Business Upper Intermediate

Unit 12: Data

Objectives

- Talk about data
- Describe trends
- Report what someone has said

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

1. __________is the largest consumer of coffee worldwide, with ___________ consuming about 400 million cups of coffee per day.

A: Italy / Italians

C: The US / Americans

B: Brazil / Brazilians

D: Spain / Spaniards

3. The most expensive cocktail in the world was the cocktail named "Winston" after Winston Churchill. It was sold for ___________.

A: $96,000

C: $19,600

B: 96$

D: $9,600

2. According to Starbucks, __________ customers visit its nearly 18,000 stores per week. In comparison, Times Square in New York, one of the world's most visited tourist attractions, has an estimated 50 million visitors annually.

A: 500,000

C: 60 million

B: 5 million

D: 100 million

4. The most expensive coffee in the world is Kopi Luwak or Civet Coffee. This coffee is made from beans that have been eaten and excreted by a civet. A single cup of coffee might sell for up to ___________.

A: €50

C: €900

B: €100

D: €500

myngle

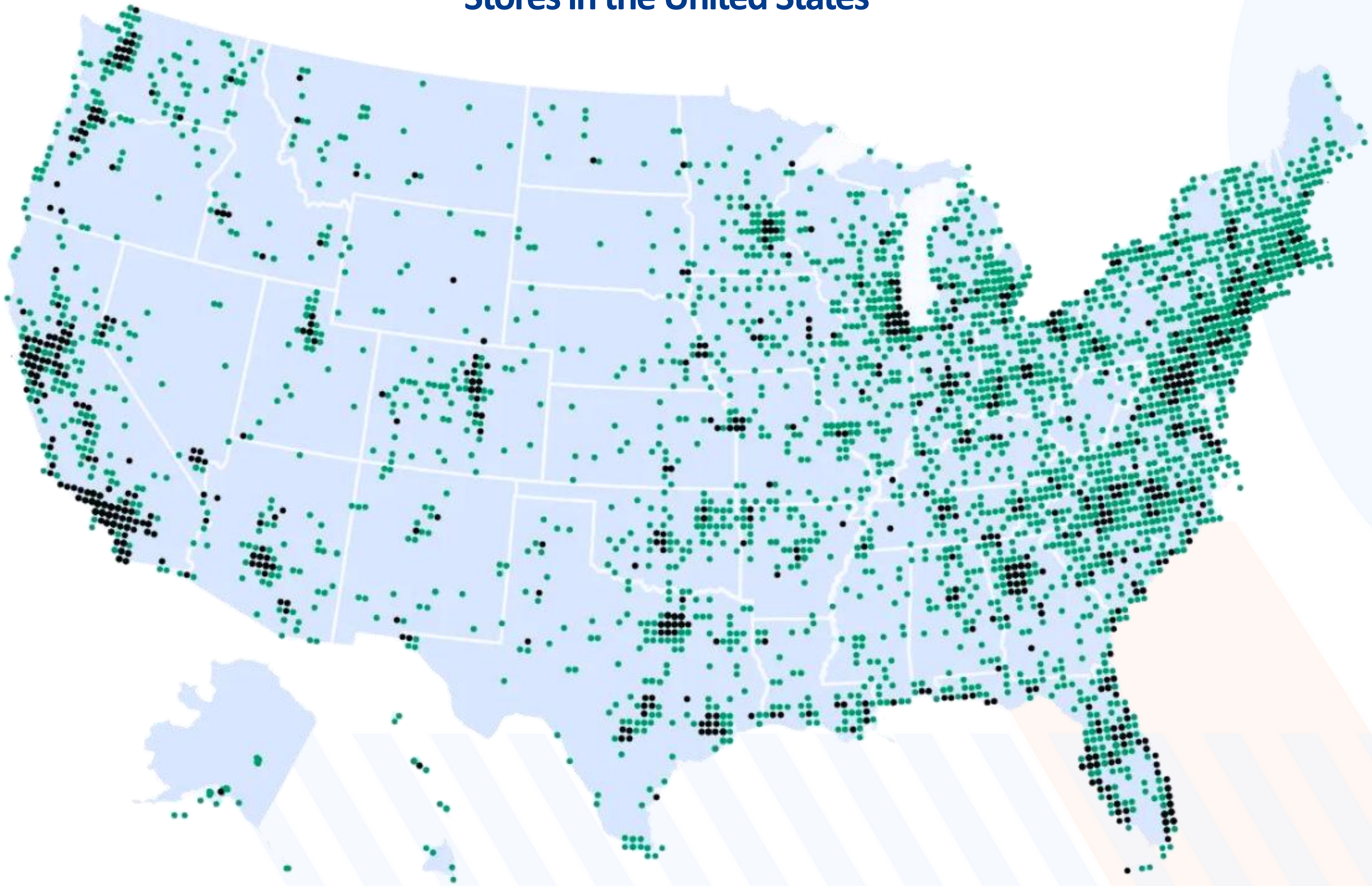
2. What company do you think the infographic is about?

15,988
Locations

52
States and Territories

3,220
Cities

Stores in the United States



3. Read the text below and match the given headlines with sections (1-4).

- Analyzing Customer Behaviour
- Strategic Store Location
- Digital Transformation and Dynamic Menus
- Data Analytics in Starbucks

1. ________________________

Starbucks, known for its **data-driven decision-making**, uses **data analytics** to enhance its business strategy. With over 30,000 stores worldwide and nearly 100 million transactions processed per week, the company has a lot of customer data available. The company's strategic shift towards being a data-driven business was initiated over a decade ago. Triggered by the financial crisis in 2008, Starbucks realized the need to **analyze data** in a more focused manner. This move ensured that they didn't **abuse trust** or **disclose personal information** but made the most of their extensive customer data.

2. ________________________

Starbucks' digital transformation, notably with its Rewards program and mobile app, has significantly increased its data collection capabilities. It captures data about members' purchasing habits – what, where, and when they buy coffee. This not only enables Starbucks to **target users** more precisely but also to **make recommendations** and **offer perks** based on individual preferences.

Interestingly, Starbucks also uses weather data to enhance customer experience. For instance, on hot days, the company might suggest cold drinks to customers, adding a personalized touch to their service. They also use dynamic menus, adjusting offerings based on customers' location and time. This innovation, combined with their **data breach** countermeasures like **encrypting credit card numbers** and securely **keeping records**, makes Starbucks a successful and responsible data-driven company.

3. ________________________

Starbucks analyzes data related to customers' drink orders, visit frequency, and preferred store locations to enhance its services. It uses this information to **monitor behaviour** patterns, cater to **customers' demographics** and decide what products to offer. For example, a study found that 43% of tea drinkers prefer their tea unsweetened. Responding to this, Starbucks introduced a new line of unsweetened iced teas. Similarly, after learning that 25% of consumers do not add milk to their coffee, the company launched a black iced coffee product without milk.

4. ________________________

Sometimes it feels like you can't walk more than a block without seeing a Starbucks. When Starbucks was opening locations in New York City in the 90s, people thought it was crazy to have a Starbucks across the street and down the block from each other. But, interestingly enough, the people who take the subway and exit to the right are a different customer from those who exit the subway and walk left. Enough people are going in both directions to support two different stores. The fact is, Starbucks assesses various factors such as population, income levels, traffic, competitor presence, and proximity to other Starbucks locations.

It also employs location-based analytics to determine the best locations for new stores. For example, a research showed that many customers prefer a quick cup of coffee in the morning before work. Responding to this trend, Starbucks strategically opened stores near busy subway stations, making it convenient for morning commuters. Another example is, within a city or town, there are places that shoppers are more likely to go to in search of coffee. Certainly shoppers will not go to the business district or housing district. Instead, they will probably go to the town square, near retail outlets and other restaurants. And this is where they can find Starbucks stores.

4. Answer the questions.

1. What customer data does Starbucks analyze?
2. How does Starbucks decide where to open stores?
3. How has Starbucks' digital transformation improved data collection?
4. How does Starbucks use weather data and dynamic menus?

5. Match (1-8) with definitions (a-h).

1. abuse
2. disclose
3. encrypt
4. perk
5. target users
6. data-driven
7. customers demographics
8. data breach

a. a special advantage or benefit
b. statistical data of a company's customers
c. happening or done according to information that has been collected
d. the type of people that a company wants to sell its products or services to
e. an occasion when private information can be seen by people who should not be able to see it
f. to use something in a bad or wrong way
g. to make something known publicly, or to show something that was hidden
h. to change electronic information or signals into a secret code

6. Complete sentences (1-9) with the phrases below.

- target users
- offer perks
- make recommendations
- abuse trust
- disclose personal information
- customers demographics
- data breach
- encrypt credit card numbers
- monitor behaviour

1. It's crucial not to ________ when dealing with clients.
2. For security, it's essential to ________.
3. Netflix uses algorithms to ________ tailored to each user's viewing habits.
4. Amazon ________ user ________ to personalize their services and advertising.
5. Loyalty programs often ________ to regular customers.
6. Disney+ ________ are families and viewers who enjoy diverse entertainment content, including cartoons, movies, and series.
7. Starbucks' ________ mainly include young adults.
8. A ________ can significantly damage a company's reputation.
9. Companies should not ________ without consent.

7. Make sentences using a random generator: your teacher/partner calls out a random number and letter combination to identify two words from the lists below. You then use those words to make a grammatical and meaningful sentence (*optional*).

E.g. Teacher: '3- i' (The two words are '***disclose***' and '***users***')

Student: 'Companies shouldn't ***disclose users***' personal information without their agreement.'

1. abuse	a. trust
2. analyze	b. data
3. disclose	c. personal information
4. encrypt	d. credit card numbers
5. keep	e. records
6. make	f. recommendations
7. monitor	g. behaviour
8. offer	h. perks
9. target	i. users
10. data	j. analytics
11. data-driven	k. decision-making
12. customers	l. demographics
13. data	m. breach

8. Read the case studies below, choose one and develop two perspectives: one in favor and one against the situation described.

1. Netflix found out many users were sharing accounts, causing financial loss. They tested solutions in certain countries: introducing ads and charging for extra users. These changes weren't popular, but gave Netflix useful information about what their customers might accept. However, many users are worried about the intrusion of ads and the possibility of extra costs. The negative feedback sparked a debate about the fairness of these methods.

2. An online store used AI to suggest products to customers. It worked well for some people, but not for everyone because older users were dissatisfied. The AI often suggested products that didn't suit their needs or preferences due to an overemphasis on trending items popular among younger users. The store now faces the challenge of rectifying this bias.

3. A healthcare provider has started to use data analytics to predict potential health risks in patients. They argue that this data-driven decision-making will help doctors provide better and more personalized care. However, some patients are uncomfortable with the idea of their sensitive health data being analyzed and possibly shared with third parties.

extra vocabulary

Are you comfortable that some businesses collect data about users' online activity? **(100-120 words)**

extra vocabulary

A back-of-the-envelope calculation - a rough calculation, typically jotted down on any available scrap of paper such as an envelope.

E.g. My back-of-the-envelope calculation makes this a 2000 mile journey transiting the East China Sea.

1. Answer the questions.

1. What is your favorite movie genre?
2. How many movies do you watch a month?
3. How do you decide which movie to watch?

Audio 12.1

2. Listen to Part 1 of the interview with Mark Randolph, the co-founder and first CEO of Netflix, and choose the best answer for each of the following questions.

1. What role does data play in the Netflix platform?

   A. It discourages creativity.
   B. It empowers the platform to come up with better solutions.
   C. It confuses the platform users.

2. What does Netflix strive to understand based on the data they collect?

   A. Why people are subscribing to Netflix.
   B. Why people choose the movies they choose and if these are good choices.
   C. How to increase the cost of their subscriptions.

3. How has Netflix's ability to predict users' movie preferences affected its relationship with its users?

   A. It has made users distrust the platform.
   B. It has led to people trusting Netflix to suggest movies they will like.
   C. It has led to a decrease in user subscriptions.

4. What does Mark suggest is required in order to effectively utilize data?

   A. Pairing it with intelligence for decision making.
   B. Ignoring it to focus on creativity.
   C. Relying solely on it for all decisions.

3. You are going to hear Mark Randolph answering the questions below. What do you think he might say? Discuss with your partner/teacher.

1. How does Netflix suggest content?
2. Are you able to see when a user might cancel their subscriptions?

Audio 12.2

4. Listen to Part 2 of the interview and check your predictions from ex. 3.

extra writing

Tail off **-** to reduce in amount or become lower in level.

E.g. The profits tailed off after a few years.

extra vocabulary

Educated guess **-** a guess that is made using judgment and a particular level of knowledge and is therefore more likely to be correct.

E.g. My educated guess is that the next election will be within the next 12 to 18 months.

5. Match (1-9) with (a-i).

1. Let's **crunch** __________
2. What we really need to respect is what data can **bring** __________
3. I want **to get up to** __________
4. We constantly need to **break** __________
5. These variables **add** __________
6. It's like you've got a handle on user behavior to the point where you can **dial** __________
7. Are you able to see any patterns or **read between** __________
8. As you've seen, the pieces really do **fall into** __________
9. So, essentially, you are **zeroing** __________

a. **the lines** when a user might cancel their subscriptions?
b. **speed** on how Netflix is playing the **numbers game** here.
c. **place** when data is properly utilized.
d. **in** on users' preferences.
e. **to the table** for our business.
f. **down** this information to make it more understandable.
g. **down** any potential issues.
h. **up** to a unique viewing profile for each user.
i. **the numbers**.

6. Replace the underlined words in the sentences below with their synonyms from the phrases underlined in red.

- crunch the numbers
- bring to the table
- dial down
- binge-watch
- zero in
- read between the lines

1. Have you ever ***watched several episodes of*** a TV series in a row in one day?
2. Are you good at ***understanding what's not directly said?***
3. How can we effectively ***reduce intensity*** of stress?
4. What can you ***contribute to a discussion*** in a meeting?
5. Do you find it challenging to ***calculate figures***?
6. What have you recently ***directed all your attention to***?

7. Answer the questions in 6.

extra vocabulary

***Ballpark* -** A ballpark estimate or figure is a number that is a guess, but one that you believe is near the correct number.

E.g. We'll have to go away and cost this carefully, but as a ballpark figure I'd say that it'll be about two million dollars.

1. How do you say the following numbers?

1. $758,850
2. $^2/_3$
3. 4:1
4. 2.03km^2
5. 282m^3
6. 0.0018%
7. €12 $^1/_2$ bn
8. €300m

2. Read the Context. Then listen to Part 1 of the meeting and complete the table.

Audio 12.3

Context

CD Projekt, a renowned Polish video game developer and creator of the acclaimed "The Witcher" series, recently faced significant challenges following the release of their highly anticipated game, Cyberpunk 2077. Team members Jan, Tomasz, and Dariusz are holding a meeting to discuss these issues and identify solutions.

	Initial Sales Expectation (Millions)	Actual Sales (Millions)	Refunds Processed	Sales Growth from Previous Title (%)	Public Response
The Witcher 3	N/A		N/A	N/A	
Cyberpunk 2077					

Audio 12.4

3. Listen to Part 2 of the meeting and decide if the statements are true (T) or false (F).

1. Jan highlighted that Cyberpunk 2077 underperformed due to technical issues and high refund rates.
2. Dariusz suggested that Cyberpunk 2077 had a successful launch.
3. Dariusz claimed that the return rate for Cyberpunk 2077 is lower than The Witcher 3.
4. Tomasz argued that the market, not the game, is causing the sales dip.
5. Jan stressed that the priority is to fix the issues.

4. Complete sentences 1-8 with the words below.

- bottom
- overriding
- in terms of
- apparently
- supposedly
- fill us in on
- roughly
- lowdown

1. **Could you _________ the current situation**, Tomasz?
2. **Could you give us the _________** on the sales and refund figures?
3. **What's that _________** growth from The Witcher 3 to Cyberpunk 2077?
4. _________ **speaking**, that's a growth of about 44%, which is significant.
5. _________**, the study** shows that a strong launch can significantly impact a game's long-term success.
6. _________, our bumpy launch could have repercussions down the line.
7. **The _________ line is** our situation with Cyberpunk 2077 is not as positive as we hoped.
8. Yes, **the _________ trend is** the need to rectify the technical problems and restore our reputation.

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

Asking for / checking data

- Could you fill us in on ... ?
- Could you give us the lowdown on ... ?
- Can we look at the figures ... ?
- So what are the facts and figures?
- How do these figures compare to/with ... ?
- What's that in terms of (growth)?
- How should we interpret (this drop)?

Reporting information

- According to (a recent survey), ...
- Apparently, a recent study shows .. .
- Supposedly, ...
- Roughly speaking ...
- (Simon) claimed that ...
- (Simon) assured us that ...

Summarizing findings

- The bottom line is ...
- The overriding trend is ...
- In general, ...
- Overall, things are looking positive / up / gloomy.

6. Role Play. Imagine you are part of a team of executives at a video game company called DreamPlay. The company recently released a new game called "Space Journey“, but the performance has not met the company's expectations. Use the Key Expressions below to report and request information.

Student A

You are the CEO of DreamPlay. Your role is to understand the situation, evaluate the impact of the current issues on the company's sales and reputation, and seek solutions to improve the situation. Ask Student B questions to check the data below.

Student B

You are the CTO of DreamPlay. Your role is to provide technical insight into the situation, explain the actions being taken to resolve the issues, and suggest strategies to regain customer trust. Report the information below and summarize the findings.

	Space Journey reality	Space Journey projections
Sales in the first month	500,000 copies	900,000 copies
Return rate	20%	30%
Customer satisfaction	65%	85%
Technical issues (% of users)	30%	10%

E.g. ***Student A****: Could you fill me in on the recent sales figures?*
Student B*: Certainly, in the first month we sold 500,000 copies of "Space Journey."*
Student A*: And how do these figures compare to our projections?*

Asking for / checking data

- Could you fill us in on ... ?
- Could you give us the lowdown on ... ?
- Can we look at the figures ... ?
- So what are the facts and figures?
- How do these figures compare to/with ... ?
- What's that in terms of (growth)?
- How should we interpret (this drop)?

Reporting information

- According to (a recent survey), ...
- Apparently, a recent study shows .. .
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- Roughly speaking ...
- (Simon) claimed that ...
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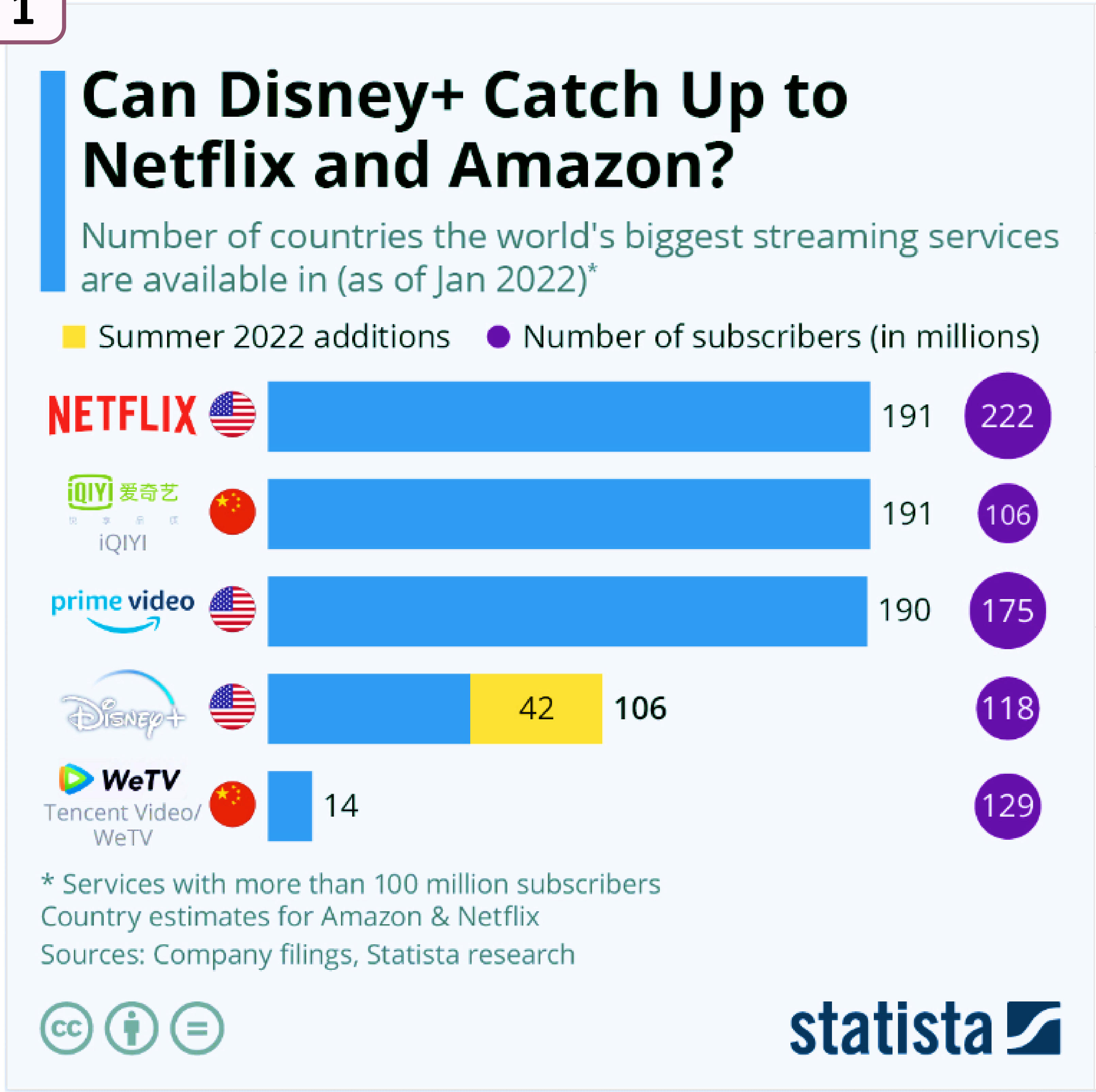
Summarizing findings

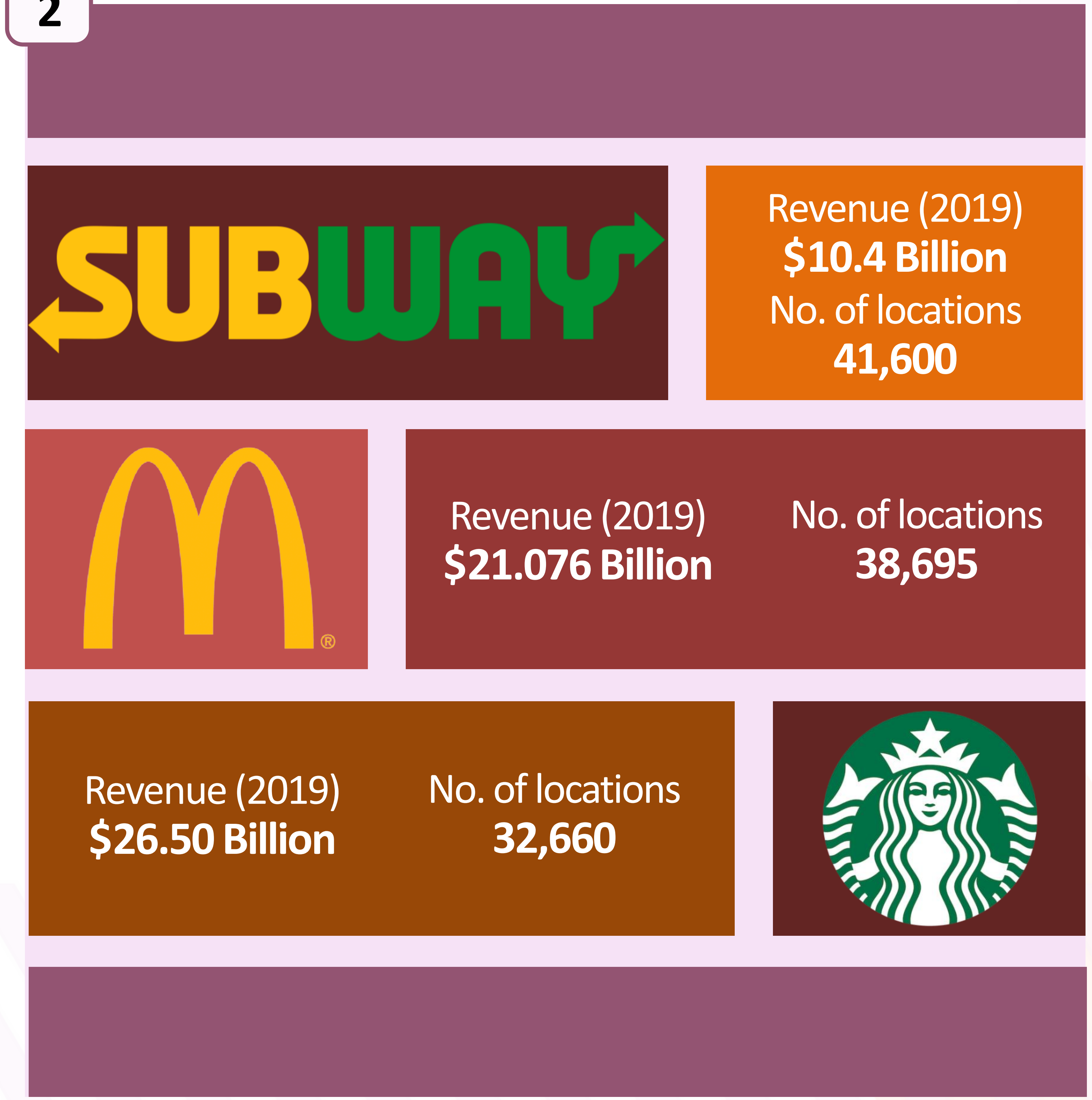
- The bottom line is ...
- The overriding trend is ...
- In general, ...
- Overall, things are looking positive / up / gloomy.

7. Discuss the infographic below with your teacher/partner. Then choose one and take turns to ask for and present the data.

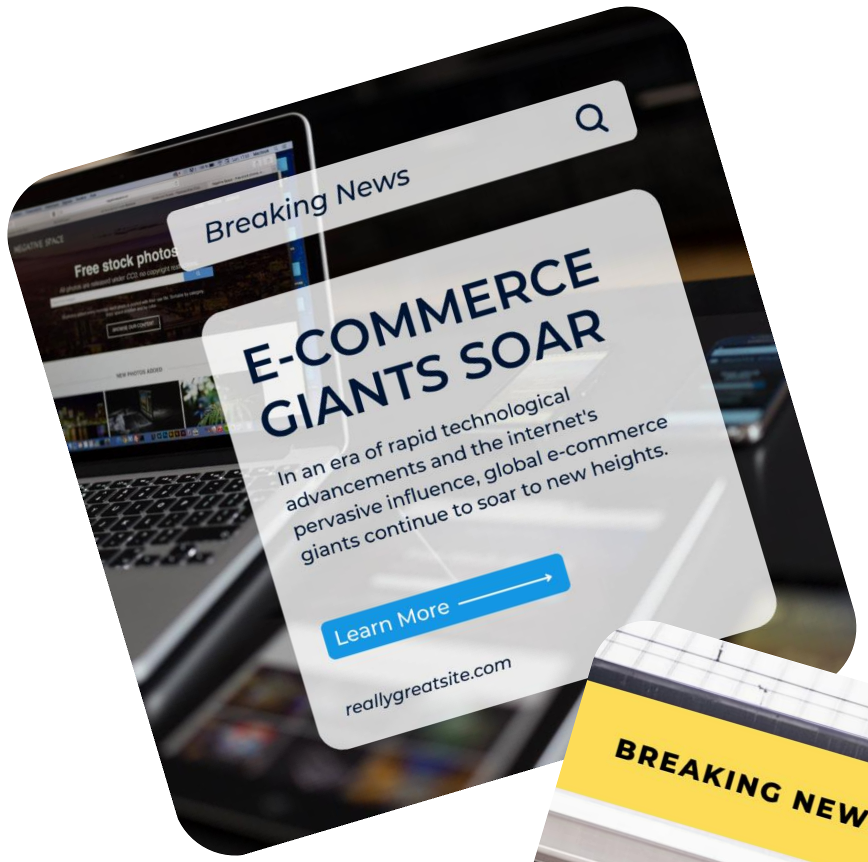
1



2



1. Look at the headlines describing trends. Are numbers going up or down?



2. Look at the graph showing the performance of Netflix and Disney+. Complete the sentences with 'Netflix' or 'Disney+' where necessary, match the changes (2-12) with the time periods (a-m), then order the sentences. Begin with number 1.

1. The graph describes the changes in market capitalization of the streaming giants, Disney+ and Netflix, from May 2019 to June 2020.

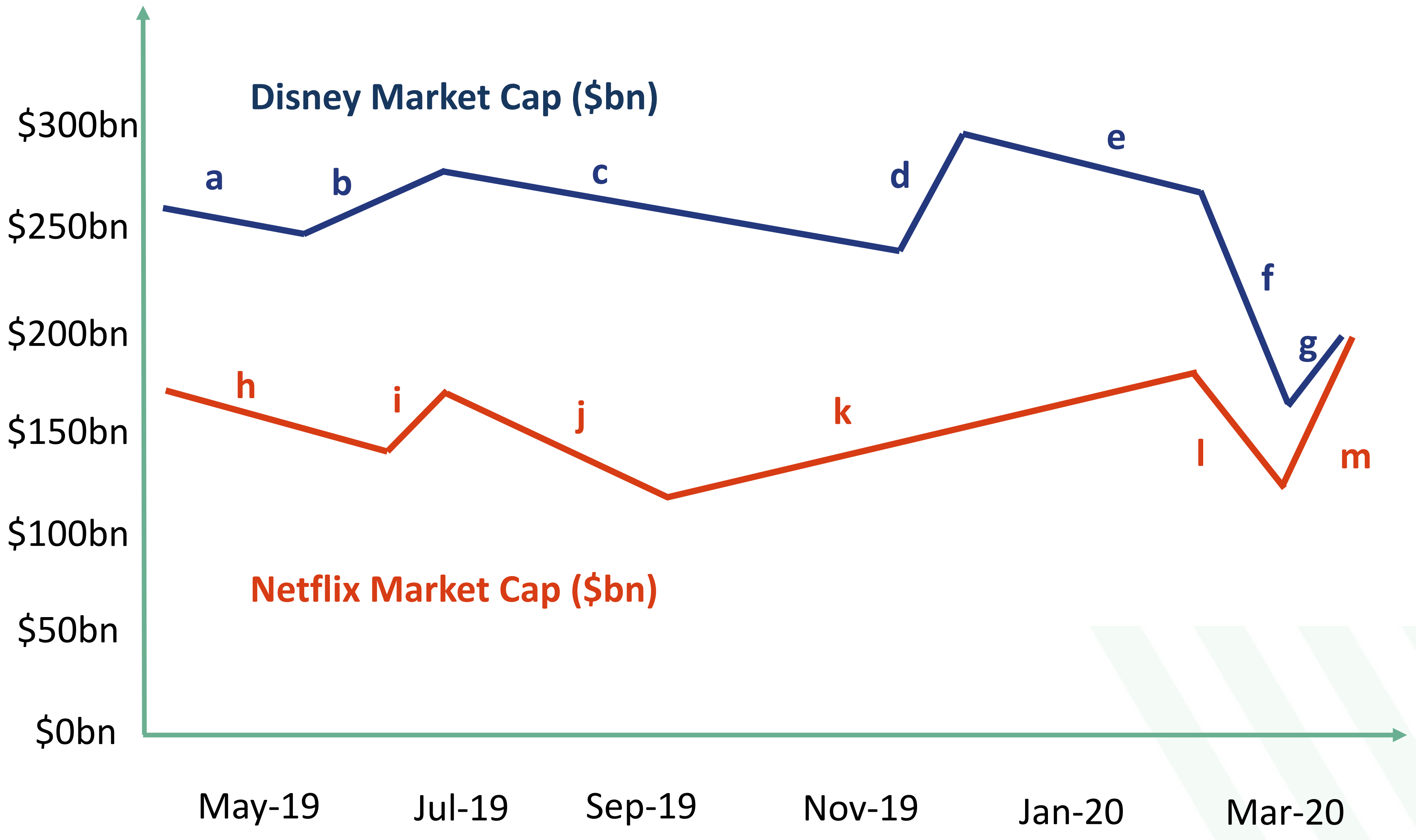
2. However, from July to November, it **dropped** by $40 billion, with the market cap falling to $230 billion.

3. In the following two months, it saw an **increase** of $20 billion, reaching $270 billion in July.

4. From May to July 2019, ***Netflix / Disney+*** experienced a **decrease** of $40 billion, reaching $130 billion.

5. The graph shows a **sharp rise** in December 2019, with the market cap **rocketing** to $280 billion.

6. ***Netflix / Disney+*** started with a market cap of $170 billion in May 2019.



7. From this low point, Disney+ started **recovering** and **had risen** to a market cap of $170 billion by June 2020.

8. A **slight dip** in the market cap was observed from December 2019 to March 2020, but the most **noticeable plunge** came in March 2020 when the market cap **plummeted** to $150 billion.

9. This was followed by a **steady increase** until March 2020.

10. The next **drop** was more **substantial**, with the market cap **falling** to $100 billion by October 2019.

11. ***Netflix / Disney+*** began at a market cap of $250 billion in May 2019.

12. However, March 2020 proved to be a critical month for ***Netflix / Disney+*** as well, with the market cap **suddenly jumping back** to $120 billion.

3. Match verbs (1-15) with the direction.

1. decline
2. ~~decrease~~
3. fall
4. drop
5. improve
6. ~~increase~~
7. peak
8. rocket
9. rise
10. plummet
11. jump
12. plunge
13. dip
14. skyrocket
15. nosedive

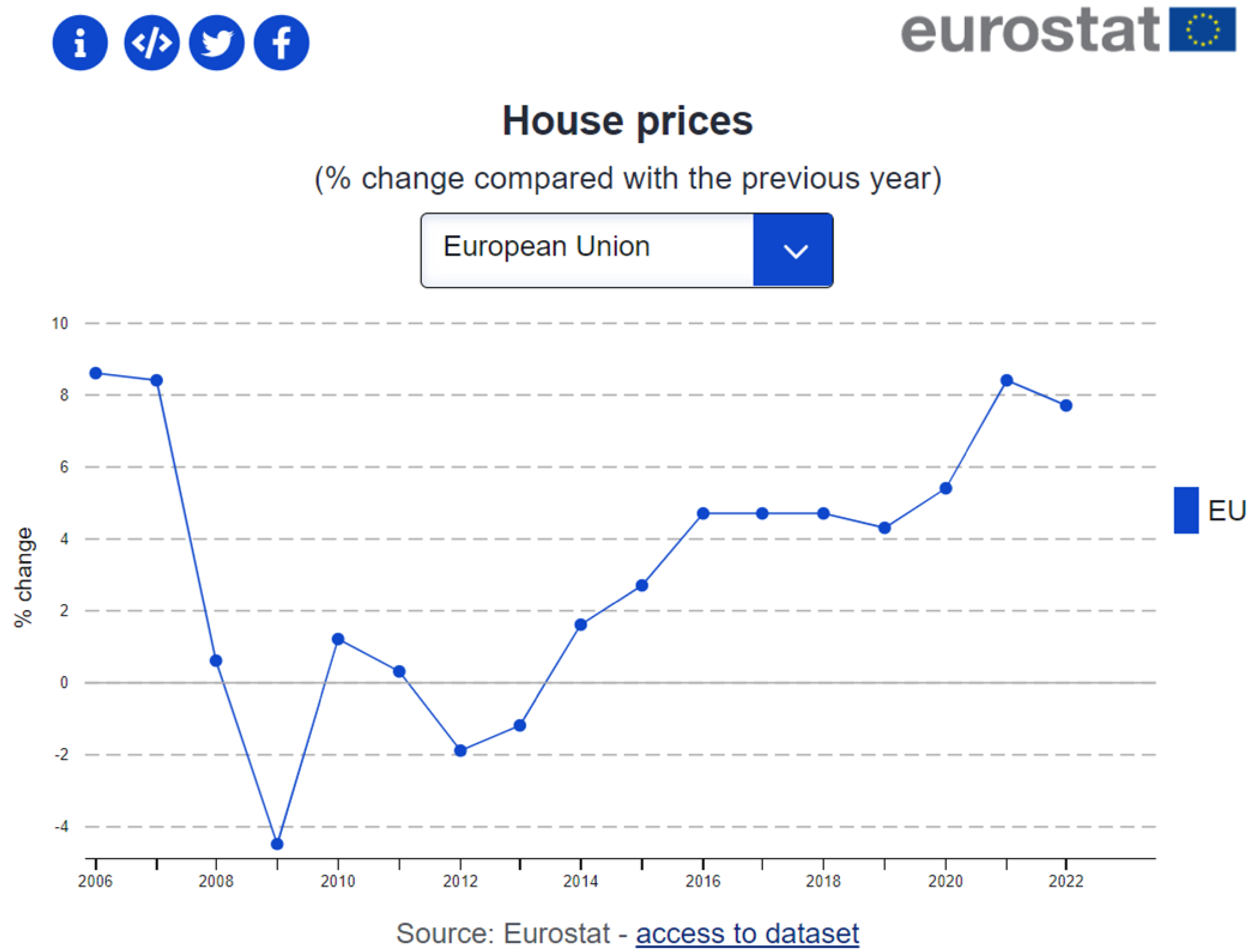
Up ↑	Down ↓
E.g. increase	*E.g. decrease*

4. Which adjectives and adverbs below would you use to describe (a) small change, (b) big change? Put them in the table on the right.

1. slight (-ly)
2. gradual (-ly)
3. sharp (-ly)
4. dramatic (-ally)
5. substantial (-ly)
6. significant (-ly)
7. marked (-ly)
8. steady (-ly)

Small change	Big change
E.g. increase	*E.g. decrease*

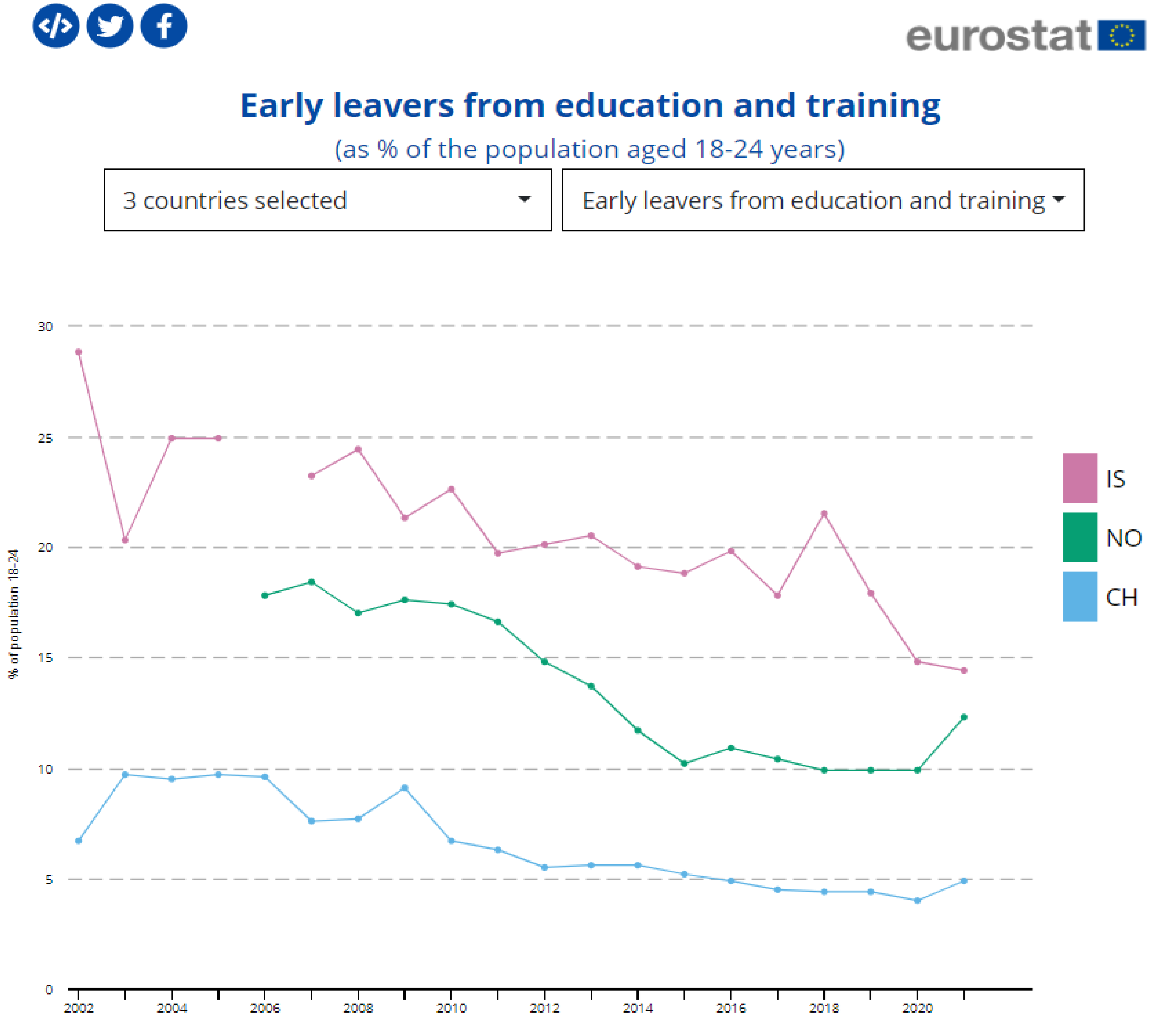
5. Use the verbs in the table and adverbs to describe the change of house prices in the EU.



Up ↑	Down ↓
improve	decline
increase	decrease
peak	fall
rocket	drop
rise	plummet
jump	plunge
skyrocket	dip
soar	nosedive

- slightly
- gradually
- sharply
- dramatically
- substantially
- significantly
- markedly
- steadily

6. Choose one country and describe the graph. Try to use the verbs and adverbs on the right.



Source: Eurostat - [access to dataset]

Up ↑	Down ↓
improve	decline
increase	decrease
peak	fall
rocket	drop
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jump	plunge
skyrocket	dip
soar	nosedive

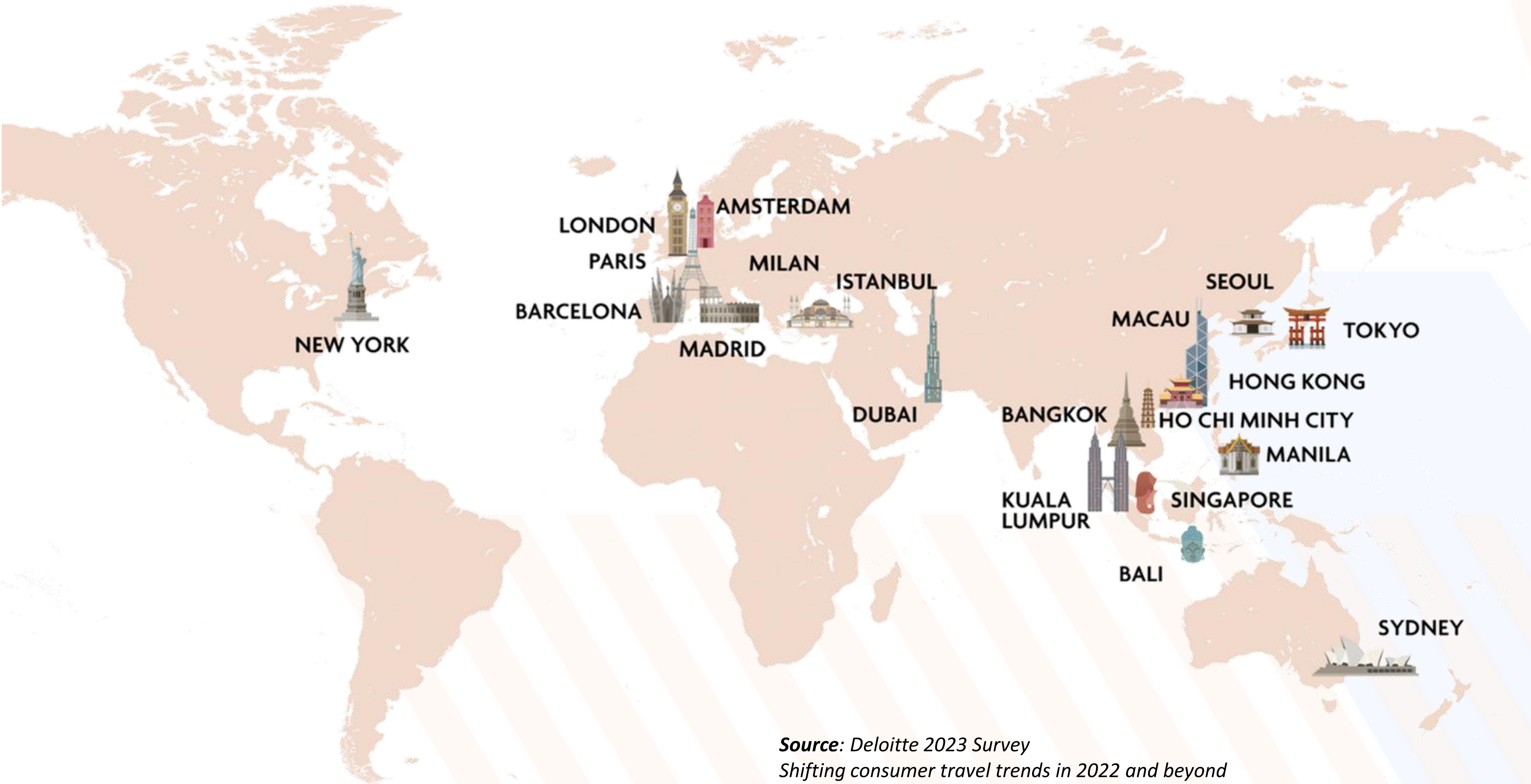
- slightly
- gradually
- sharply
- dramatically
- substantially
- significantly
- markedly
- steadily

1. Answer the questions.

1. Have you ever gone travelling? Where did you go? For how long?
2. How do you decide where to go?
3. Is there a place in the world you would particularly like to visit?
4. Discuss the results of the survey below with your partner/teacher. Do you agree that these are the top destinations?
5. Which countries would you add?

Top destinations: 2022 bookings

According to flight and accommodation bookings on Trip.com



***Source**: Deloitte 2023 Survey*
Shifting consumer travel trends in 2022 and beyond

2. Read the results of the survey and answer the questions.

1. What is the most popular social media platform for travel inspiration according to the survey?
2. What influences the decisions of Generation Z travelers?
3. How do participants over 45 choose their travel destinations?
4. Which countries made the list of top ten dream destinations for 2023?

According to a recent Deloitte survey, social media content inspired approximately half of the respondents to make travel plans[1]. It was reported that Instagram was the most popular platform, named by 40% of participants, with Facebook and TikTok coming next[2]. 40% of Generation Z travellers, those in their mid-20s or younger, said they utilize social media platforms for holiday planning, compared to only 29% of older generations[3].
One of the travellers said, ‘Watching friends and family post picturesque holiday images prompts me to embark on similar adventures’[4]. The survey also asked them how they choose a destination[5] and 20% of Generation Z respondents admitted that they followed a travel influencer.[6] On the other hand, participants over the age of 45, who still prefer traditional travel reviews and word-of-mouth recommendations, told reporters that they were less inclined to utilize social media for travel inspiration[7].
For 2023 in general, the 10 most popular dream destinations were: Australia, Austria, Canada, France, Fiji, Germany, Iceland, Indonesia, Italy, and Japan[8].

3. Underline in the text and colour:

1. sentences that use direct speech (blue).
2. sentences that use indirect speech (red).

4. Choose the correct option in *italics* then complete the Language point with the examples from the text.

LANGUAGE POINT

1. When we report speech, we ***often / never*** move the tenses back, e.g. present simple past simple. *E.g.* ________
2. If what a person says is still true, we ***can / can’t*** keep the tenses the same. *E.g.* ________
3. In reported questions, the word order ***is / isn’t*** the same as that for statements. *E.g.* ________
4. Speech ***can / can’t*** be reported by summarizing what the speaker said rather than using the same words. *E.g.* ________
5. We ***can / can’t*** leave out *that* (e.g. after ‘said, told’). *E.g.* ________

5. Rewrite each sentence in reported speech.

1. "We need to work faster and smarter to do well in our market', the manager said.
   The manager said that we **needed** to work faster and smarter to do well in our market.
2. 'Our goal this quarter is to get our customers more involved', the Team Leader announced.
   ____
3. 'I'm covering for a colleague this week', Judy complained.
   ____
4. 'We've earned more than we planned this month', he told his team.
   ____
5. 'I want to participate in an international project', David said.
   ____
6. 'When will the goods arrive?' asked the supply manager.
   ____

extra grammar

Say or tell

- We **say** *something* and we **tell** *somebody*.
  Sue **said** she was confident about the success of the project.
  Sue **told me** that everything was on track.
- We never use ***to*** between *tell* and the object.
  He **told me** what happened in the meeting. (NOT ~~told to me~~)
- We can use ***to*** after *say*.
  I think the boss wanted to **say** something **to** Nick.

6. Apart from 'say' and 'tell', what other reporting verbs do you know? Discuss with your partner/teacher.

Audio 12.5

7. Listen to the voicemail. Are these statements true (T) or false (F)?

1. Philip liked the marketing campaign that was run for him.
2. Philip is inviting the recipient to a charity event.
3. They're planning to discuss upcoming marketing opportunities.
4. Philip is meeting Karla next Friday.

8. Use some of the verbs below to report the voicemail in 7.

admit, mention, propose, suggest, ask, decide, offer, promise, invite, persuade, agree, answer, claim, confirm, deny, explain, reply, advise, assure, inform, notify, remind.

Example: *Philip admitted that they liked the marketing campaign.*

1. Answer the questions.

1. What is bias?
2. Look at the pictures below. What kind of bias is it?
3. What other kinds of bias can you think of?
4. Can AI be biased? Why? Why not?

2. You are going to watch a video about algorithmic bias. Read the expressions below and discuss the meaning with your teacher.

Video

- algorithmic bias
- seemingly neutral
- at the end of the day
- come into play
- blink detection feature
- wrongly
- snap photos
- re-offender
- to be rooted in something
- blind spot
- yield results
- guesswork

3. Discuss with your teacher or partner how you think these extracts from the video continue. Then watch (00:21 – 01:05) to check the actual words used in the video.

1. Nikon cameras equipped with the blink detection feature wouldn't snap photos of many of its Asian users because _______.
2. Amazon's Alexa struggles to recognize _______.
3. Google Translate insistently associates certain jobs with _______.
4. In 2015 Google's photo recognition tool mistakenly tagged a photo of two black people as _______.

https://www.youtube.com/watch?v=bWOUw8omUVg&ab_channel=TRTWorld

mYnGLe

4. Watch the full video and answer the questions.

1. What is algorithmic bias?
2. How does training data affect an algorithm's bias?
3. How do algorithm creators influence its bias?
4. What examples of algorithmic bias were mentioned in the video?
5. Who should ensure fairness in algorithms used in social systems?

5. Read about some other examples of bias. Which is the worst in your opinion? (*optional*)

Machine learning works better when it's trained with a lot of good quality data. This data often comes from our activities. For example, a streaming service may see what we watch to suggest other shows. Doctors can use many medical images to train computers to find and name diseases. But it needs a lot of pictures and a doctor's guidance to do it right because if all the X-ray pictures are from men, the computer may not recognize a disease in a woman's X-ray. If a computer learns from the internet where there's prejudice, it may become prejudiced too. Another case of bias happened when Amazon used AI to sort resumes. They used mostly men's resumes to train it, so it favored men. This is because of a problem called bias, which happens when the data isn't fair. Bias can make the computer make wrong decisions.

Discussion

6. Answer the questions.

1. In your opinion, who should be responsible for fixing biased algorithms?
2. Do you feel comfortable with algorithms deciding what content you see online? Why? Why not?
3. Do you think it's possible to create an entirely unbiased algorithm? Why? Why not?
4. How do you think we can make people more aware of the problem of algorithmic bias?

7. Imagine that you need to train AI to sort resumes to choose the best candidates. What data would you analyze to create an entirely unbiased algorithm? Discuss with your partner/teacher.

1. Match (1-9) with (a-i).

1.	abuse	a.	demographics
2.	disclose	b.	recommendations
3.	encrypt	c.	perks
4.	keep	d.	breach
5.	make	e.	records
6.	offer	f.	trust
7.	target	g.	personal information
8.	customers	h.	credit card numbers
9.	data	i.	users

2. Match the expressions in 1 with the correct situation (1-9).

1. Netflix suggested new shows based on what you have watched previously.
2. After making several purchases on the e-commerce site, you started receiving emails about similar products.
3. The online store provided a 10% discount on the next purchase for leaving a review.
4. Your bank details were leaked online due to a cyber attack.
5. A website asked for your address, full name, and phone number before you could proceed.
6. The hospital maintained a detailed account of your health history and previous visits.
7. A company segmented its market based on age, gender, income, and location.
8. A company asked for personal details but didn't clearly explain why they needed them.
9. Security rules make sure your credit card details are changed into a secret code to stop others from seeing them.

3. Match phrases (1-8) with their definitions (a-h).

1. touch on
2. binge-watch
3. crunch the numbers
4. read between the lines
5. get up to speed
6. break down
7. add up
8. bring to the table

a. Calculate or work out (especially with financial figures).
b. Explain something in simpler terms or separate it into parts for easier understanding.
c. Mention or deal with a topic briefly or indirectly.
d. Make sense or be consistent. In a mathematical context, it means to calculate the total of multiple numbers.
e. Contribute something of value or usefulness, like skills or ideas, to a situation or group.
f. Understand the hidden or indirect meaning of something said or written.
g. Become fully informed or up to date about something.
h. Watch multiple episodes of a TV series or an entire movie series in one sitting.

4. Complete sentences (1-8) with the expressions below.

- crunch the numbers
- break down
- touch on
- add up
- bring to the table
- read between the lines
- get up to speed
- binge-watch

1. What will you _________ for the group project?
2. I'm trying to _________ with the new project.
3. I love to _________ comedy series.
4. These numbers just don't _________!
5. I'm going to _________ to see if we can afford a vacation.
6. We need to _________ this complex project into manageable tasks.
7. In today's meeting, we will _________ our strategy for the next quarter.
8. It's important to _________ when negotiating with Japanese counterparts.

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5. Choose the most appropriate phrase from the list

1. A: There's a new project launching soon, but I'm not completely updated.
   B: ___________________
   a. Could you fill us in on that?
   b. Can we look at the figures for the project?
   c. What's that in terms of project timeline?

2. A: What's the main conclusion from the sales analysis?
   B: ___________________
   a. The overriding trend is increasing.
   b. How do these figures compare?
   c. Supposedly, we are increasing our sales.

3. A: Do we have any insights from the latest consumer research?
   B: ___________________
   a. Can we look at the figures?
   b. According to a recent survey, consumers prefer eco-friendly packaging.
   c. Overall, things are looking gloomy.

4. A: The recent performance report is quite complex.
   B: ___________________
   a. How should we interpret the increase in expenditures?
   b. The bottom line is we're performing well.
   c. What's that in terms of growth?

5. A: What are our current sales statistics?
   B: ___________________
   a. So what are the facts and figures?
   b. Apparently, a recent study shows that we're leading.
   c. Can we look at the figures for the last quarter?

6. Choose the correct option.

1. To _____ means to reach the highest point, either of a specified value or at a specified time.
   A. plunge B. peak C. plummet

2. To _____ means to move directly and quickly upward.
   A. plunge B. rocket C. plummet

3. To _____ means to rapidly decrease in value or amount, often suddenly.
   A. peak B. rocket C. plunge

4. To _____ means to slightly decrease in value or amount.
   A. peak B. dip C. rocket

5. To _____ means to rapidly increase in value or amount.
   A. plunge B. dip C. skyrocket

6. To _____ means to rapidly fall in value or amount, often dramatically.
   A. nosedive B. peak C. skyrocket

7. Match the trends with the verbs in ex. 6.