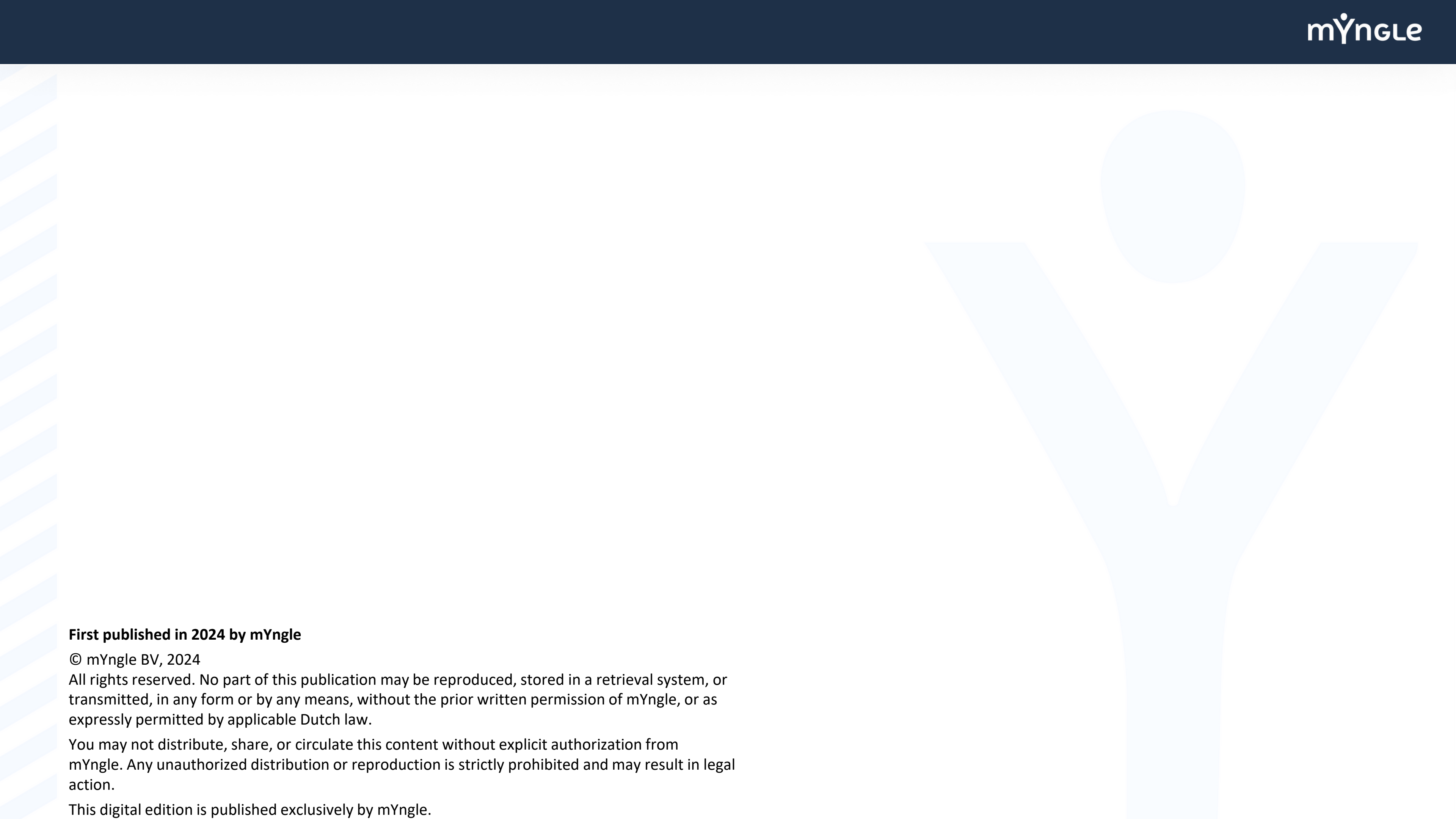




Business Upper Intermediate

Homework - Unit 7: Outsourcing



The background features a dark blue header with the mYngle logo. On the left, there is a vertical strip with diagonal light blue and white stripes. On the right, there is a large, faint, light blue graphic of a person with arms raised, with a circle above their head, resembling a stylized 'Y' or a person celebrating.

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1. Match phrases 1-12 with their definitions a-j.

- | | |
|---------------------------------------|---------------------------|
| 1. Offshore locations (___) | a. facilities or systems |
| 2. Infrastructure (___) | b. third-party operations |
| 3. Outside expertise (___) | c. trained personnel |
| 4. Core activities (___) | d. learning centers |
| 5. Closer to home (___) | e. service providers |
| 6. Training facilities (___) | f. external knowledge |
| 7. Business process outsourcing (___) | g. expense reduction |
| 8. Export growth (___) | h. nearby regions |
| 9. Skilled workers (___) | i. industry |
| 10. Sector (___) | j. overseas expansion |
| 11. Outsourcing vendors (___) | k. key operations |
| 12. Cost-savings (___) | l. overseas destinations |

2. Fill in the gaps with the following words.

- offshore locations
- Facilities or systems
- outside expertise
- core activities
- training facilities
- skilled workers
- business process outsourcing
- overseas expansion
- outsourcing vendors
- expense reduction

Netflix's Global Strategy: Embracing Offshore Locations and Business Process Outsourcing

Netflix, the entertainment giant, has always demonstrated its innovative approach in diversifying its business model and gaining a competitive edge in the global market. Part of this strategy involved (1) _____, exploring (2) _____ to enhance its customer reach and profitability.

Netflix's strategy revolved around hiring (3) _____ to handle tasks that are not its (4). This technique is widely known as (5) _____, a popular strategy in the corporate world, especially amongst companies that are seeking ways to decrease operational costs while maintaining or enhancing the quality of their services. The chosen (6) _____ offered a multitude of benefits, including a workforce comprised of (7) _____, significantly lowering Netflix's operational costs, contributing to a noteworthy (8) _____.

But Netflix did not stop there; it leveraged the (9) _____ available in these locations to enhance its employees' skills and abilities. It did this by establishing (10) _____ in these locations, allowing their staff to be up-to-date with the latest technologies and trends in the industry, and equipped to handle unique challenges that might come their way.

3. Fill in the gaps with the following words.

1. Netflix has always been a local company, avoiding any offshore expansions. (___)
2. Netflix's business process outsourcing strategy helped reduce their operational costs. (___)
3. The core activities of Netflix are exclusively managed by outsourcing vendors. (___)
4. Netflix established training facilities in offshore locations to keep its staff updated with the latest industry trends. (___)
5. Netflix's offshore locations were chosen due to the abundance of unskilled workers. (___)
6. Netflix gained access to outside expertise through its offshore locations. (___)

1. Match phrases 1-10 with their definitions a-j.

- | | |
|--|---|
| 1. Develop a strategy (___) | a. Make life better |
| 2. Get through a bigger volume of work (___) | b. Make a plan |
| 3. Take cost-cutting measures (___) | c. Make things simpler and more efficient |
| 4. Lead to serious job losses (___) | d. Add new job opportunities |
| 5. Create more jobs (___) | e. Get ahead of competitors |
| 6. Improve quality of life (___) | f. Reduce spending |
| 7. Free up resources (___) | g. Finish more work quickly |
| 8. Streamline their operation (___) | h. Cause many people to lose jobs |
| 9. Achieve lower overheads (___) | i. Decrease business expenses |
| 10. Gain a competitive edge (___) | j. Make more resources available |

2. Match the titles with the texts below.

Gain a competitive edge

Streamline their operation

Achieve lower overheads

Free up resources

Get through a bigger volume of work

Microsoft: 1. _____

In the fast-paced world of technology, this company stands out by providing businesses with the tools necessary to navigate substantial workloads effectively. Their cutting-edge cloud storage systems and advanced artificial intelligence capabilities enable tasks to be automated, increasing overall productivity and allowing companies to scale with ease.

Samsung: 2. _____

Innovation is this company's driving force, helping it stand out in the competitive global electronics market. From pioneering novel smartphone technologies to groundbreaking television designs, they always stay one step ahead of the curve. Their ability to anticipate customer needs and commit to innovation solidifies their leadership in the industry.

Smeg: 3. _____

As a leading manufacturer of high-end home appliances, this company employs advanced automation processes in their manufacturing lines and incorporates digital tools into their inventory management. These strategic moves ensure that the company's operations are smooth and efficient, leading to improved product quality and heightened customer satisfaction.

Bose: 4. _____

In the world of audio technology, this company stands out by maintaining profitability through strategic cost management. They incorporate energy-efficient production methods and lean manufacturing techniques to ensure financial resilience, all while upholding the high quality of their products.

Sales Force: 5. _____

This software company is revolutionizing the way organizations manage their essential resources. Offering comprehensive customer relationship management (CRM) software, it helps automate repetitive tasks, enabling businesses to reallocate their valuable human and financial resources to more strategic initiatives, fostering growth and optimizing performance.

3. Match the following phrases with the most suitable illustrative sentence.

- | | |
|------------------------------------|--|
| 1. streamline its operation | A. By moving their customer service to offshore locations, the company was able to significantly reduce expenses. |
| 2. achieve lower overheads | B. By focusing on core activities and leaving routine tasks to business process outsourcing, the company was able to make their operations more efficient. |
| 3. develop a strategy | C. The inflow of outsourced tasks has resulted in the hiring of more skilled workers in the tech sector. |
| 4. create more jobs | D. Companies who utilize outside expertise for specialized tasks find themselves with an advantage over businesses that try to do everything in-house. |
| 5. gain a competitive edge | E. With the export growth, the company needed to handle a greater amount of work, causing them to hire more service providers. |
| 6. lead to serious job losses | F. By utilizing training facilities in the host country, employees in Taiwan have seen an enhancement in their living standards. |
| 7. take cost-cutting measures | G. Unfortunately, outsourcing vendors in less expensive countries resulted in a loss of several hundred jobs closer to home. |
| 8. through a bigger volume of work | H. To adapt to the rapidly changing business environment, the company engaged in meticulous planning and adaptability testing. |
| 9. improve the quality of life | I. By simplifying their infrastructure and automating repetitive tasks, the company was able to cut expenses without sacrificing quality. |

4. With the phrases above fill in the gaps in the text.

Taiwan and its role in outsourcing

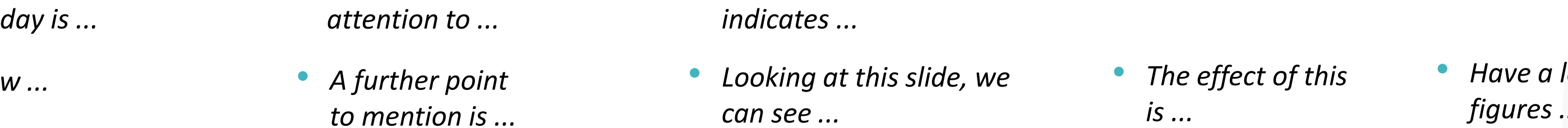
Taiwan has become an essential hub for global outsourcing, particularly in sectors like technology and customer service. Companies aiming to (1) _____ often look to Taiwan as a solution. Businesses from nations like the United States, Japan, and various European countries are increasingly sending tasks like software development and customer service to Taiwan.

The primary driver for companies to outsource to Taiwan is to (2) _____. This enables companies to (3) _____, making them more competitive in an ever-challenging global market.

However, the advantages are not only for foreign companies. The surge in outsourced jobs has allowed Taiwan to (4) _____. Local firms, overwhelmed (5) _____, have had to expand their workforce, which has resulted in higher salaries for local employees. This has, in turn, helped to (6) _____ for the Taiwanese people.

Nevertheless, critics argue that outsourcing can (7) _____ in the countries that are sending jobs abroad. As these companies (8) _____, it can result in unemployment among their local workforce, sparking ethical and long-term sustainability debates.

To balance both the pros and cons, it becomes critical for businesses to (9) _____ that considers both domestic and international implications.

- 
- | | | | | |
|---|--|---|---------------------------------|-------------------------------------|
| • The message I'd like to send you away with today is ... | • Let's turn our attention to ... | • Recent data / Research indicates ... | • As a result of ... | • As I mentioned earlier ... |
| • Statistics show ... | • A further point to mention is ... | • Looking at this slide, we can see ... | • The effect of this is ... | • Have a look at these figures ... |
| • ... which I referred to earlier. | • Due to ... | • A knock-on effect of this ... | • Subsequently, ... | • You will notice on this chart ... |
| • Before I go today, I'd like to leave you with some food for thought ... | • I've (briefly) looked at ... so let's move on to ... | • (This) has resulted in ... | • ... which relates back to ... | |

[illegible]

2. One of your colleagues wrote this report and asked you to check that the English is correct. In most of the lines there is one extra word. Some lines are correct. Find the extra words, put a tick where a line is correct.

Ladies and gentlemen, let's discuss outsourcing. Due to cost-effectiveness, it has gained popularity. As a result it, businesses access global talent and focus on core activities. You'll meanwhile notice on this chart outsourcing's growth and benefits. Looking at this slide, we can see cost savings and flexibility. The effect of this is streamlined operations. This has resulted in a competitive edge gain. Subsequently, innovation increases. A knock-on effect is potential job loss, but new opportunities emerge. Let's turn our view attention to various sectors benefiting from outsourcing. I've briefly looked at IT and customer service off, so let's move on to manufacturing.



3. Use the following phrases to fill in the gaps.

- *due to*
- *have a look at these figures*
- *a further point to mention is*
- *which relates back to*
- *subsequently*
- *a knock-on effect of this*
- *as a result of*
- *statistics show*
- *let's turn our attention to*

How We Analyzed the Data

When diving into the world of data analysis, it's essential to understand the methods and strategies used to derive meaningful insights. This allows us to make informed decisions based on concrete facts. So, how did we analyze the data presented?

- 1. Data Collection:** Initially, we sourced data from various reliable repositories and surveys. We collected data for a period of twelve months, (1)_____ the specific project requirements.
- 2. Data Cleaning:** (2)_____ some inconsistencies and irrelevant data points, it was necessary to undergo a comprehensive cleaning process. This phase ensured that only the most relevant and accurate data was retained for further examination.
- 3. Descriptive Analysis:** (3)_____ out of the 10,000 data points, 6,500 were related to the primary subject of our study, while the remaining were secondary or tertiary subjects. (4)_____ that the major chunk, around 65%, was directly relevant to our core objective.
- 4. Trend Analysis:** (5)_____ the trends observed over the duration. The upward trajectory in the third quarter signified a growing interest in the main subject. (6)_____ was an increase in discussions and publications related to our core theme.
- 5. Correlation Examination:** We looked for patterns and correlations between different sets of data. (7)_____ this process, we identified that as variable A increased, variable B showed a notable decline, indicating a negative correlation between them.
- 6. Predictive Analysis:** Using advanced algorithms, we forecasted the potential future trends. (8)_____ that while our predictions have a margin of error, they provide a valuable direction for future strategic decisions.
- 7. Visualization:** Data, when presented visually, can be easier to understand and interpret. Hence, we created interactive graphs and charts that allowed users to grasp the information more efficiently.
- 8. Final Reporting:** (9)_____ we compiled our findings into a comprehensive report. This report detailed the patterns, correlations, and predictions deduced from the data.

The message I'd like to send you away with today is that understanding data is not merely about numbers. It's about drawing accurate conclusions, spotting trends, and making predictions that can lead to actionable insights. The process, as detailed above, is rigorous and methodical, ensuring that the decisions made are well-informed and not merely based on assumptions.

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 ...*

The passive

Form

- 1. Verbs in sentences can either be active or passive. To make the passive, use the verb *be* in the appropriate tense and a past participle.

Tense	Active	Passive
Present simple	<i>We write a book</i>	<i>A book is written</i>
Present continuous	<i>We are writing a book</i>	<i>A book is being written</i>
Past simple	<i>We wrote a book</i>	<i>A book was written</i>
Past continuous	<i>We were writing a book.</i>	<i>A book was being written.</i>
Present perfect	<i>We have written a book</i>	<i>A book has been written.</i>
Past perfect	<i>We had written a book</i>	<i>A book had been written.</i>
Future and other modals	<i>We will write a book</i>	<i>A book will be written.</i>
Infinitives	<i>We need to write a book</i>	<i>A book needs to be written.</i>
-ing forms	<i>We object to someone writing a book</i>	<i>We object to a book being written.</i>

- 2. Make questions and negatives in the same way as in active sentences.
Was the package sent yet?
The message wasn't sent this morning.

Present continuous

Use

- 1. To change the focus of a sentence from who does something to what happens to something.
*My secretary **has printed out** the Agreement.* (The focus is on my secretary, the subject of the active sentence.)
*The Agreement **has been printed out**.* (The focus is on the Agreement and what has happened to it.)
- 2. To describe processes or how something is done. *When the apples **have been picked**, they are taken to the factory.*
- 3. When the person who does the action is unimportant, unknown or we want to avoid saying who it is (for example, because it may be obvious).
*Someone **murdered** him.*
*He **was murdered** (we don't know who did it).*
Use *by* after the passive verb to say who does the action.
*Hamlet was written **by** Shakespeare*
- 4. To talk about reputation and with phrases like *is said to be, is believed to be*. These phrases are used in news reports and make the information more impersonal.
*California is **said to be** warm and sunny.*
*The Prime Minister **has been described** as a nutter.*

1. Complete each sentence with a passive verb.

1. Somebody fixed my computer yesterday.
My computer _____.
2. We will test this product on animals.
This product _____.
3. Thousands of people write emails on a daily basis.
Emails _____.
4. The accountants are not looking into this issue yet.
This issue _____.
5. They fired her for being late.
She _____.
6. The defense attorney presented a complex legal argument.
A complex legal argument _____.
7. A very important academic journal has published this research work.
This research work _____.

2.1 Complete each sentence with a passive verb.

1. Subject + Passive verb + to + infinitive → *He was said to be innocent.*
2. It + passive verb + that... → *It was said that he was innocent.*

2.2 Complete each sentence with a passive verb.

1. Profits are believed to be decreasing this quarter as a consequence of inflation.
It _____.
2. This new shop is said to be opened in two weeks.
It _____.
3. The case was felt too costly to be taken to trial.
It _____.
4. The Red team is expected to win the competition.
It _____.

3. Have something done

Complete the sentences and make clear that the people don't / didn't do it themselves.

1. (washing machine / had / yesterday / the / I / fixed)
_____.
2. (Talented stylist / had / he / at the salon / hair / his)
_____.
3. (had / cleaned / her / house / she / maid / by / a / professional)
_____.
4. (repaired / he / got / by / his / laptop / a / technician / certified).
_____.

4. Write 5 sentences using this structure (have something done)

1. _____.
2. _____.
3. _____.
4. _____.
5. _____.



1. This is a report about AI. Check that the English is correct. In some of the lines there is one extra word or a grammar mistake. Some lines are correct. Find the 10 errors (extra words and grammar mistakes).

1 Artificial Intelligence (AI) having the potential to transform various areas of
business operations. Here are some the key areas where AI can make a
significant difference, although it's important note to that exact percentages
may vary based on numerous factors such as industry, company size,
5 geographical location, and more .

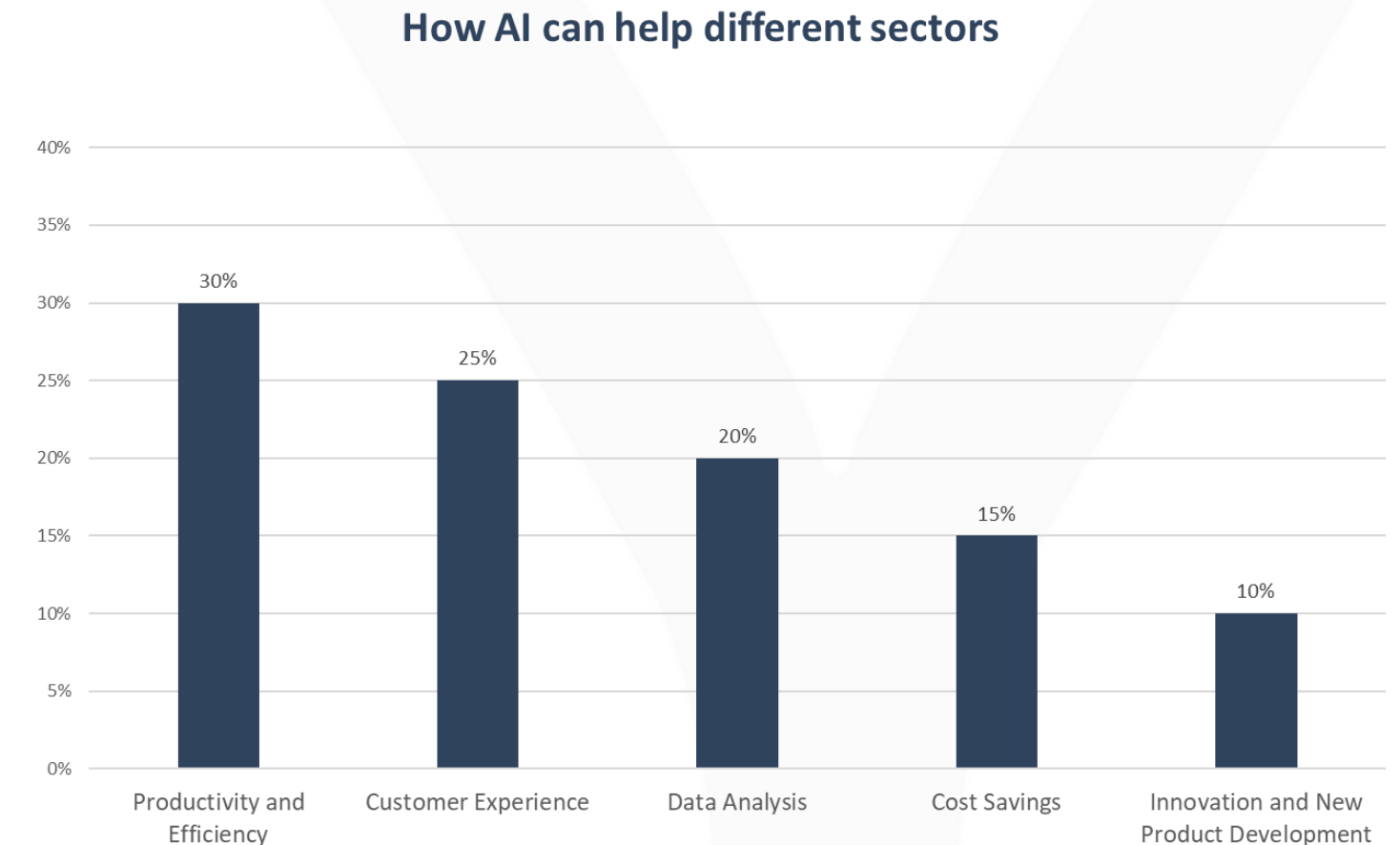
Productivity and Efficiency (30%): AI can automate routine tasks, freeing up time for employees to focus on strategic and creative tasks. This can lead to a significant boost in overall productivity and efficiency.

Customer Experience (25%): AI can analyze customer behavior and patterns to provide a personalized experiences, recommendations, and support, leading to improved customer satisfaction and loyalty.

Data Analysis (20%): AI are capable of processing and analyzing large of volumes of data far more efficiently and accurately than humans. This can lead to more informed decision-making, accurate predictions, and strategic planning.

15 **Cost Savings (15%):** By automating tasks, improving efficiency, and reducing errors, AI can help companies significantly to reduce their operational big costs.

Innovation and New Product Development (10%): AI can identify trends, generates new ideas, and by accelerate the product development process, leading to the creation of innovative products and services.



2. Correct 10 grammar mistakes.

Overseas Expansion and Operational Strategies: A Study of Adidas's Global Success

Adidas, a global brand recognized in sportswear, it's a perfect example of a business that has made the most of overseas expansion. This international growth strategy has not only expanded their customer base to new overseas destinations, but it has also provided them with a strategic platform to minimize costs and maximize revenue.

One of the core strategies Adidas have used to promote growth and expense reduction was to delegate some of its key operations to third-party operations. This strategic decision has led Adidas to focus more on their primary functions while leaving the rest to the experts. The firm's use of these service providers has not only helped it streamline its processes, has also significantly reduce its operational costs.

Adidas is also renowned for it's state-of-the-art facilities or systems, many of which are located in nearby regions. He employs a skilled workforce that ensures the smooth operation of their businesses. Trained personnel are a vital component in the success of Adidas's business model. They contribute significantly to the efficient and effective execution of tasks.

However, Adidas also understood the value of external knowledge. As a result, they established learning centers in several countries. These centers served dual purposes: to provide their employees with access to the best training resources and to encourage the sharing of insights and ideas across the firm.

In conclusion, Adidas's overseas expansion strategy has not only helped it reach new markets, but it allowed the company to optimize its resources. Through the use of third-party service providers, sophisticated facilities or systems, and the incorporation of external knowledge, Adidas has managed to become a global leader in the sportswear industry.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____



OUTSOURCING

mYngle

Business Upper Intermediate

Unit 7: Outsourcing

Homework – Answer Key

Exercise 1

- | | |
|---------------------------------|---------------------------|
| 1. Offshore locations | l) overseas destinations |
| 2. Infrastructure | a) facilities or systems |
| 3. Outside expertise | f) external knowledge |
| 4. Core activities | k) key operations |
| 5. Closer to home | h) nearby regions |
| 6. Training facilities | d) learning centers |
| 7. Business process outsourcing | b) third-party operations |
| 8. Export growth | j) overseas expansion |
| 9. Skilled workers | c) trained personnel |
| 10. Sector | i) industry |
| 11. Outsourcing vendors | e) service providers |
| 12. Cost-savings | g) expense reduction |

Exercise 2

- | | |
|---------------------------------|--------------------------|
| 1. overseas expansion | 6. facilities or systems |
| 2. offshore locations | 7. skilled workers |
| 3. outsourcing vendors | 8. expense reduction |
| 4. core activities | 9. outside expertise |
| 5. business process outsourcing | 10. training facilities |

Exercise 3

1. **False** - Netflix expanded overseas and explored offshore locations as part of its business strategy.
2. **True** - Netflix's business process outsourcing strategy was a significant contributor to reducing operational costs.
3. **False** - Netflix's outsourcing vendors manage non-core activities, not the company's core activities.
4. **True** - Netflix did establish training facilities in offshore locations to train its staff.
5. **False** - Netflix chose offshore locations primarily because of the availability of skilled workers, not unskilled.
6. **True** - Netflix was able to tap into outside expertise available in its offshore locations.

Exercise 1

1. Develop a strategy **(h)** cause many people to lose jobs
2. Get through a bigger volume of work **(b)** make a plan
3. Take cost-cutting measures **(d)** add new job opportunities
4. Lead to serious job losses **(f)** reduce spending
5. Create more jobs **(i)** decrease business expenses
6. Improve quality of life **(c)** make things simpler and more efficient
7. Free up resources **(j)** make more resources available
8. Streamline their operation **(g)** finish more work quickly
9. Achieve lower overheads **(e)** get ahead of competitors
10. Gain a competitive edge **(a)** make life better

Exercise 2

Microsoft

Title 1: Get through a bigger volume of work

Explanation: Microsoft provides tools to navigate large workloads effectively using advanced technology and AI, which aligns with the title's concept of managing a bigger volume of work.

Samsung

Title 2: Gain a competitive edge

Explanation: Samsung's focus on innovation and the ability to anticipate customer needs give them a competitive edge, which is in line with the title.

Smeg

Title 3: Streamline their operation

Explanation: Smeg's use of advanced automation processes and digital tools in inventory management helps streamline their operations, matching the given title.

Bose

Title 4: Achieve lower overheads

Explanation: Bose incorporates energy-efficient production methods and lean manufacturing techniques to maintain profitability and reduce costs, hence achieving lower overheads, as suggested by the title.

Sales Force

Title 5: Free up resources

Explanation: Sales Force offers software that helps automate repetitive tasks, freeing up essential resources for businesses. This aligns with the title's idea of freeing up resources.

Exercise 3

1. Streamline its operation **(B)** By focusing on core activities and leaving routine tasks to business process outsourcing, the company was able to make their operations more efficient.
2. Achieve lower overheads **(A)** By moving their customer service to offshore locations, the company was able to significantly reduce expenses.
3. Develop a strategy **(H)** To adapt to the rapidly changing business environment, the company engaged in meticulous planning and adaptability testing.
4. Create more jobs **(C)** The inflow of outsourced tasks has resulted in the hiring of more skilled workers in the tech sector.
5. Gain a competitive edge **(D)** Companies who utilize outside expertise for specialized tasks find themselves with an advantage over businesses that try to do everything in-house.
6. Lead to serious job losses **(G)** Unfortunately, outsourcing vendors in less expensive countries resulted in a loss of several hundred jobs closer to home.
7. Take cost-cutting measures **(I)** By simplifying their infrastructure and automating repetitive tasks, the company was able to cut expenses without sacrificing quality.
8. Through a bigger volume of work **(E)** With the export growth, the company needed to handle a greater amount of work, causing them to hire more service providers.
9. Improve the quality of life **(F)** By utilizing training facilities in the host country, employees in Taiwan have seen an enhancement in their living standards.

Exercise 4

- | | |
|------------------------------------|--------------------------------|
| 1. streamline its operation | 6. improve the quality of life |
| 2. achieve lower overheads | 7. lead to serious job losses |
| 3. gain a competitive edge | 8. take cost-cutting measures |
| 4. create more jobs | 9. develop a strategy |
| 5. through a bigger volume of work | |

Exercise 1

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 ...*

Exercise 2

Ladies and gentlemen, let's discuss outsourcing. Due to cost-effectiveness, it has gained popularity. As a result it, businesses access global talent and focus on core activities. You'll meanwhile notice on this chart outsourcing's growth and benefits. Looking at this slide, we can see cost savings and flexibility. The effect of this is streamlined operations. This has resulted in a competitive edge gain. Subsequently, innovation increases. A knock-on effect is potential job loss, but new opportunities emerge. Let's turn our view attention to various sectors benefiting from outsourcing. I've briefly looked at IT and customer service off, so let's move on to manufacturing.

Exercise 3

1. which relates back to
2. Due to
3. Have a look at these figures
4. Statistics show
5. Let's turn our attention to
6. A knock-on effect of this
7. As a result of
8. A further point to mention is
9. Subsequently

Exercise 1

1. My computer was fixed yesterday.
2. This product will be tested on animals.
3. Emails are written on a daily basis.
4. This issue is not being looked into yet.
5. She was fired for being late.
6. A complex legal argument was presented by the defense attorney.
7. This research work has been published by a very important academic journal.

Exercise 2

1. It is believed that profits are decreasing this quarter...
2. It is said that the new shopping mall will be opened next month.
3. It was felt that it would be too costly to take the case to trial.
4. It is expected that the Read team win the competition.

Exercise 3

1. I had the washing machine repaired yesterday
2. He had his hair cut by a talented stylist at the salon.
3. She had her house cleaned by a professional maid.
4. He got his laptop repaired by a certified technician.

Exercise 4

Answers will vary.

Exercise 1

Words that are missing:

1. Line 1: "Artificial Intelligence (AI) having the potential..." should be "Artificial Intelligence (AI) has the potential..."
2. Line 2: "Here are some the key areas..." should be "Here are some of the key areas..."
3. Line 3: "it's important note to that..." should be "it's important to note that..."
4. Line 12: "AI are capable..." should be "AI is capable..."
5. Line 19: "generates new ideas, ..." should be "generate new ideas,..."

Extra words that should not be in the text:

1. Line 2: "the" before should be "key areas".
2. Line 6: "to" after "AI can" should be "AI can automate..."
3. Line 10: the "a" after "provide a personalized experiences..." should be "to provide personalized experiences ...".
4. Line 17: "big" after "operational big costs" should be "operational costs".
5. Line 19: "by" before " ... and by accelerate..." should be "... and accelerate the product..."

Exercise 2

1. "Adidas, a global brand recognized in sportswear, it's a perfect example": The pronoun "it's" is unnecessary here, as the phrase should read "Adidas is a perfect example".
2. "This international growth strategy has not only expanded their customer base...": The pronoun "their" should be replaced with "Adidas's" to maintain a formal, academic tone. Using a pronoun here can cause ambiguity.
3. "Adidas have used to promote growth": In American English, collective nouns like "Adidas" are usually treated as singular. Therefore, "has" is more appropriate than "have".
4. "The firm's use of these service providers has not only helped it streamline its processes, also significantly reduce its operational costs.": This is a coordination error. The correct structure is "not only...but also...". Hence, "but " is missing.
5. "Adidas is also renowned for it's state-of-the-art facilities": This is a common spelling mistake. "It's" is a contraction of "it is" or "it has", and "its" is a possessive pronoun. Here, the possessive pronoun "its" should be used.
6. "He employs a skilled workforce": Here, "he" should be replaced with "Adidas" for clarity and to maintain an academic tone.
7. "Trained personnel are a vital component in the success of Adidas's business model.": The correct phrase should be "a vital component of" instead of "a vital component in".
8. "These centers served dual purposes: to provide their employees": The past tense "served" should be replaced with the present tense "serve" to maintain the present tense used throughout the article. The pronoun "their" can be replaced with "Adidas's" for clarity.
9. "Adidas's overseas expansion strategy has not only helped it reach new markets, but it allowed the company to optimize its resources.": This sentence demonstrates an error in the use of correlative conjunctions. The phrase should be "not only... but also..." and hence "has not only helped the company reach new markets but also allowed it to optimize its resources".
10. "Adidas has managed to become a global leader in the sportswear industry.": The error here is one of formal style and precision. It would be better to say "Adidas has managed to establish itself as a global leader in the sportswear industry". The phrase "establish itself as" is a more precise and formal way of conveying the idea of attaining a particular status or position.