

## Scope and Sequence

	Unit	Story	Reading		1-2-3, Get Yourself Ready!	Useful Expressions	Bite-Size Business Knowledge	Case Study
	<b>1</b> <b>Public Relations</b> page: 6	What do you think about our business partner?	Express Thanks after Meeting		Say thanks and acknowledge your partner	Maintain connections	Social Media	Care for your client after sales
	<b>2</b> <b>Strategies</b> page: 18	How can we help your business?	Make a Proposal to a New Client		Make people interested in meeting you	Approach new clients	Targeting and Positioning	Approach for new business opportunities
	<b>3</b> <b>Networking</b> page: 30	Can I tell you more about our event?	Invite People to an Event		Attract participants	Be the host	Corporate Social Responsibility	Encourage attendance of an event
<b>Review 1</b> page: 42		<b>Listening:</b> An invitation			<b>Business Cultures:</b> First-Time Greeting		<b>Words from the Professional:</b> Invest in Relationships	
	<b>4</b> <b>Trade and Commerce</b> page: 46	How do you place orders?	Place an Order		Confirm all details	Clarify and confirm	Streamlined Processes	Confirm order details
	<b>5</b> <b>Negotiation</b> page: 58	Can we ask for a better deal?	Negotiate for a Better Deal		Get better terms of sales or agreement	Express your needs	SWOT	Negotiate for a better salary package
	<b>6</b> <b>Investments</b> page: 70	How can we make a rejection?	Reject a Request		Say no appropriately	Turn people down	Annual Reports	Politely refuse a request from your client
<b>Review 2</b> page: 82		<b>Listening:</b> Venue arrangements			<b>Business Cultures:</b> Leadership Styles		<b>Words from the Professional:</b> Take the Initiative	
	<b>7</b> <b>Problem-Solving</b> page: 86	How can we make the delivery happen?	Apologize for Delay		Solve the problem	Say sorry	Supply Chain	Solve a problem
	<b>8</b> <b>Customer Focus</b> page: 98	How can I help you today?	Solve Problems for Customers		Gain trust from your client	Ensure customer satisfaction	B2C vs. B2B	Take feedback from customers
	<b>9</b> <b>New Businesses</b> page: 110	How's the project going?	Make an Official Announcement		Make the product appealing to others	Make a public statement	VUCA	Announce the launch of a new product
<b>Review 3</b> page: 122		<b>Listening:</b> Offering a solution			<b>Business Cultures:</b> Decision-Making		<b>Words from the Professional:</b> Make Plans Towards Your Success	



# 5 Negotiation

In this unit, you will ...

- Make requests
- Express your stance and thoughts
- Bargain for a better deal
- Learn techniques that help you negotiate smart

## Think about It

A. Which of the scenarios below do you think involves negotiation?

- |   |  |
|---|--|
| <input type="checkbox"/> Shop at markets            | <input type="checkbox"/> Discuss a salary package with your employer |
| <input type="checkbox"/> Sign contracts             | <input type="checkbox"/> Discuss your hairstyle with a hair designer |
| <input type="checkbox"/> Settle on a quotation      | <input type="checkbox"/> Decide where to go for dinner with friends  |
| <input type="checkbox"/> Watch a movie with friends | <input type="checkbox"/> Join membership at a gym                    |

B. Work with a partner. Check the statements that you think will help in a business negotiation. Share your results.

- Learn about the other party as much as you can
- Make the offer first
- Communicate in a cooperative way rather than a competitive way
- Give the attitude of "take it or leave it"
- Set a bottom line
- Make plans for all possible scenarios
- Let the other party know you have other options
- Be a good listener
- Make friends with the other party
- Acknowledge the other party's value and efforts

## Story



A. Listen to the conversation. Fill in the blanks with the words you hear.

*Jocelyn is the director of North Region in Garden Food Group. She wants to launch the POS system in 16 restaurants in the North Region. Her subordinate, George, is working with her to identify the appropriate vendor for the system.*

**Jocelyn:** Have you received any update from iOrder?

**George:** Yes, they sent us the quotation this morning. It's more expensive than what we expected. ① \_\_\_\_\_.

**Jocelyn:** ② \_\_\_\_\_? That's way over our budget!

**George:** I know. It's just too expensive. We're not even going to use the newest model. ③ \_\_\_\_\_ that we're ordering from them.

**Jocelyn:** That does not make sense at all. What does the package include? The cashier computers, ordering tablets and kitchen monitors. Am I missing anything?

**George:** That's about it for the hardware part. Other than those things, they also included consulting service and training session fees.

**Jocelyn:** ④ \_\_\_\_\_?

**George:** If we adapt the POS system in the restaurants, our servers, cashiers and kitchen staff will need to learn how to use the computers. iOrder will help us train our employees so they'll be familiarized with the system.

**Jocelyn:** OK, how about the consulting service fee? ⑤ \_\_\_\_\_?

**George:** They didn't really offer an explanation for the fee. I'm guessing it's the fee for discussing our needs with us and coming up with a solution for us.

**Jocelyn:** I see. I can understand that there should be a fee for that. We spent a lot of time communicating and exchanging ideas back and forth. ⑥ \_\_\_\_\_?

**George:** It's \$90,000 and \$60,000.

**Jocelyn:** I see. These services may seem intangible, ⑦ \_\_\_\_\_.

**George:** Yes, I think so, too.

**Jocelyn:** But still, please express that we're surprised to see this quotation, and it's really above our budget. Try to negotiate with them for a better deal. ⑧ \_\_\_\_\_.

**George:** ⑨ \_\_\_\_\_ we try to tackle the training fee and the consulting fee while negotiating with them?

**Jocelyn:** I'd prefer we first try mentioning the hardware part by emphasizing the amount we're ordering. The bigger the batch, the lower the price we should get for each item.

**B. Answer the following questions.**

- What did Jocelyn and George receive from iOrder?
  - a NT\$1,890,000
  - b A quotation
  - c The older model
  - d Cashier computers, ordering tablets and kitchen monitors
- How much is the consulting service fee?
  - a NT\$90,000
  - b NT\$60,000
  - c NT\$1,890,000
  - d NT\$150,000
- What will George's focus be while negotiating with iOrder?
  - a Getting discounts
  - b Negotiating for a better price on hardware
  - c Negotiating for a better price on training fee and consulting fee
  - d Negotiating for no training fee and consulting fee
- How does Jocelyn feel about the consulting service fee?

## Reading

### Negotiate for a Better Deal

George is now replying the e-mail to Eileen, the salesperson in iOrder. George will let her know that the quotation is too expensive and will ask for a better price.



Dear Eileen,

**STEP 1**

State in the beginning your concern and what you hope for.

Thank you for the quotation. Jocelyn and I have looked over the price for each item, and we had an internal discussion. We are afraid that your price is too high for us to afford. It is possible that your proposal will not be approved internally for budget reasons. **Can you possibly** adjust the price so we can get a better chance of having the project approved?

Make sure you emphasize that your manager also looked through the quotation with you.

**STEP 2**

Acknowledge the good things they've done to you and explain why you need a better deal.

iOrder has been really supportive along the way in providing us with professional advice while we're in the process of adapting the new technology. **I understand that you have already given us a discount as a first-time client, but** we think this price is still too high for us to bring to our senior management. **We will be challenged internally,** especially that we're ordering the older model, not the latest.

Acknowledge them for what they're already doing. You want to let them feel you recognize and appreciate their efforts.

**STEP 3**

Provide incentives for them to give you a better deal.

Given that we are ordering for all 16 restaurants in the North Region, it's a very large order that we're making. It'd be nice if you can provide us a special offer for the large number of hardware devices we are ordering. **If you can give us a good price for our North Region, I believe we will be very likely to work with you for the rest of our restaurants in other regions.**

Explain your difficulties so they can understand your point of view.

Offer incentives to make them want to give you a better deal.

Jocelyn and I really appreciate your help, and we are very fortunate to work with professionals like you who have had a lot of experience in helping retail businesses make technological upgrades. Please understand our difficulties, and we look forward to receiving the updated quotation from you soon. Thank you!

Tell them how good you think they are, and show how much you trust in their professional capabilities.

Yours sincerely,  
George Howell  
Associate Manager, North Region  
Garden Food Group

Send

# 1-2-3, Get Yourself Ready!

A. To write an impressive e-mail like this, you should remember the following.

1 **Purpose:** To get better terms of sales or agreement

2 **Attitudes:** Respectful and purposeful

3 **Sentence Formulas:**

- Can you possibly your request (NP) \_\_\_\_\_?
- I understand that their effort (clause), but your difficulty (clause).
- If you can what you hope them to do (VP), I believe incentives for them (clause).

B. Choose the best answer to complete each sentence.

- Can you possibly \_\_\_\_\_?
 

a to explain the incident again	b explain the incident again
c explaining the incident again	d explain again the incident
- I understand that \_\_\_\_\_, but we also have our deadline.
 

a takes time	b taking time
c is takes time	d it takes time
- If you can \_\_\_\_\_, I believe we can keep the volume of our invoice for another year.
 

a accept our suggested price	b be accept our suggest price
c be accept our suggested price	d accepted our suggested price
- If you can finish it by Wednesday, I believe we \_\_\_\_\_.
 

a use your work	b can use your work
c can be using your work	d used your work

C. Complete the sentences with the hint words.

- Can you possibly \_\_\_\_\_?  
**You can try:** I'm away / keep the meeting minutes / me
- Can you possibly \_\_\_\_\_?  
**You can try:** provide / our associates again / user's manual
- I understand that \_\_\_\_\_, but unfortunately President Feng already has other arrangements.  
**You can try:** Director Kuznetsov / very important / figure
- I understand that you are shortening the lead time already, but \_\_\_\_\_.  
**You can try:** we need / get it / June 17th
- If you can give this another thought, I believe \_\_\_\_\_.  
**You can try:** payment / make / this week

## Vocabulary

Complete the sentences with the words below. Change the word form when necessary.

reject v.	adjust v.	approve v.	budget n.
senior adj.	fortunate adj.	retail n.	upgrade n.

- You need to \_\_\_\_\_ yourself accordingly if someone gave you truthful feedback.
- The new hairdryer is not just sold online, but it's also available at \_\_\_\_\_.
- Billy and his department have used up all of their \_\_\_\_\_ this year.
- I feel very \_\_\_\_\_ to be able to receive such a good education.
- I need a major \_\_\_\_\_ for my laptop because the system is pretty outdated.
- Flora is more \_\_\_\_\_ in the office, and she likes to take care of newbies.
- Although it's the 21st century, Karen needs to have her fiancée \_\_\_\_\_ by her parents before she can get married.
- Her application to relocate to Singapore got \_\_\_\_\_ because the company found a suitable local candidate.



# Useful Expressions

## Express your needs

A. Below are expressions you can use.

### Raise your concern

- *Currently, our main concern is that* the price of steel is extremely unstable.
- *We are afraid that* our finance department will not approve the proposal.

### Acknowledge their effort

- *I understand that you have a lot of work now, but we will need this report by tomorrow morning for the meeting with our clients.*
- *Your detailed explanation is well appreciated.*

### State conditions

- *Unless we receive the payment, we will not* be shipping the order.
- *If you can confirm today, I believe we can give you an additional 5% off.*

### Express your preferences

- *I think it's better if we can postpone the due date a little bit more.*
- *Shipping by air would be a more feasible option for us.*

### Make a request

- *Would you be able to give us a reply by tomorrow?*
- *I'd be grateful if you could send me the invoice for this month's orders.*
- *Can you possibly grant a delay in payment for our order in June?*

## Language Tips

### possible

Technically it can be done, but it's ambiguous if it's doable

- It's **possible** to get to Paris the next day.
- Losing 10kg is **possible**, but very challenging for Eason.

### VS

### feasible

Not just possible, but also doable and practical in your condition

- Flying to Paris for the meeting is not **feasible** for me because I'd miss other meetings here.
- Losing 2kg per month is a more **feasible** weight loss plan for Eason.

B. Circle the word that's the most appropriate.

1. We're afraid of / that / which Mr. Anderson won't be able to make it to the meeting on April 5th.
2. I understand that is / it is / (nothing) the peak season now, but we also need this shipment for our clients.
3. We sign / Sign / Signing the contract electronically would be a more feasible option for us.
4. Unless we reach / reach / reaching the sales target, we will not make arrangements for the annual trip.
5. I'd be grateful if you could reconsider / reconsidering / be reconsider this location for your factory.
6. I think it's better to / if / that we can receive an extra week of lead time.

C. Match the beginnings of the sentences with the endings.

- |  |   |
|--|---|
| _____ 1. Your attendance   | a. is well appreciated.   |
| _____ 2. Can you possibly  | b. work as partners.  |
| _____ 3. Would you be able   | c. that'll speed up the process.                                    |
| _____ 4. Currently, our main concern is that                           | d. the equipment and machines are too old to allow mass production. |
| _____ 5. If you can provide a rough draft, I believe                   | e. prepare vegetarian meals for the president and his wife?         |
| _____ 6. If you can meet the environmental standards, I believe we can | f. to make a presentation to our CEO in Sweden?                     |

D. Circle the correct words that best complete the sentences.

1. Is it **possible** / **feasible** to cure cancer?
2. Eating 120 hot dogs in 15 minutes does not seem **possible** / **feasible**.
3. Driving is not a **possible** / **feasible** option for us because Lily feels uncomfortable driving in the snow.
4. Josh told us that it's highly **possible** / **feasible** to see meteors tonight.
5. It's **possible** / **feasible** for our factory to make these, but it's not **possible** / **feasible** to take the order because we're too busy with other things now.
6. Green energy technology has been available for decades, but it's still not that financially **possible** / **feasible** for industrial use.



# Bite-Size Business Knowledge



A. Read the following article about a business analysis tool.

## SWOT

SWOT analysis is a common tool for businesses to understand their competitive position in the market. SWOT is an acronym that stands for **strengths, weaknesses, opportunities and threats**. With this tool, you can examine your company's internal and external factors, and analyze the business's current condition and future potential.

The strengths and weaknesses sections of SWOT are the internal factors. For strengths, you can think about what resources are available to you, what experiences you have, what your team is capable of doing, etc. As for weaknesses, you can think about what your disadvantages are, whether there's a competency gap between your team and your business goal, whether any process or technology needs to be improved or updated, etc.

The opportunities and threats sections of SWOT are the external factors, or the things that you don't have control over. These may include market trends, political issues, economic trends, competitors' activities, etc. Those that are beneficial to your business can be considered as opportunities, while those that might be harmful to your business are considered to be threats.

When you want to understand your place in the market, or have a very important business decision to make, a SWOT analysis can be helpful. While examining and analyzing your business, you will get a better understanding of the situation. SWOT is a good tool that helps you develop strategies and make plans to improve your business.



B. Write *T* (true) or *F* (false) for each of the statements. Correct the false ones.

- \_\_\_\_ 1. SWOT refers to strengths, weaknesses, operations and technology.  
\_\_\_\_\_
- \_\_\_\_ 2. S and W refer to the internal factors, whereas O and T refer to the external factors.  
\_\_\_\_\_
- \_\_\_\_ 3. SWOT is a tool for businesses when they want to figure out how well they are doing in the market.  
\_\_\_\_\_
- \_\_\_\_ 4. Some examples of weaknesses include incapability, process inefficiency and talent gap.  
\_\_\_\_\_
- \_\_\_\_ 5. Market trends, economic trends and political issues can be either your opportunities or weaknesses.  
\_\_\_\_\_
- \_\_\_\_ 6. SWOT helps you reflect on your own business and analyze your status quo.  
\_\_\_\_\_

C. Tasty Bakery is a local bakery in Taiwan. It now has two stores and is hoping to provide an online ordering service this year. Below are some facts about Tasty. Put the facts in the SWOT box.

- |  |  |
|--|--|
| a. The ratings for our current stores are good.      | b. There are many partners who can help with online services.                      |
| c. We have no experience in managing social media.   | d. Research shows online shopping in Taiwan has increased 28% since 2018.          |
| e. We only make sweet bread.                         | f. There is a budget for hiring a digital marketing associate.                     |
| g. There are many options of bread and cakes online. | h. We have customers who drive a long way to our stores just to get bread from us. |
| i. Bread quality is hard to maintain when shipped.   | j. People's health awareness is rising and sweet bread is seen as unhealthy.       |

Strengths	Weaknesses	Opportunities	Threats

# Case Study

## Negotiate for a better salary package

A. *Getting Started.* Get in groups and read the following information.

For quite many of us, compensation is one of the reasons that we work. To get the pay we think we deserve, sometimes we need to negotiate for our ideal salary package. There are a few things to keep in mind while doing so: know your value, do market research, make career plans, and be prepared to react to any kind of response from your employer.

Here are a few occasions that are suitable for negotiating salary with your employer:

- Offering stage in the interview process
- Promotion
- Relocation
- End of fiscal year
- Upon completing a significant project

B. *Discuss.* Discuss these questions within your group.

1. Think about your qualifications, experiences and personality. What do you think is a reasonable salary package for your ideal job?
2. How can you do market research about the salary range for your position or industry?
3. What do you think your attitude should be when negotiating salary with your employer?

C. *Let's Write.* You're a project manager in a U.S. founded global company making household appliances. Recently, you have been looking for a new job, and after a few interviews, you received an offer from a competitor. The new offer is also for project manager, but the job scope will be bigger and more complicated. Below is some information about your current salary package and the offer from the competitor.

Strengths	Current job	New offer
Company	Garner, U.S. company since 1952	AAP, U.S. company since 1998
Market share	Top 5	Top 10
Base salary	NT\$42,000 / month	NT\$52,000 / month
Sales bonus	3 months	2 months
Year-end bonus	1 month	1 month
Yearly raise	2%-4%	3%-6%
Location	Taipei	Taichung

Write to the HR contact about your new offer and negotiate for a better salary package. You are expecting at least NT\$850,000 a year.

Thank the AAP HR contact for the offer. Let the person know that you have concerns about the salary and what your expectation is.

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Explain why you think you deserve that package. Emphasize your strengths and what you can contribute to the company.

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Acknowledge the effort and time they have put into the hiring process. Reiterate again you are excited and honored to join their company, and hope they can consider your suggested offer.

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With the above structure, you can start drafting your e-mail.