



Distribution and delivery

Getting started

- 1 Look at the photo. What kind of business do you think this person runs? Do you think this is a good way of making money?
- 2 You have decided to set up a courier business (a business which is paid to deliver documents or packages). Work in pairs and make a list of everything you think you need to start the business. Think about:
 - equipment
 - record keeping
 - legal requirements
- 3 Now read the advice below from a business website. Is there anything in it you didn't think of?



Thinking of starting a courier business?

In these days of online shopping, there is an increased need for courier services. You can also set up a courier business with relatively little money. But in most towns and cities there is tough competition, so you **shouldn't** expect things to be easy at first.

- Firstly, of course, you will need a vehicle. This will probably be your biggest expense but you **don't have to** own it. Many courier businesses start by just leasing a car or van. Some also use motorbikes, but this will limit your customer base, because you **can't** carry large parcels on a bike.
- If you use your own car, check your insurance. You will probably find you **have to** pay more if you're using it for business purposes.
- You will also need a mobile phone so customers **can** contact you on the road. If possible, you **should** give a landline number as well because this makes the business seem more professional.
- Of course, you **must** provide customers with receipts and keep financial records, so you will also need access to a computer and the right computer software.
- You **must** also have enough money to cover your expenses, like petrol, until you start receiving your first payments.

Grammar workshop

Modal verbs of obligation

- 1 Look at the verbs in bold in the text and complete the following table.

Verb is used to say that	Example
1 an action is necessary (an obligation)	have to / must
2 an action is a good idea (advice)	
3 an action is not a good idea (advice not to do something)	
4 an action is possible	
5 an action is not possible (because it is against the rules or for another reason)	
6 an action is not necessary (there is no obligation)	

- 2 Using the examples in the table on page 36 to help you, complete these grammar notes about describing rules.

must and 1 have to

These have similar meanings.

Both refer to something which is necessary.

You *must* switch off your phone in the board meeting.

You 2 switch off your phone in the board meeting.

Have to is more common when talking about the law or company rules.

mustn't and **don't have to**

These have different meanings.

Mustn't is used about something which is wrong to do.

You 3 smoke in the workshop.

Don't have to means that something is 4 necessary. You can do it if you want, but there is no rule.

You **don't have to** put a stamp on the letter. Postage is free.

5

This is used for an action which is not possible for you (because it is against the rules or for another reason).

We 6 deliver the goods before Friday.

- 3 Use a suitable verb from the table in Exercise 1 to complete the additional information below about running a courier business. More than one verb is sometimes possible.

- Another advantage of using a van instead of a motorbike is that you don't have to wear protective clothing in bad weather.
- Any vehicle will do, but if possible you try to get one that looks good, because this will create a better impression.
- Of course, as in all other businesses, you pay tax on your earnings.
- You buy a Sat Nav if you just want to work in your own town, but it's probably essential for travelling from city to city.
- It goes without saying that you employ anyone as a driver without checking they have a valid licence.
- The best form of advertisement is word of mouth from satisfied clients, so you always be polite and friendly.
- When you start making a profit, you think about investing in some new vehicles.

➤ page 44 Modal verbs

- 4 Read these workplace signs and notices. Choose the sentence which correctly explains the meaning of each sign: A, B or C.



- A You can wear your helmet.
☒ B You must wear your helmet.
 C You shouldn't wear your helmet.



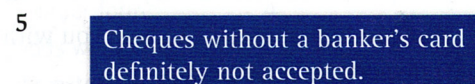
- A You mustn't interrupt the meeting.
 B You don't have to interrupt the meeting.
 C You should interrupt the meeting.



- A You mustn't pay delivery charges.
 B You don't have to pay delivery charges.
 C You can't pay delivery charges.



- A You can smoke in this building.
 B You don't have to smoke in this building.
 C You can't smoke in this building.



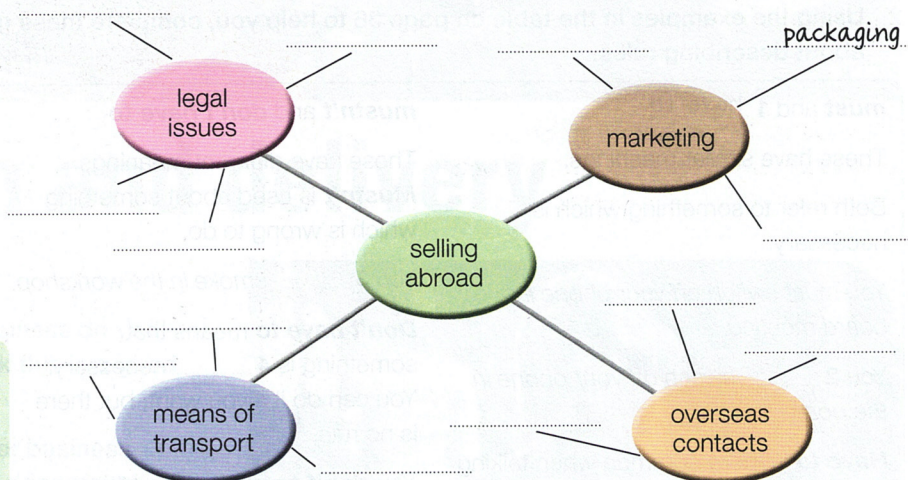
- A We can't accept cheques without a banker's card.
 B We don't have to accept cheques without a banker's card.
 C We can accept cheques without a banker's card.

Selling overseas

Reading

- 1 What do you need to think about if you want to sell a product abroad? Complete the diagram by putting the words and phrases from the box with the correct headings.

airfreight customs distributor
embassy IP protection insurance
label lorry/truck packaging patent
price sales agent ship



- 2 Skim the following text about selling overseas. In which order does it deal with the four areas on the diagram?

Thinking of selling your product abroad?

- 1 In today's global marketplace, selling your product overseas is not just something for big corporates. Many small businesses decide to target overseas markets too. But it still needs careful research and a number of key decisions to be made first.
- 2 First of all, you need to carry out research into your target market. You shouldn't assume that a product which sells well at home will sell well overseas. There may be no demand for it, or you may have to change it in some way. It may be that customers in your target country can't afford the prices you charge in the domestic market, so you will have to lower them. Or you may have to change the product in some way (for example, the packaging) to suit the local culture. At the very least, you will need to present the product in the language of the new country, although this can usually be done with a stick-on label in the new language at first.
- 3 You also have to decide how to organise your sales. You may be able to sell over the Internet or face to face at trade fairs, but in general, it is a good idea to look for a partner who understands the local market. This may be a sales agent who will sell the product for you, or a distributor who will buy your product and then sell it locally. Your embassy in the target country may help you identify possible clients and there are also a number of websites that contain directories of foreign buyers.
- 4 Another key decision is what mode of transport to use. Often you will need more than one; for example, you may need to send goods to a port by lorry and then overseas by ship. You need to have a written contract which says who is responsible for transport and insurance using 'Incoterms' (the international trade terms for sales). Usually you must take responsibility for your country's customs procedures, and your customers look after the customs procedures in their country. A lot of paperwork is needed so you should consider using a freight forwarding specialist because then you don't have to deal with it all yourself.
- 5 Intellectual property (IP) protection is another important issue. Patents and trademarks are only protected in their country of origin so you will have to get trademark protection in the country where you want to sell.



- 3 In which paragraph of the text do you find the ideas (a–h)? You can use a paragraph more than once. ONE of the ideas is not in the text.

- | | |
|--|---|
| a You can hire an expert to help you with transportation documents. 4 | e You can find information online about possible customers. |
| b It may be necessary to sell your product more cheaply. | f There are ways of making direct contact with overseas customers. |
| c You should ask your customers how they want you to send the goods. | g Nowadays small businesses don't only deal with local customers. |
| d You have to take action to stop people copying your product. | h You don't have to spend a lot of money on translation. |

- 4 Work with a partner and discuss these questions.

- What famous products are exported from your country?
- Does your country produce anything which you think would not sell well overseas? Why not?

Telephoning

Listening 1

① 13 Listen to some short phone conversations or messages. For each recording, choose the correct answer, A, B or C.

- How will the company send the order?
A by air
B by rail
C by road
- When will the company deliver the projectors?
A today
B tomorrow
C next week
- Which item has the company not received?
A ink cartridges
B envelopes
C address labels
- Why is the woman phoning the company?
A to complain about damaged goods
B to report a problem with paperwork
C to make changes to an order



Role-play

Work in pairs.

Student A: look at the role card below.

Student B: look at the role card on page 118.

Prepare what you are going to say. When you are ready, Student B begins.

Student A

You are a **customer services manager** for Roco, a company that produces leather goods. A customer phones with a problem about an order they have received. Take the call and note down the details.

Order:
Order number:
Customer's name:
Problem:

Apologise to the customer and say you will contact the warehouse immediately about the problem. You will be able to deliver the large jackets next Thursday and your courier will take back the extra medium ones then.

Chasing an order

Listening 2

- You are going to listen to a telephone conversation between a customer who is enquiring about an order for industrial paint and their supplier. Look at the supplier's notes and decide which answers (1-7) you expect to be numbers and which the speaker will need to spell out.

Name of company:	1 Khalil
Account reference number:	2
Goods ordered:	3
Date on order form:	4
Date goods will arrive:	5
Contact's extension number:	6
Contact's name:	7 Selina

- ① 14 Listen to the conversation and complete the notes.