Business Upper Intermediate

Unit 7: Outsourcing

Objectives

- Talk about outsourcing
- Present questions and ask information about presentations
- Report information in an impersonal way

First published in 2024 by mYngle

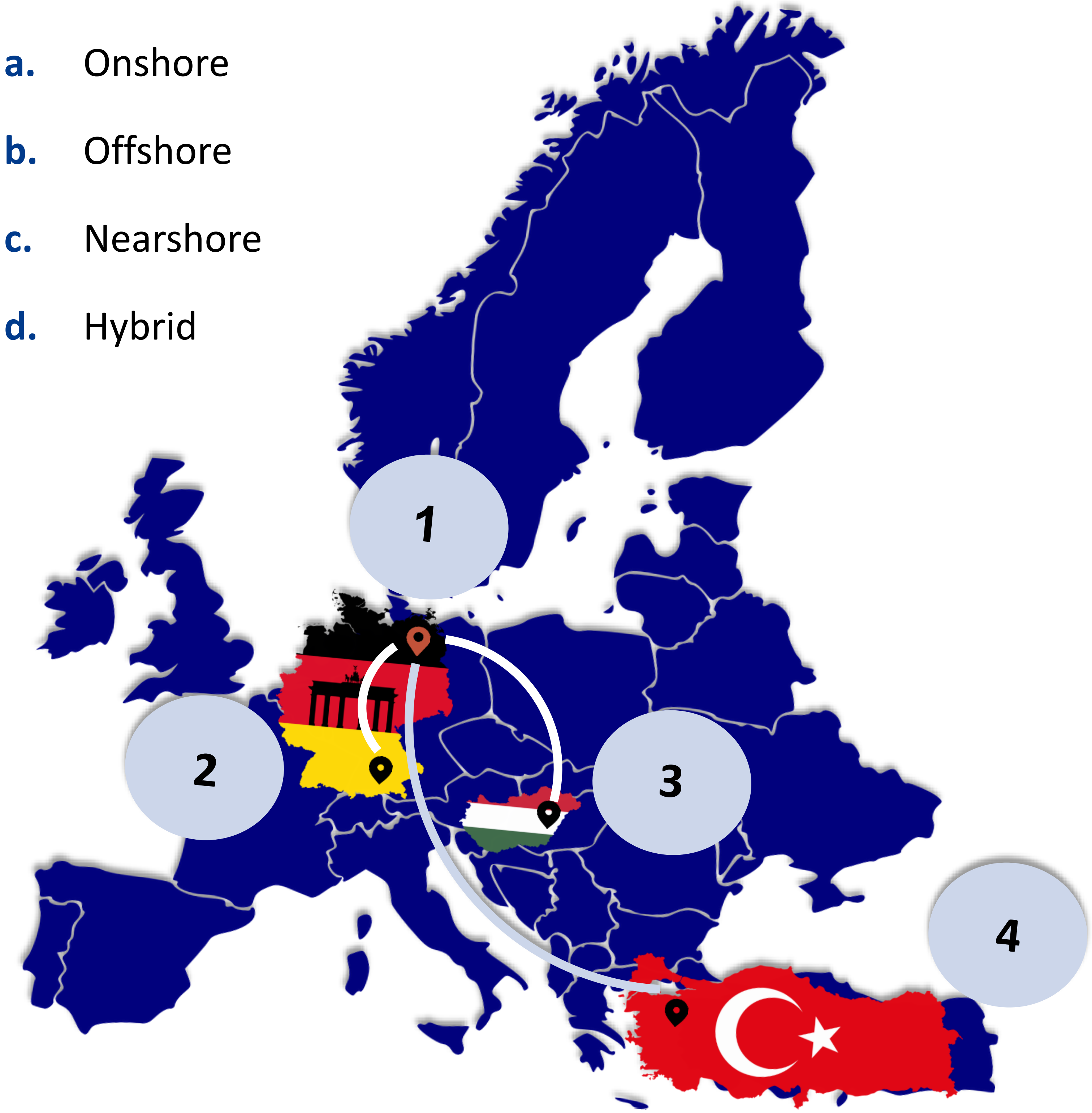
1. Answer the questions.
   1. What is outsourcing?
   2. Match the types of outsourcing with the pictures below:

      a. Onshore

      b. Offshore

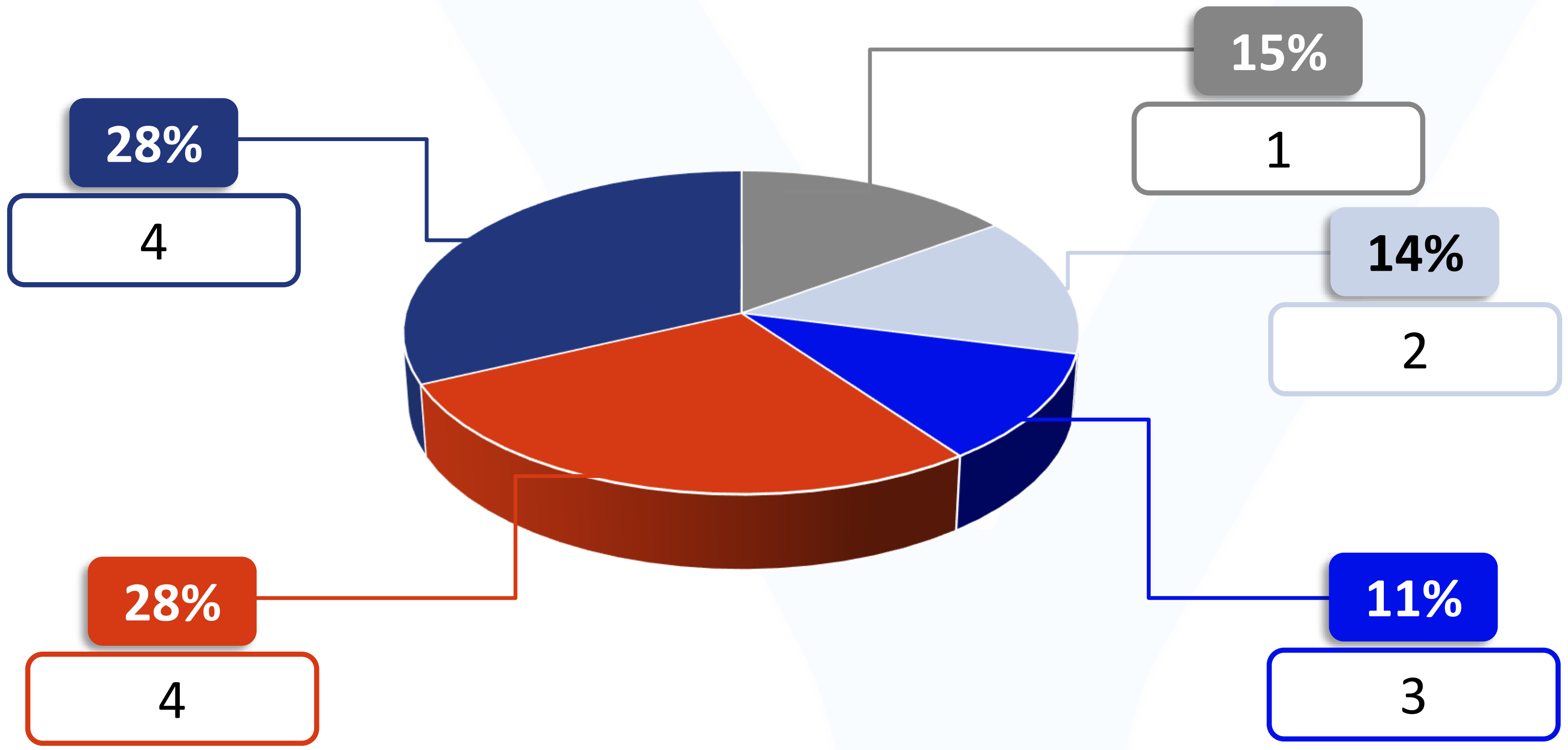
      c. Nearshore

      d. Hybrid



2. Complete the boxes below with your ideas:
   1. What do you think are the most commonly outsourced services?
   2. What are the top three offshore locations in your opinion?

1. Types of services outsourced



2. Top 3 countries

3. Look at the infographic and answer the questions:

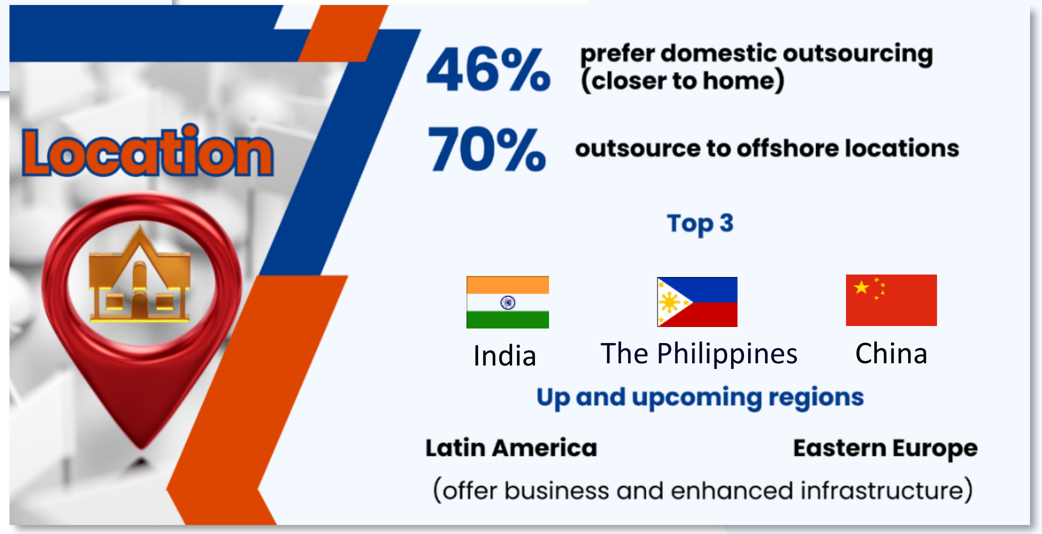
1. What are the top offshore locations?
2. What is domestic outsourcing?
3. What are the most commonly outsourced functions?
4. What are the benefits of outsourcing?
5. What are the main reasons for outsourcing?

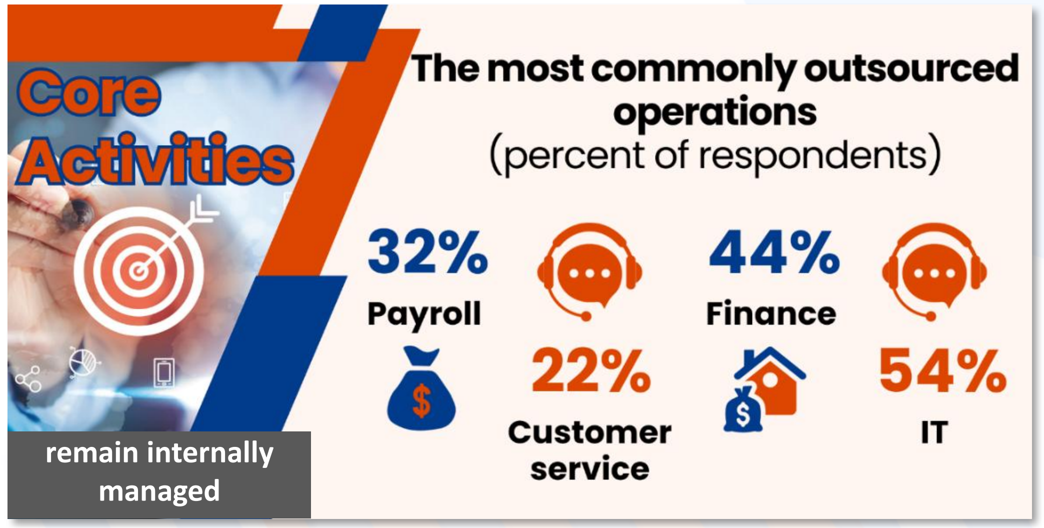
4. Find the words in the text below that mean:

1. Overseas destinations ___________
2. Facilities or systems ___________
3. External knowledge ___________
4. Key operations ___________
5. Nearby regions ___________
6. Learning centers ___________
7. Third-party operations ___________
8. Overseas expansion ___________
9. Trained personnel ___________
10. Industry ___________
11. Service providers ___________
12. Expense reduction ___________

Key themes from 2022 survey

more than 500 business leaders from across a variety of **sectors**





5. Complete the sentences with the phrases below.

- closer to home
- infrastructure
- outside expertise
- offshore locations
- outsourcing vendors
- cost savings
- skilled workers

1. Companies that once moved production jobs to __________ are bringing them back to the States.

2. We can always learn from __________, but we mustn't forget the experience available within our own company.

3. Bringing production __________ can reduce shipping costs and increase efficiency.

4. Companies still provide welfare benefits to attract and retain __________.

5. Companies turn to __________ when they need specialized services that they don't have in-house.

6. The way to lower overheads is to control spending and look for __________.

7. Food producers in the region have been hit hard by the damage to __________.

6. Follow the instructions below, read the situation and answer the questions.

You work for a large company that manufactures steel pipes. It has its own transport, warehouses in several countries as well as logistics and customer service department, including after-sales service.
With competition from China becoming increasingly fierce, your Board of Directors has decided that your company is too exposed to risk. You have been asked to prepare a report about the situation and to suggest ways of reducing the company's exposure to risk.

Decide:

1. What risks your company faces.

2. How outsourcing can reduce those risks.

3. Which parts of your company could be outsourced.

7. Speak about your company. Decide:

1. What risks your company faces.
2. How outsourcing can reduce those risks.
3. Which parts of your company could be outsourced.

eXtra vocabulary

Test the water(s) – to find out whether something is likely to be successful before you do or try it.

E.g. You should be cautious when getting involved and test the water before committing yourself.

eXtra vocabulary

Magic bullet - a very effective solution to a problem.

E.g. There is no magic bullet for the water shortage we're facing.

1. Do the following quiz and discuss your answers with your teacher/partner.

1. Around _______ jobs are outsourced by the US annually.
a. 500,000 b. 100,000 c). 300,000

2. The top reason for outsourcing (70%) is _______.
a. outside expertise b. flexibility c. cost reduction

3. _______ is the country that outsources the most.
a. The UK b. Germany c. America

4. 88% of outsourcing businesses pay people to _______
a. issue invoices b. write blogs for them c. hire employees

5. Companies that outsource save anywhere between _______ of their usual costs by outsourcing.
a. 15% to 90% b. 10% to 20% c. 30% to 40%

6. _______ is the top country for outsourcing based on cost, availability, business environment scores, and people skills.
a. Poland b. India c. Brazil

7. The outsourcing industry in the Philippines contributes to _______ of the country's economy.
a. 5% b. 10% c. 30%

8. The average manufacturer outsources _______ of its finished product.
a. 70% to 80% b. 90% to 95% c. 40% to 50%

Audio 7.1

2. Listen to the answers. Which ones surprised you the most? What new facts did you learn?

3. What is important when considering moving company activities offshore?

Audio 7.2

4. Read the Context, then listen to the meeting and complete the notes.

CONTEXT

GlobalTech Solutions, a leading technology company was facing significant challenges due to increased competition and a changing market landscape. To adapt and maintain a competitive edge, the company's management team had been discussing ways to streamline operations and reduce overhead costs. Jessica, the Operations Manager, called a meeting with David, the Chief Financial Officer, and Laura, the Human Resources Director, to discuss the possibility of outsourcing some of the company's departments.

Jessica

1. Reasons for outsourcing ________
2. Advantages of outsourcing ______
3. Suggestion on outsourcing partners ______

Laura:

Concerns:

1. ___________
2. ___________
3. ___________
4. ___________

Alternative

____

David:

Departments to outsource:

1. ___________
2. ___________

Advantage of outsourcing ________

Suggestions:

1. ___________
2. ___________

5. Use the phrases below to rewrite the underlined parts of the sentences *(optional)*.

- free up resources
- to develop a strategy
- to get through a bigger volume of work
- gain a competitive edge
- streamline its operation

1. As we know, our company is continuously looking for ways **to optimize its processes** and achieve lower overheads.
2. We need **to make a plan** to determine which departments we should consider outsourcing.
3. Outsourcing can create more jobs in the long run and help our company **get a strategic advantage over our competitors** by allowing us to focus on our core competencies.
4. However, if we can take cost-cutting measures and **allocate resources more efficiently**, we'll be able to **accomplish a higher workload.**

6. Choose the correct word in *italics* and answer the questions

1. Could the decision to outsource ***lead / make*** to serious job losses in the industry?
2. What cost-cutting ***measures / processes*** can be implemented without compromising quality?
3. What steps can an organization take to ***streamline / decrease*** their operation and increase efficiency?
4. In what ways can a business ***free up / spend*** resources for more strategic investments?
5. How can a team ***start / get through*** a bigger volume of work without experiencing burnout?
6. What tactics can a company employ to ***gain / receive*** a competitive edge in the market?

7. Prepare to give a short presentation that argues for or against one of the following statements.

1. Outsourcing can cause domestic job losses.
2. Cultural differences hinder communication.
3. Outsourcing saves on labor costs.
4. Outsourcing increases efficiency and productivity.
5. Outsourcing helps companies focus on core tasks.

8. Work with a partner. Role-play a conversation: *you work in a large corporation. As part of a cost-cutting drive, the Board of Directors is considering outsourcing various business processes, including the HR and R&D departments.*

Student A:

You are Head of the R&D Department. There are twelve employees, nine of whom have worked for the company for over ten years. The department deals with a lot of confidential information and uses software especially designed in-house that you do not want to share with other companies.

Prepare arguments against outsourcing your department and suggest reasons why the HR department is more suitable for outsourcing than yours.

Student B:

You are Head of the HR Department. There are seven people in this department. One employee has worked for the company for twenty years but the rest are relatively new. Over the past five years, the department has contracted a high percentage of new employees from the top business school in the city. Staff turnover has also fallen by 20%. Prepare arguments against outsourcing your department and suggest reasons why the R&D department is more suitable for outsourcing than yours.

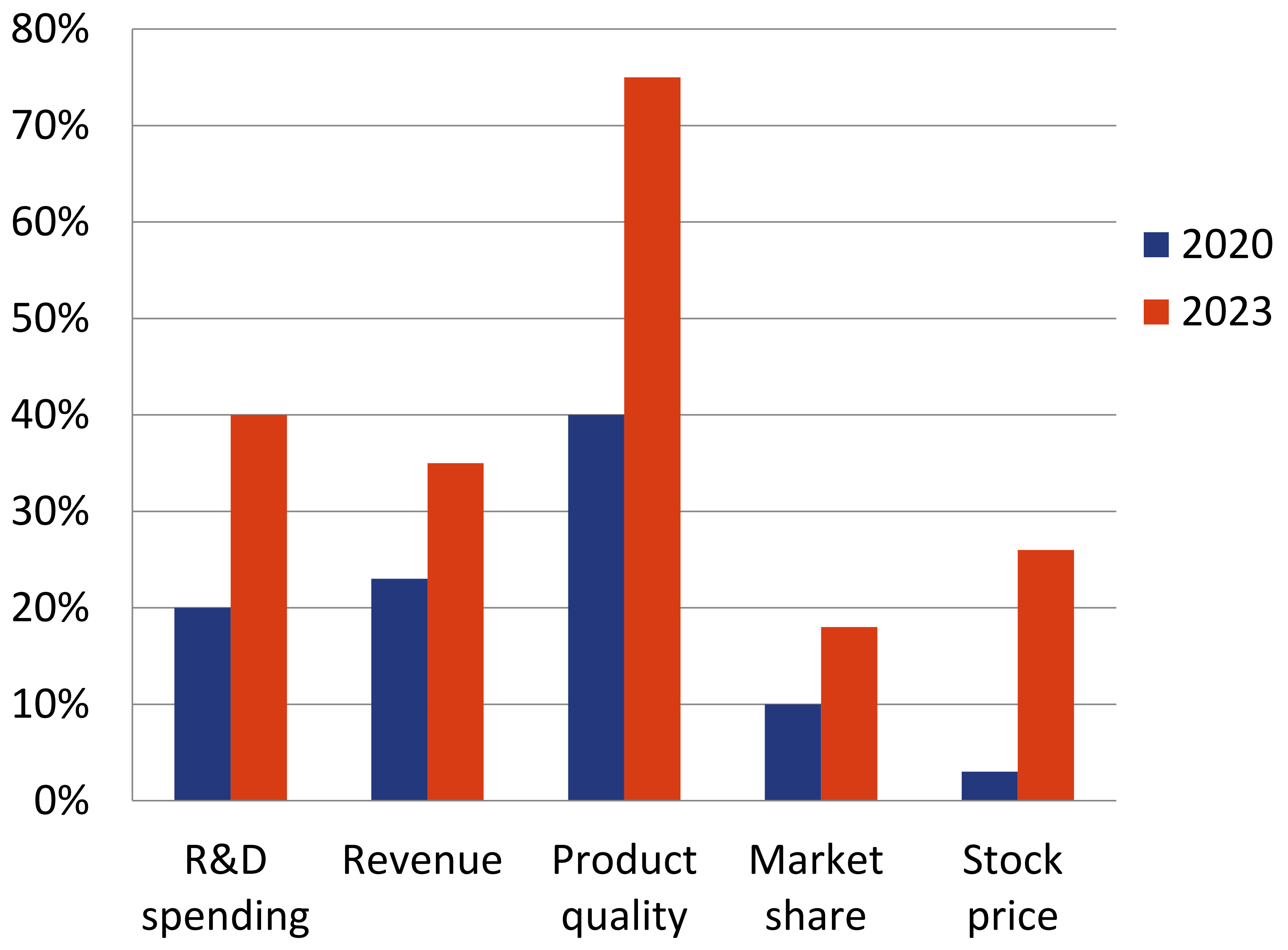
extra writing

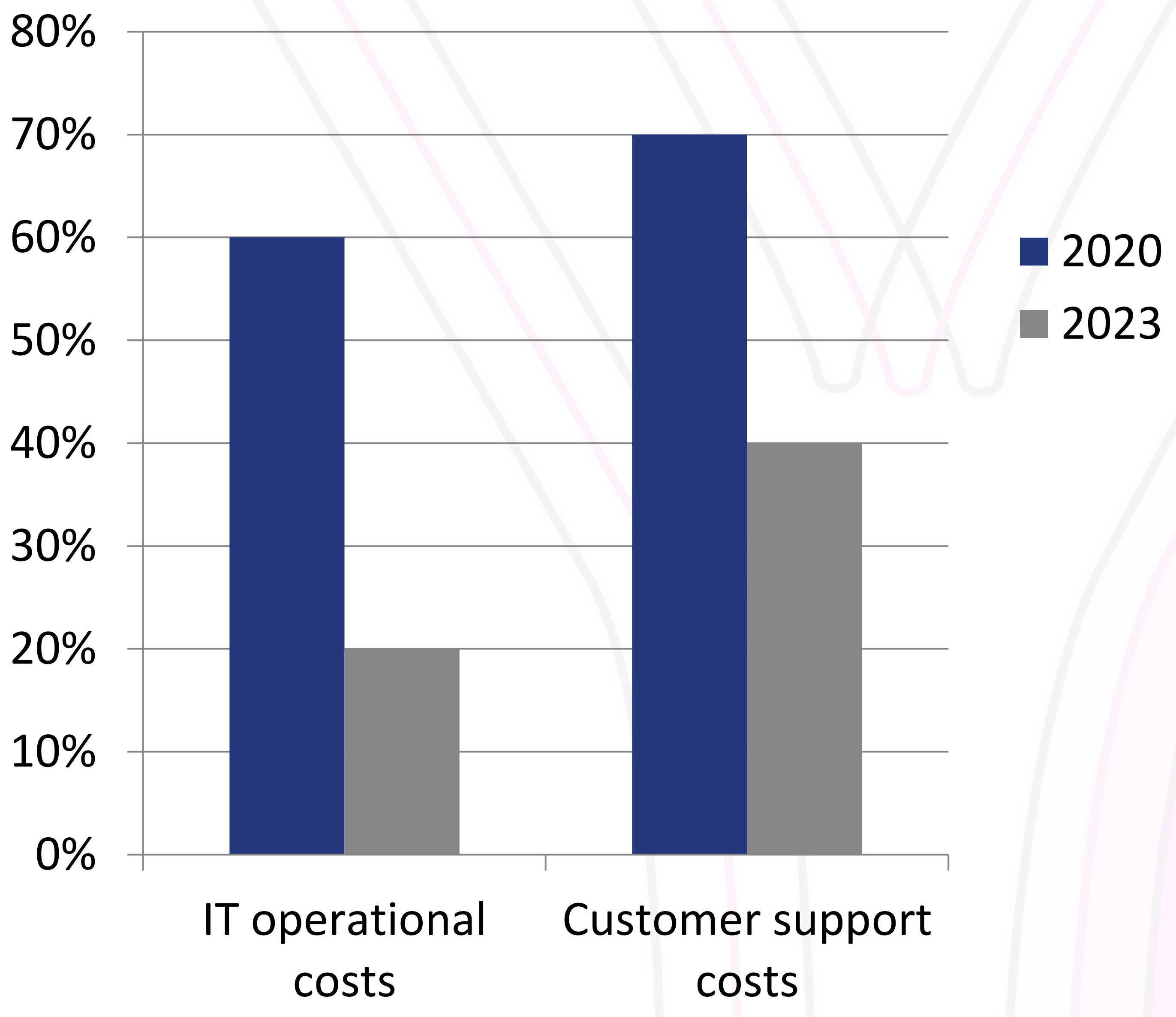
TechCorp, a mid-sized software company, sought to cut costs by 45% by outsourcing its customer support operations. While initially achieving cost savings, the company began experiencing communication issues, decreased customer satisfaction, and negative brand perception.

Write an email to your colleagues, briefly describe the problem and offer a solution **(100-150 words).**

1. Look at the charts which refer to outsourcing IT services and customer support. Discuss with your teacher/partner what they show and mean.

Outsourcing IT services and customer support





2. Read the Context, then listen to the presentation and answer questions 1-2 below.

CONTEXT

Acme Corporation, a mid-sized manufacturing company has been outsourcing for the past two years, and the results have been remarkable. Reynold Ledner, the Chief Strategy Officer, is presenting the outcomes of their decision to outsource part of their IT services and customer support to India.

Audio 7.3

1. What is the result of the reallocation of resources?
2. What do these figures relate to?

- 40%
- 8%
- 35%
- 150
- 22%
- 12%

3. Choose the correct option in *italics*, then listen again and check.

1. Let's turn our ***eyes / attention*** to the results of our decision to outsource part of our IT services and customer support to India.
2. Recent ***data / research*** indicates that Acme's R&D spending increased by 20% over the past two years.
3. ***Viewing / looking*** at this slide, we can see that the company's stock price has experienced a steady upward trend.
4. This strategy relates ***back / forward*** to the company's success in maintaining a competitive edge in their key markets.
5. The message I'd like to ***take / send*** you away with today is that outsourcing, when strategically implemented, can lead to cost savings, increased efficiency, and growth.

4. Read the Key Expressions and clarify the meaning of the phrases you do not understand.

Presenting factual information

- Statistics show …
- Recent data / Research indicates …

Explaining cause and effect

- Due to …
- As a result of …
- The effect of this is …
- (This) has resulted in …
- Subsequently, …
- A knock-on effect of this …

Referring to visuals

- You will notice on this chart …
- Looking at this slide, we can see …
- Have a look at these figures …

Moving from one point to another

- Let's turn our attention to …
- I've (briefly) looked at … so let's move on to …
- A further point to mention is …

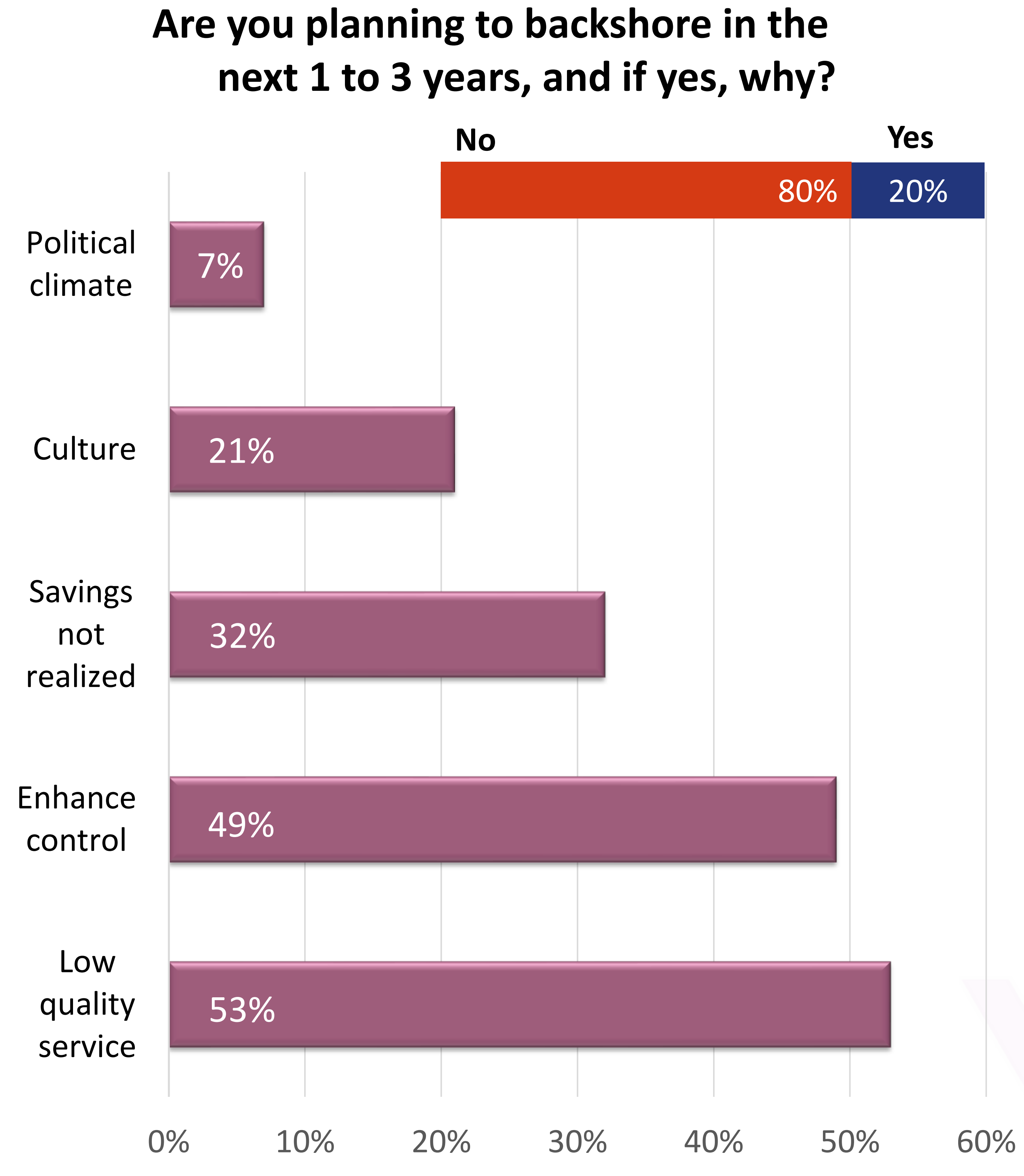
Referring backwards

- … which relates back to …
- As I mentioned earlier …
- … which I referred to earlier.

Concluding on a strong note

- Before I go today, I'd like to leave you with some food for thought …
- The message I'd like to send you away with today is …

5. Use the key expressions and the chart below to prepare a short presentation about the reasons to backshore.



Source: 2021 Global Shared Services and Outsourcing Survey Report, Deloitte

Presenting factual information

- Statistics show ...
- Recent data / Research indicates ...

Explaining cause and effect

- Due to ...
- As a result of ...
- The effect of this is ...
- (This) has resulted in ...
- Subsequently, ...
- A knock-on effect of this ...

Referring to visuals

- You will notice on this chart ...
- Looking at this slide, we can see ...
- Have a look at these figures ...

Moving from one point to another

- Let's turn our attention to ...
- I've (briefly) looked at ... so let's move on to ...
- A further point to mention is ...

Referring backwards

- ... which relates back to ...
- As I mentioned earlier ...
- ... which I referred to earlier.

Concluding on a strong note

- Before I go today, I'd like to leave you with some food for thought ...
- The message I'd like to send you away with today is ...

6. Use the information below to prepare a short presentation about outsourcing activities. Then give your presentation to your partner/teacher.

You work for a company that produces spare parts with about 3,000 employees based in Belgium. Your company is considering moving some of its activities to Ecuador. You have been asked to think about how the company could be restructured. Study the figures in the table below then decide:

1. Which of the company's activities could be outsourced (some of the options are: production, administration, customer service, accounts)
2. How your existing staff should be informed of these changes.

	Home (Belgium)	Offshore (Ecuador)
Wages	approximately €20	around €2
Production costs (per item, including labor, materials, and overheads)	€15 per item	€7 per item
Offshoring costs spread over 5 years	€375,000 - $1,300,000	€150,000 - $675,000
Training costs (per employee)	€1,500 to €3,500	€500 to €1,500

7. Speak about your company. Prepare a short presentation about one of the following topics *(optional).*

1. Recent changes in your company.
2. A change that you would like to introduce.
3. Your company's sales numbers.
4. Your ideas.

1. The Q&A session is an important part of most presentations. Decide whether you agree or disagree with the following statements.

1. If there are no questions, it means that you've made a really good presentation and your audience is speechless.
2. It's better to answer questions during the presentation rather than waiting till the end.
3. When answering a question, keep it brief.
4. Never admit that you don't know the answer. Bluff if necessary.

2. What would you do if after your presentation someone asks you a question:

- about something you explained five minutes ago
- on a topic you want to talk later about
- which is outside the focus of your presentation
- which will take long to answer

Audio 7.4

3. Listen to the presentation and jot down:

1. The type of questions from ex. 2 that are asked.
2. How the presenter reacts to questions.

Audio 7.4

4. Listen again. Are these statements true (T) or false (F)?

1. Outsourcing was mainly a cost-saving measure in the past.
2. Automation will shift 30% of jobs to digital platforms.
3. Manufacturing and assembly line workers are not at risk of losing their jobs to AI.
4. We will lose our jobs to AI.
5. Automation will create 97 million new jobs.

extra vocabulary

Jump on the bandwagon - to start doing something popular or trendy

E.g. Many farms are jumping on the bandwagon and advertising organically grown food.

extra vocabulary

Lay the groundwork - to do work in preparation for work that will be done later.

E.g. The company is laying the groundwork for market development.

5. Read the expressions and clarify the meaning of the phrases you do not understand.

Asking questions politely

- I'd like to know what / when / where / why / how ...
- I'd be interested to know more about ...
- I was just wondering if / whether ...
- I mean to say, could you tell us / explain to us ...
- First of all, I'd like to thank you for giving us such an interesting presentation.
- I think everyone found it useful. One question I have is this, ...
- I'd like to pick up on a point you made about ...
- Could you talk us through it in a bit more detail?
- I'd like to make a comment, if that's OK.
- I was wondering if you'd like to comment on that?

Dealing with questions

- I'm glad you asked me that question.
- I'm often asked that question. What I (usually / often) say is ...
- As I've said / mentioned before, ...
- Sorry, can I just stop you there as we are pushed for time ...
- Do you mind if we deal with it later?
- I'm actually coming to that point later in my talk.

Dealing with difficult questions

- I'm not sure I entirely understand your question. Do you mean ...?
- What I would say is ... I hope that answers your question.
- I'm afraid I don't have that information at hand, but ...
- I'm sorry, but that's not really my field / department / sector.
- I'm not really an expert on ...
- I'm afraid that question is outside the scope of today's presentation.
- We covered that at the beginning of the presentation when I talked about ...
- We need to be mindful that many people feel strongly about this, so ...

6. Use the prompts and expressions below to make indirect questions.

E.g. How / deal / difficult questions
I'd like to know how we can deal with difficult questions.

1. How / we / show / we / listen / the questioner.
2. Why / shouldn't / interrupt.
3. Why / important / comment on the question.
4. Why / reply / to the audience.

Asking questions politely

- I'd like to know what / when / where / why / how ...
- I'd be interested to know more about ...
- I was just wondering if / whether ...
- I mean to say, could you tell us / explain to us ...
- First of all, I'd like to thank you for giving us such an interesting presentation.
- I think everyone found it useful. One question I have is this, ...
- I'd like to pick up on a point you made about ...
- Could you talk us through it in a bit more detail?
- I'd like to make a comment, if that's OK.
- I was wondering if you'd like to comment on that?

Audio 7.5

7. Listen to the presentation about taking questions. Ask questions 1-4 from ex. 6, start speaking after the beep.

extra grammar

- We use **indirect questions** to be more polite.
- The word order of an indirect question *is like a normal statement:*

E.g. Could you tell me what AI is?
I'd like to know what services we are going to outsource.

Asking questions after a presentation

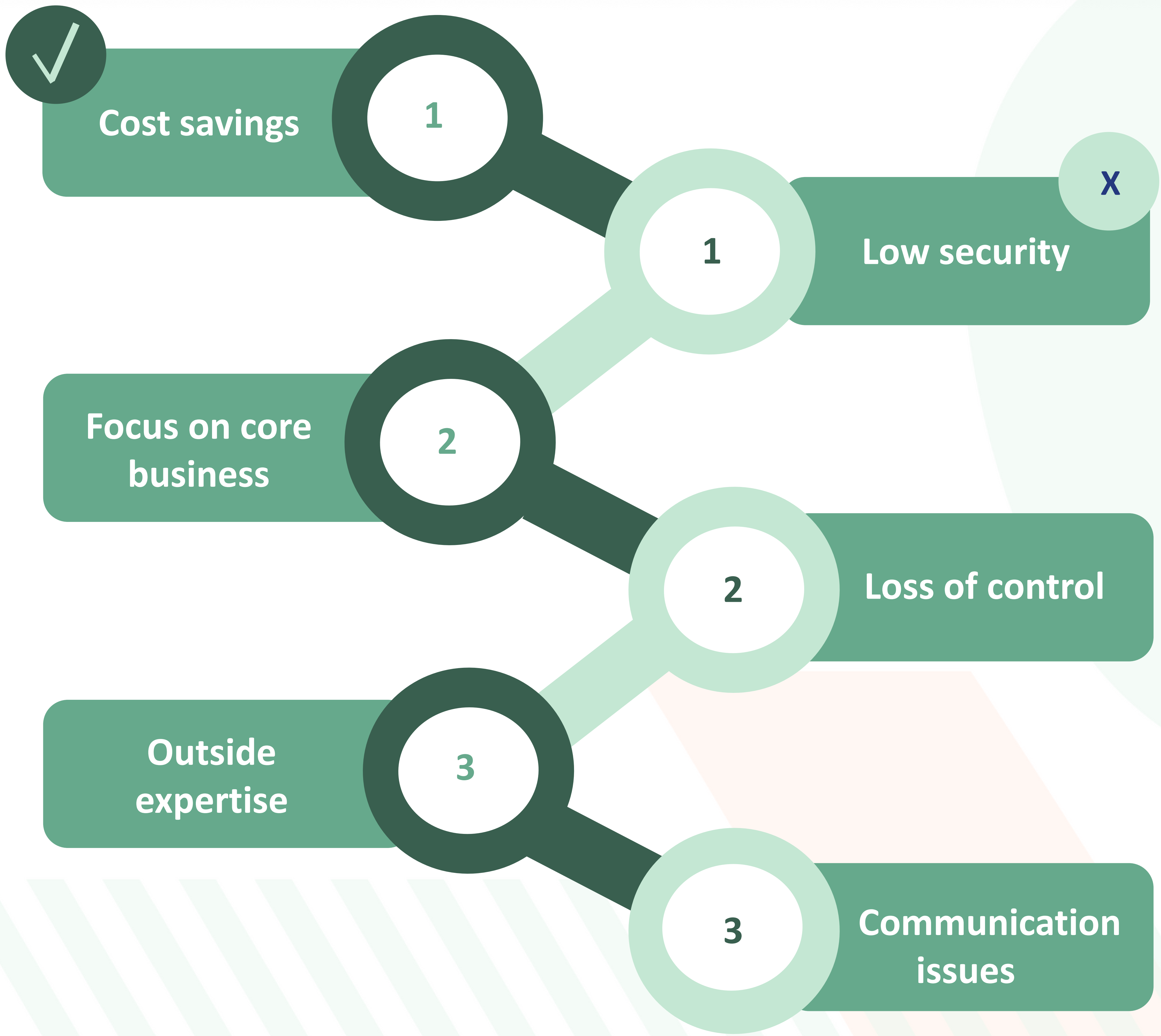
8. Work with your partner/teacher.

Student A:

Look at the infographic about the pros and cons of outsourcing. Give a short presentation to your partner/teacher, answer their questions.

Student B:

Listen to Student A's presentation about the pros and cons of outsourcing. Ask at least 3 questions during or at the end of the talk.



1. Compare the sentences. What is the difference?

1. Services like customer support and IT are outsourced by Microsoft.
2. Microsoft outsources services like customer support and IT.

Which is in the active form and which is in the passive form?

2. Read the email and look at the charts, <u>underline</u> the passive form.

Trebuchet MS 12

To: Javier Greenholt

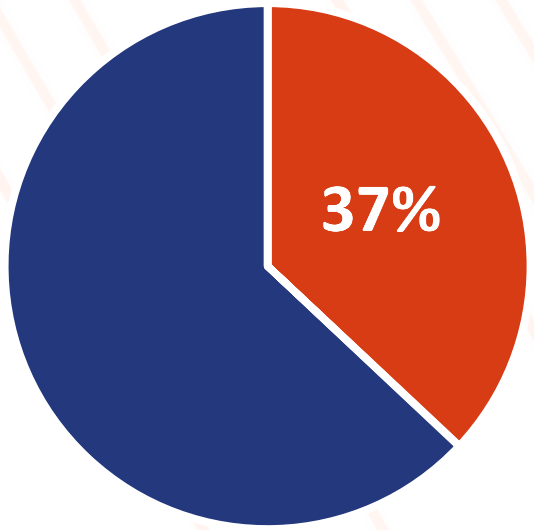
Subject: Outsourcing stats

From: Robin Padberg

Hello, Javier!

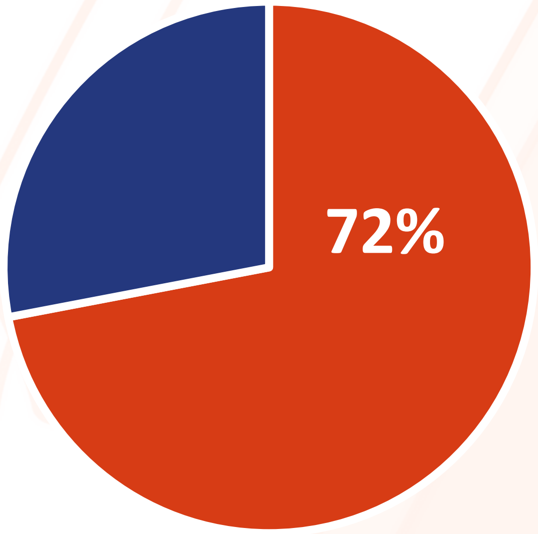
Here's some data that was collected by our research department. It's based on various metrics and a survey that was carried out recently. The key findings will be presented at our meeting on Friday. There's plenty of food for thought here as it will help us decide whether some of our departments can be outsourced.

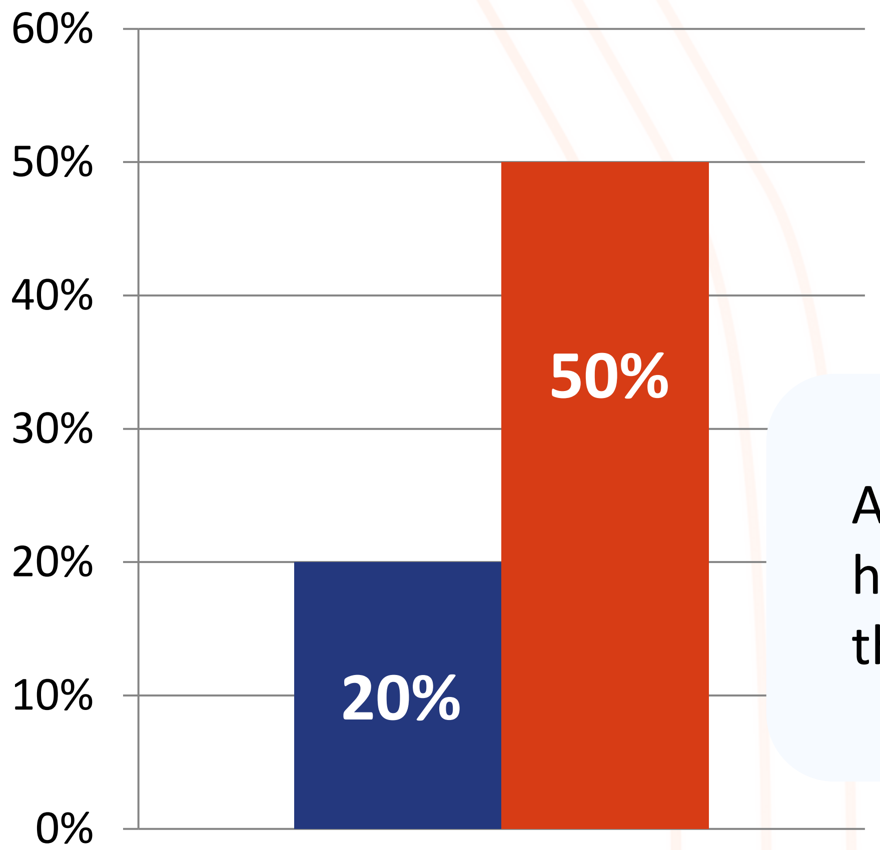
Regards,
Robin



In 2019, nearly 37% of IT services were outsourced to India, China, the Philippines and Poland.

It is estimated that 72% of data entry and processing jobs will be automated by 2030.





An increase in AI adoption has been observed over the past five years.

3-A. Choose the correct words in *italics* to complete the explanations in the *Language point.*

LANGUAGE POINT

The passive form (be + past participle) is used:

1. to put the focus on the person or thing ***doing the action / affected by the action***
2. when the person or thing that did the action: __________ *E.g.*
   a. ***is / isn't*** obvious
   b. ***is known / is unknown***
   c. ***is / isn't*** important
   d. ***is / isn't*** the main focus
3. to make certain written texts or information more ***personal / impersonal*** or ***formal / informal*** __________ *E.g.*
4. to describe processes, systems or experiments __________ *E.g.*
5. to avoid saying who is responsible for failure or a mistake __________ *E.g.*

3-B. Now write the sentence number (1-4) that matches each explanation.

1. In 2019, nearly 37% of IT services were outsourced to India, China, the Philippines and Poland.
2. It is estimated that 72% of data entry and processing jobs will be automated by 2030.
3. I can see that a small mistake was made on the invoice. I'll send out a new one.
4. First, a reliable outsourcing partner is selected.

4. Complete the sentences with the passive form of the verbs in brackets. Decide if the sentences are true (T) of false (F). Check your answers with your teacher.

1. About 54% of customer service positions ________ today ***(outsource).***
2. HR jobs ________ mainly ________ ***(send)*** to China and India because the wages are much lower and the skills similar.
3. More than 90% of help desk positions in the banking industry ________ ***(outsource).***
4. The concept of outsourcing ________ ***(create)*** in the 1700s, when British manufacturers outsourced textile production to the American colonies.
5. The term "outsourcing" ________ first ________ ***(use)*** in 1989 by InformationWeek magazine to describe the growing trend of IT services being contracted out to external providers.
6. Brazil, that ________ ***(know)*** as the "Call Center Capital of the World," has over 1 million call center agents who cater to clients from around the globe.
7. Manufacturing ________ commonly ________ ***(outsource)***, with Germany being a major hub for the production of electronics, textiles, and other goods.
8. In the 1990s some of General Electric's operations ________ ***(move)*** to India resulting in significant cost savings and popularizing outsourcing.

5. Rewrite the sentences using the passive form so that they mean the same.

Example:

We expect that the turnover will fall next year due to increased competition.

*Turnover is **expected** to fall next year due to increased competition.*

1. You must submit your application by May, 7.
   Your application ___________.
2. The Board of Directors made some important decisions this morning.
   Some important decisions ___________.
3. They interview candidates for the job every Friday.
   Candidates ___________.
4. We finished the project on time.
   The project ___________.
5. Out R&D department have discovered a new drug.
   A new drug ___________.
6. We can't do it.
   It ___________.
7. We spent more than a million dollars on advertising last year.
   More than ___________.

extra grammar

The verbs ***believe, expect, know, report, say, think, understand*** are often used in the present simple passive followed by an infinitive. This use is common in news reports:

E.g. Prices are predicted to rise by 7% next year.

6. A company is going to outsource some of its operations. Look at the list of preparations below and make affirmative or negative sentences using the passive (*was/were done, have/has been done, will be done*) and using the time refence on the left.

Example:
Potential tasks for outsourcing ***were identified*** *last Tuesday.* √ = done X = not yet

1. Identify potential tasks for outsourcing √ Last Tuesday
2. Conduct a cost-benefit analysis X Tomorrow afterno
3. Research suitable outsourcing partners √ Last week
4. Develop a detailed contract X Next Monday
5. Outline performance metrics X By the end of the month
6. Create a transition plan √ At our last meeting
7. Establish communication channels between the company and the outsourcing provider √ Earlier this morning

7. Choose one of the topics below and tell your teacher/partner about it. Use the passive.

Speak about:

1. Something that must be done in the office.
2. A corporate party that was held.
3. A moment you were not listened to.
4. The last time you were shouted at / told off.
5. An occasion on which you were taken a nice photo.
6. A bargain you have been sold.
7. Something important that has been put off.
8. The last time you were asked to do a favour.

extra writing

Have something done

When a professional person, e.g. a technician or accountant, does some work for us, we can use have something done:

E.g. We had our offices redecorated last year.

1. Do you agree with the statements? Why/why not?

1. Outsourcing leads to poorer quality in goods and services produced.
2. Outsourcing has led to the drainage of jobs that belong to the middle class.
3. Outsourcing lowers prices helping the consumer. It also makes businesses more competitive.

2. Read the case studies and answer the questions:

1. What led to the cancellation of British Airways flights?
2. Why did Hertz hire Accenture? What was the outcome?
3. Do you think the result would have been different if these projects had been outsourced to AI instead of humans?

1. In 2017 British Airways experienced a significant IT system failure that led to the cancellation of hundreds of flights and affected thousands of passengers. The incident was attributed to an outsourcing agreement with Tata Consultancy Services, an Indian IT services provider, which allegedly resulted in communication and operational issues.

2. Hertz hired Accenture, a world-renowned software outsourcing giant, to redesign its website and mobile apps.
Hertz had set up business plans, defined goals, and developed roadmaps to scale their platforms. But Accenture had ignored the platforms' scalability requirements and created a product that wasn't applicable outside North America. The project also had other issues, including delays, data insecurity, and unresponsive design.
Finally, Hertz was left with a defective product. So, they filed a $32 million lawsuit against Accenture in April 2019.

3. Read the quotes and discuss them with your teacher/partner. Then answer questions (1-3).

'The genie is out of the bottle. I fear that AI may replace humans altogether. If people design computer viruses, someone will design AI that replicates itself. This will be a new form of life that will outperform humans'.

Stephen Hawking,
from an interview with Wired,
November 2017

'I try to be upfront. Am I doing something good? Or really bad?'

Sam Altman,
the chief executive of OpenAI,
whose company created an online
chatbot called ChatGPT, 2023.

1. Do you think Sam Altman has done something good or really bad?

2. Will AI create or destroy jobs?

3. What's the connection between the jobs below in your opinion?

- Interviewer AI
- Prompt engineer
- Data labeling professionals
- AI trainer
- AI ethicist
- Customer service representative
- Technical writer
- Translator
- Copywriter
- Data entry clerk

4. Read the text. Do you agree? Why?

It's estimated that AI will replace 4.8M American jobs. But will it create or destroy jobs?

Historically speaking, technology revolutions always created more jobs than they destroyed. So, it's likely AI will be the same way. The challenge, though, is that AI, when it destroys jobs, will do so completely. So assembly line jobs and jobs like drivers, copywriters, translators and many office workers that do routine jobs, will be replaced by AI.

But AI will also create jobs. We don't yet know what those are but one thing that is known is that the jobs created by AI will be non-routine jobs.

5. Match the jobs below with their descriptions *(optional)*.

1. Data Labeling Professional
2. Prompt engineer
3. Interviewer AI

a. the AI-powered video recruiting software that helps HRs prescreen candidates before scheduling face-to-face interviews.

b. a person who writes instructions and tells large language modules (LLM) what to do.

c. a person that identifies raw data (images, text files, videos, etc.) and adds labels to provide context so that a machine learning model can learn from it.

Discussion

6. Answer the questions.

1. Will AI change the approach to outsourcing? If yes, how?
2. What are potential risks and benefits of AI outsourcing?
3. How can AI technology improve the efficiency of outsourcing services?
4. How might AI impact job opportunities in outsourcing industries, both positively and negatively?

extra vocabulary

Cash cow **-** a business, product, or service that makes a large profit, often used to make money to support other business activities.

E.g. The studios discovered that movie rentals were an even bigger cash cow than movie tickets.

extra vocabulary

Ramp something up - if a business ramps up its activity, it increases it.

E.g. To stay competitive, they'll have to ramp up product development as well as cut prices.

Task

7. Work with your partner/teacher.

You work for a software development firm that is facing a financial crisis and needs to cut costs.

Consider three options:

1. **Restructure in-house processes (save 15%)**

2. **Outsource offshore (save 30%)**

3. **Outsource to AI (save 40%).**

Discuss the options with your partner/teacher. Consider how your decision will impact productivity, employee morale, and overall financial stability.

Present your arguments.

1. Match (1-10) with (a-j).

1.	streamline	a.	_________ serious job losses
2.	get through	b.	_________ a strategy
3.	lead to	c.	_________ more jobs
4.	develop	d.	_________ cost-cutting measures
5.	free up	e.	_________ lower overheads
6.	improve	f.	_________ their operation
7.	create	g.	_________ resources
8.	take	h.	_________ a bigger volume of work
9.	achieve	i.	_________ a competitive edge
10.	gain	j.	_________ quality of life

2. Put these phrases in the right order to make sentences.

1. understand / I'm / question / not / I / your / entirely / sure
2. of today's / the scope / that question / is / presentation / outside / I'm afraid
3. we / later / Do / if / deal / with / you / it / mind ?
4. I'm / point / later / actually / to / in my talk / coming / that
5. that / you / I'm glad / me / question / asked
6. was / comment / I / if you'd / on / like to / that / wondering ?
7. through / Could / more / talk / detail / you / us / it in a bit?

3. Complete the phrases below with verbs:

1. **Companies often choose offshore locations because of:**
   a. Convenience b. Lower costs and wider talent pool
   c . Similar time zones

2. **What is essential for businesses to ensure smooth operations and communication with remote teams?**
   a. Employee discounts b. Office space c. Infrastructure

3. **Why do companies turn to outside expertise?**
   a. To handle specialized tasks or projects b. To increase office space
   c. To provide entertainment

4. **What is the main focus of a company's core activities?**
   a. Office decoration b. Competency and value creation
   c. Social events

5. **The term "closer to home" refers to:**
   a. A family business b. Working from home
   c. Outsourcing within the same country or region

6. **What is the purpose of training facilities?**
   a. Develop and improve employee skills b. Hold recreational activities
   c. Store equipment

7. **Which of these is another term for outsourcing specific business operations?**
   a. Export growth b. Business process outsourcing c. Sector

8. **Export growth can be associated with:**
   a. Increase in sales to international markets
   b. Outsourcing non-core activities c. Employee training

9. **Skilled workers are important for:**
   a. Organizing office parties b. Taking care of office plants
   c. Contributing specialized knowledge and expertise

10. **A sector can be defined as:**
    a. A type of computer software
    b. A portion of the economy or industry c. A piece of land

11. **Outsourcing vendors are responsible for:**
    a. Providing outsourcing services to clients
    b. Selling products in a store c. Maintaining office security

12. **One major advantage of outsourcing is:**
    a. Reducing office space b. Cost-savings c. Increasing paperwork

4. Match the sentence halves.

1. Before I go today,
2. A knock-on effect of this growth is
3. Let's turn our attention to
4. Recent data indicates that
5. Looking at this slide,

a. ___________ the results of the survey.
b. ___________ our spending increased by 20%.
c. ___________ the creation of 150 new job opportunities.
d. ___________ we can see a 12% growth in revenue.
e. ___________ I'd like to leave you with some food for thought.

5. Complete the sentences with the correct passive form of the verbs in brackets.

1. Over 800 people _______ redundant last year *(**make**)*.
2. Our company's leave policy _______ recently _______ *(**revise**)*.
3. Tom _______ a pay rise last week (***give***).
4. A tough style of leadership _______ in our company *(**use**)*.
5. The case _______ in detail by the media *(**cover**)*.
6. Compensation _______ to all victims yesterday *(**pay**)*.

6. Make the sentences passive.

1. They make Toyota cars in Japan.
   E.g. Toyota cars are made in Japan.
2. Someone repaired your washing machine.
3. Bayer has developed a new drug.
4. Amazon has retained all the selling rights.
5. Have we promoted our new product enough?
6. We test products before promoting.
7. We have improved the packaging.

7. Listen to the conversation. Rewrite it using the passive where possible to make it more polite.

8. Complete the sentences with the words below:

Audio 7.6

Agreed | Announced | Believed | Estimated | Reported

1. It was ________ that the CEO had resigned.
2. It was ________ that a gang of five men carried out the attack.
3. It is ________ that the economy will grow by 4%.
4. It was ________ that Matt should be the new team leader.
5. It is ________ that outsourcing helps businesses become more efficient.