies. You may want to consider teaching / learning / extracurricular / research / professional environment at your university. Use the description of a trial in Step 2 — a client's part — as an example.



Follow the general instructions suggested above, but write your sentences from an expert's position. Use a lawyer's part in Step 1 as an example.

VOCABULARY PRACTICE 1

Ex. 1. Complete the sentences with the active vocabulary.

1. The hotel company _____ that it was not liable for the customer's injury because it had followed all safety protocols.
2. The business owner was held liable for not adhering to the _____ of contract requiring adequate insurance coverage.
3. The defense argued that the employer was _____ against their client because of his race.
4. The booking service was investigated for sharing _____ financial information of its clients with marketing companies.
5. The federal court _____ a hefty fine on the travel company for breaching data privacy laws.
6. Businesses should train their employees on ensuring the _____ of customers' data to avoid potential legal issues.
7. Several pilots sued the airline for _____ work hours that violated labor laws.
8. The hotel company had to _____ with environmental regulations after allegations of illegal waste disposal.
9. The travel firm was accused of _____ for consistently promoting men over equally qualified women.
10. The tourism business is grappling with an _____ of bookings, indicating a successful marketing campaign.
11. The cruise line owner hired a legal team to _____ the patent infringement claims made by a competitor.
12. Taking an _____ stance in the face of potential legal issues can help a business maintain its reputation.



Complete the sentences using the active vocabulary.

1. American Airlines _____ that despite the economic crisis its strategic goals _____.
2. Companies can _____ the impact of the crisis by _____.

3. A bold and _____ approach to problem-solving has helped the tourism business overcome _____.
4. The _____ of our tourism business's financial reports is _____.
5. The _____ of a safe and secure environment is a top priority for _____.
6. Inside Japan Tours has to _____ with the task of _____.
7. Our strategic plans are kept _____ as we plan to _____.
8. Some luxury resorts are _____ towards high-income tourists _____.
9. Some businesses have a _____ against investing in _____.
10. The _____ promotion of certain tourist attractions has led to _____.
11. The tourism department _____ a code of conduct for _____.
12. There is an _____ of luxury hotels in the city, which is a boon for _____.

Ex. 2. Paraphrase the underlined parts using the active vocabulary.

1. The business owner was sued by a partner for violating several points in the partnership agreement related to profit sharing.
2. Some customer reviews on travel websites can reflect a subjective opinion and thus should be taken with a grain of salt.
3. Mountain Lodges of Peru keeps all medical information provided by tourists for emergency situations protected from outsiders to avoid possible lawsuits.
4. The travel agency was forced to change its hiring practices after the court ordered penalties for discriminatory practices.
5. The overconsumption of water by hotels and resorts in regions with water scarcity often leads to violation of environment protection laws.
6. The franchisee had to deal with a lawsuit from the franchisor alleging violation of the franchise agreement.
7. Wendy Wu Tours' preference of Asian destinations has made them a leading specialist in tours to this region.
8. The overwhelming number of tourists can be a major problem for small coastal towns.
9. The hotel owner hired a tax consultant to fight against the legal implications of the tax evasion investigation.
10. The management of Hilton Worldwide has stated that the company is strictly complying with all competition laws.
11. The business's owner is always very self-confident in negotiating better rates with vendors.
12. The plaintiff claimed that the city officials were prejudiced against him due to his political beliefs.



Paraphrase the sentences using the active vocabulary.

1. Booking.com takes measures to exclude unwanted access to cloud services data to comply with global data protection regulations.
2. Some investors never trust small startups and always invest in established dominating companies.
3. The online reservation service had to tackle several legal issues related to non-compliance with data privacy regulations.
4. Some countries fund local tourism development by introducing special taxes paid by foreign visitors.
5. The supplier was accused of using illegally obtained protected information to gain an unfair advantage in contract negotiations.
6. Demonstrating an obvious preference of certain types of customers may lead to lawsuits against a company.

7. The employee filed a lawsuit for violation of terms of employment contract related to overtime pay.
8. The legal aid organisation strives to help those who have been disadvantaged by unfair practices in employment.
9. Four Seasons Hotels and Resorts implemented new security measures to make the effects of data breaches less pronounced.
10. Lonely Planet has once again proved their authority in travel by publishing a new series of travel guides.
11. The ambitious expansion plans show that the company is in an excellent financial condition.
12. Extremely high demand in peak season can lead to inflated prices in the tourism industry.

VOCABULARY PRACTICE 2

Ex. 3. Complete the sentences with the active vocabulary.

1. Authorities imposed _____ on the size of tourist groups in mountainous regions for safety reasons.
2. The _____ of the travel consultant was a result of his rude behavior with customers.
3. Uber faced a lawsuit from its employees, who alleged that the company _____ them without proper notice or compensation.
4. The hotel's decision to charge extra for the use of the swimming pool _____ on the customer's right to use the facilities.
5. The tourism agency _____ to expand its operations to new locations next year.
6. The Skyscanner company exhibits strong _____ in following anti-trust laws to promote fair competition.
7. A membership with National Express _____ you to book directly on their website, which is always cheaper.
8. Tourists using Skyscanner Ltd. may be _____ from booking flights to certain destinations due to travel restrictions.
9. Expedia won a lawsuit from Priceline, which alleged that the online travel agency violated its trademark by using the term "Name Your Own Price" in its _____ questions.
10. Cox & Kings Travel ensures that their marketing campaigns do not lead to any _____ of advertising laws.

 **Complete the sentences using the active vocabulary.**

1. The poor communication skills of _____ led to his _____.
2. The travel agency's failure to _____ on the rights of consumers.
3. The premium package _____ customers to exclusive _____.
4. _____ was fined for _____ of local labor laws.
5. Financial problems _____ the company from plans to _____.
6. Quasar Expeditions conducted a _____ to assess _____.
7. Intrepid Travel demonstrates _____ in _____.
8. The efforts to reduce waste are _____ for minimising _____.
9. The company _____ several employees due to _____.
10. Classic Journeys _____ its customers in order to understand their _____.

Ex. 4. Fill the gaps with prepositions where necessary. Make use of both Vocabulary Lists 1&2.

1. Antitrust legislation is intended ___ preventing the creation of monopolies.
2. Local authorities protect cultural and historic sites of the city ___ determination.
3. All the customers who book three weeks in advance are entitled ___ a free travel insurance.

4. The travel agent was dismissed ___ the systematic violation of his employment contract terms.
5. The tour guide's inappropriate comments about the local culture infringed ___ the company's policy of cultural sensitivity.
6. Airbnb sued San Francisco after the city passed a law that would restrain the company ___ operating in the city by imposing fines and penalties for unregistered listings.
7. The local council decided to impose stricter rules ___ street vendors around hotels owned by BCD Travel to maintain cleanliness in tourist areas.
8. The judge's bias ___ the prosecution was evident in his harsh questioning of the defense witnesses.
9. When launching a new product or service, companies must contend ___ patent and trademark laws to avoid infringing ___ the rights of others.
10. Some companies have a bias ___ hiring recent graduates, preferring candidates with more work experience.

Ex. 5. Paraphrase the underlined parts using the active vocabulary.

1. Customers of Hertz Global Holdings, Inc. are often polled to gauge their respect for local laws on alcohol and drug use.
2. The travel agency's package gives customers the right to get to a free travel guidebook.
3. An online travel booking platform faced a trademark infringement lawsuit from another travel booking website, which alleged that the former intended to confuse consumers by using a similar domain name.
4. The former travel agent challenged his management's decision to fire him in court.
5. The hotel's firm decision to cater to the needs of differently-abled guests has earned it a disability-friendly certification.
6. Southwest Airlines faced a safety investigation from the FAA, which imposed limitations on its operation after finding cracks in some of its planes.
7. The tour guide's inappropriate behavior with tourists violated the company's code of conduct.
8. Residence Inn abandoned the idea of acquiring a competing company in order to comply with antimonopoly laws.
9. The hotel faced a lawsuit from customers who believed the new security system was a violation of their privacy.
10. The popularity of local destinations increased after the government limited cross-border travel.



Paraphrase the sentences using the active vocabulary.

1. The airline faced a lawsuit from a former employee, who claimed that he was fired for whistleblowing on the company's environmental violations.
2. The purpose of the new online booking system is to streamline the reservation process.
3. Tour operators must make consistent efforts to comply with all local laws to avoid legal issues.
4. The fired employee believed that he had lost his job unfairly and claimed a compensation.
5. Express Travel polled its customers in order to identify the most popular travel destinations.
6. The owners of the restaurant's regular customer card will receive a free bottle of wine if they come on their birthday.
7. Due to low demand, many tour operators hesitate to offer new programs and destinations.
8. The decision to charge extra for services that were supposed to be included in the package was a violation of the customer's rights.
9. Japanese authorities strictly control the construction of new hotels on the coast for environmental concerns.
10. The compensation claims of the passengers were not satisfied by Lufthansa that blamed the weather for the delay.

CONFUSABLES

sensible	practical, reasonable, showing good sense or sound judgment	<i>The financial advisor provided sensible investment advice based on long-term goals.</i>
sensitive	1. easily affected by or responsive to something 2. needing to be dealt with carefully or kept secret	<i>Being sensitive to customer feedback, the travel agency adjusted its pricing strategy. The airline management did not want the press to learn the sensitive details of negotiations.</i>

Ex. 6. Fill the gaps with correct words. (*sensible / sensitive*)

- It's _____ to have second plan in case the business faces unexpected difficulties.
- The CEO is very _____ to changes in the market trends.
- Making _____ decisions about investments can lead to long-term growth for the company.
- It's _____ to conduct a risk assessment before entering a new market.
- Employees may be _____ to changes in company policies, so it's important to communicate these changes effectively.
- A _____ approach to hiring is to consider both the candidate's skills and how well they fit with the company culture.
- The sales team is _____ to fluctuations in consumer demand.
- A _____ employee can empathise with their colleagues and customers and handle difficult situations with care.
- A _____ decision is based on facts, logic, and evidence, not on emotions or intuition.
- A _____ manager knows how to delegate tasks and empower their team members.

TOPIC VOCABULARY EXTENSION: BREACH OF CONTRACT

As you know from the Unit, a breach of contract can occur where one party fails to fulfill their obligations, which can give rise to a claim for compensation depending on the terms of the contract. Study the following topic vocabulary to talk about the four types of contract breach and assessment of damages more confidently.

Based on: <https://blackstonesolicitorsltd.co.uk/category/litigation/material-breach-of-contract-uk/>

STEP 1

1. Study the words and phrases below that characterise a breach of contract. Make sure you understand all the words. Fill in the gaps with the words and phrases, using the correct verb forms.

Minor, Material, Repudiatory, and Anticipatory Breach of Contract

- | | | | |
|---------------|-------------------|--------------------|-------------------------|
| a. rule | f. terminate | k. disputes | p. far reaching nature |
| b. excuse | g. carrying out | l. severe | q. serious |
| c. compare | h. assess damages | m. legally binding | consequences |
| d. resolve | i. award damages | n. clear intention | r. sue for damages (×2) |
| e. constitute | j. harms | o. aggrieved party | |

A contract is a promise between two or more parties that is 1) _____. It can be made in writing or by oral agreement. There must be a 2) _____ by both parties that they will be bound by its terms. Breach of contract can have a significant impact. The 3) _____ of this impact can cause 4) _____ to become particularly complex and costly. A breach of contract will normally fall into any of four categories: minor, material, repudiatory, and anticipatory.

A minor breach of contract is less 5) _____ than a material breach and it gives the 6) _____ the right 7) _____ but does not 8) _____ them from further performance.

A material breach of contract is where the breach has 9) _____ on the outcome. Parties to the contract can often have different views on what 10) _____ a material breach. Where a dispute cannot 11) _____, the court will be asked 12) _____ on whether or not a material breach has occurred.

A repudiatory, or fundamental, breach of contract is where the severity is such that the contract can 13) _____, giving the aggrieved party the right not to continue the contract but 14) _____, whereas an anticipatory breach of contract implies that one party expressly communicates that they will not 15) _____ a term of the contract.

The purpose of 16) _____ is to compensate the injured party for loss as opposed to punishing the wrongdoer. When 17) _____, the process involves 18) _____ the position the claimant is in and the position the claimant would have been in if no breach had occurred. The net loss is calculated by quantifying all the 19) _____ caused by the breach and then deducting or crediting all the benefits caused by the breach.

STEP 2

As a class, study the following cases and arrange a 3-minute discussion to decide whether the statements are true or false. You will find the answer on page 33. Make use of the phrases in Step 1.

A breach is material if – as a result of the breaching party’s failure to perform some aspect of the contract – the other party receives something substantially different from what the contract specified. For example, if the contract specifies the sale of a box of tennis balls and the buyer receives a box of footballs, the breach is material. When a breach is material, the nonbreaching party is no longer required to perform under the contract and has the immediate right to all remedies for breach of the entire contract.

A breach is minor if – even though the breaching party failed to perform some aspect of the contract – the other party still receives the item or service specified in the contract. For example, unless the contract specifically provides that “time is of the essence” (i.e. deadlines are firm) or gives a specific delivery date of goods, a reasonable delay by one of the parties may be considered only a minor breach of the contract. When a breach is minor, the nonbreaching party is still required to perform under the contract, but may recover damages resulting from the breach. For example, when a seller’s delay in delivering goods is a minor breach of contract, the buyer must still pay for the goods but may recover any damages caused by the delay.

Source: <http://jec.unm.edu/education/online-training/contract-law-tutorial/breach-of-contract>

STEP 3: SHORT STORY CONTEST

Prepare a 2-minute story (12–15 sentences) about a contract breach, using the examples in Step 2 as a template for your story. Make sure to use as many topic vocabulary items as possible.

 *Do the task as suggested, joining your ideas with the functional language of (dis)satisfaction with the outcome.*