



## Business Upper Intermediate

### Unit 9: New Business

#### Objectives

Talk about start-ups

Ask contacts for help and avoid saying

Talk about past and recent activities and results



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## 1. Answer the question.

If you wanted to start your own business, which of these sectors would you choose? Why?

- Training and education
- Real estate
- Tourism
- Manufacturing
- Hotels and catering
- Your ideas

## 2. Do you agree or disagree with the statements below? Why?

1. Investors are more likely to provide capital for a great idea with a mediocre team than a great team with a mediocre idea.
2. Who you know is as important as what you know when starting a new business.
3. 'I knew that if I failed, I wouldn't regret that, but I knew the one thing I might regret is ***not trying.***'

Jeff Bezos, founder and CEO of Amazon



Audio  
9.1

3. Listen to the first part of the interview with CEO of a well-known company and answer the questions.

1. What is the business model?
2. How did they come up with the idea?
3. What company is it?





Audio 9.2

4. Listen to the second part of the interview with Brian Chesky, CEO of Airbnb. Are these statements true (T) or false (F)?

1. Brian and his team were able to easily raise \$150,000 at the beginning, with many investors supporting their idea.
2. Airbnb is valued at \$30 bn (billion) according to the interview.
3. The initial start-up capital for Airbnb came from selling collectible cereal boxes.
4. The best advice Brian ever got came from his dad.

5. Complete the sentences with the phrases below then listen again and check.

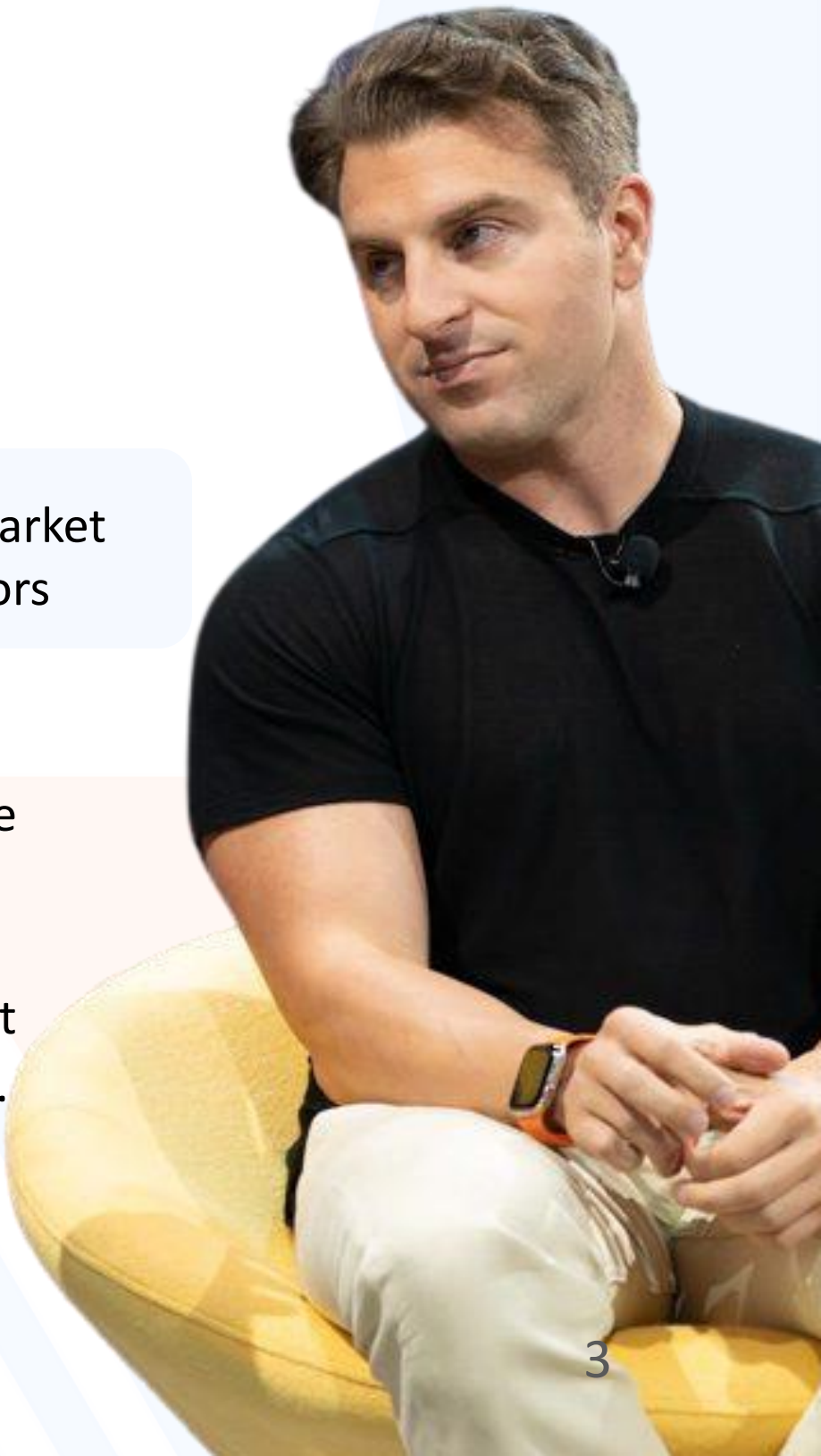


Audio 9.1

Audio 9.2

- investment fund
- start-up capital
- venture capitalists
- financial backing
- business model
- would-be entrepreneurs
- gap in the market
- angel investors

1. Joe Gebbia and me, \_\_\_\_\_ so to say, we had this idea.
2. We had a simple idea, this \_\_\_\_\_, that there are ordinary people, like us, who want to make some extra money.
3. We were sure there was a \_\_\_\_\_.
4. In 2008, we were introduced to about 20 \_\_\_\_\_ and a couple of \_\_\_\_\_, but at that point we were trying to raise \$150,000, and people mostly ran away from the idea, no one funded us.
5. The initial \_\_\_\_\_ for Airbnb came from selling collectible cereal boxes.
6. Airbnb established a \$250M (million) \_\_\_\_\_ in 2020 to help cover the cost of COVID-19 related cancellations.
7. Eventually, we received \_\_\_\_\_ from some venture capitalists and private equity investors.



## 6. Match phrases (a-h) to the definitions below (1-9).

- |                           |                      |
|---------------------------|----------------------|
| a. business model         | e. investment fund   |
| b. return on investment   | f. turnover          |
| c. financial backing      | g. start-up capital  |
| d. venture capitalist     | h. gap in the market |
| e. would-be entrepreneurs |                      |

1. The initial investment or funds required to start a new business.
2. People who want to start their own businesses.
3. A description of a business showing how it will work to make money.
4. An amount of money for investing for a particular purpose.
5. The total amount of revenue generated by a company within a specific period, typically a year.
6. An opportunity to produce something that is not yet available but that people would like to have.
7. A person or company that invests money in new companies.
8. The profit from an activity for a particular period compared with the amount invested in it.
9. Financial resources provided to make a project possible.

## 7. Work with your teacher/partner. Role-play a conversation using the phrases from ex. 6.

### Student A

You are a would-be entrepreneur who wants to start a new business and you are going to consult a business advisor.

**1. Type of business:** an IT company specializing in software development.

**2. Financing requirements:** you have some savings (€50,000) but you'll need €80,000 for:

- equipment
- advertising
- hiring a team

Explain your business idea and ask for advice on how to finance your business.

### Student B

You are a business advisor. You will give advice to a would-be entrepreneur who wants to start a company.

You need to ask him/her about

1. the type of business / business model;
2. their financial circumstances (start-up capital, financial backing, projected turnover and return on investment).

Prepare some questions and give him/her your best advice.

8. Imagine that you are going to start your own business. Answer the questions.

1. What kind of business would you like to put your money into?
2. What is your business model?
3. What would be your ideal start-up capital?
4. What gap in the market are you going to fill?
5. Where are you going to raise capital from?
6. How are you going to determine who your potential customers are?
7. Where would you look for an angel investor/venture capitalist?

## extra vocabulary

***make a go of something*** - to try to make something succeed, usually by working hard.

*E.g. When you're trying to make a go of it in a new business, it's tough.*

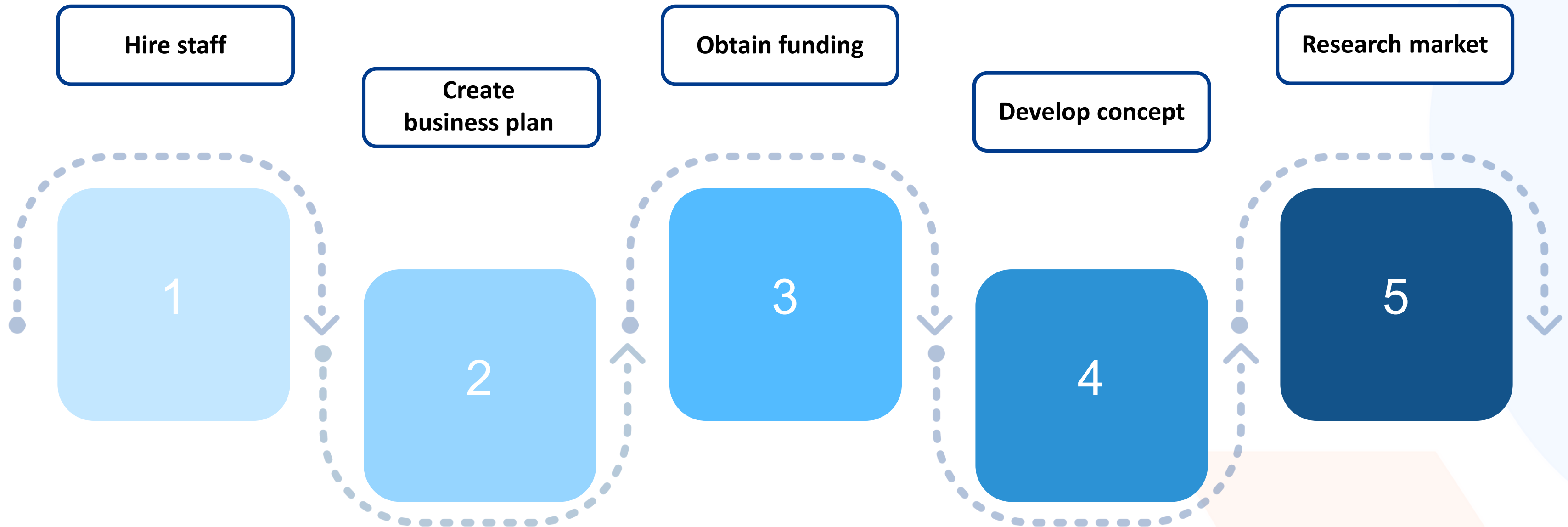
## extra writing

Think of an idea for a startup. Explain how this business would be a success (100-150 words).

Consider the following:

- What you offer to target customers.
- What type of value or benefit is associated with your offering.
- How the value is generated.
- How it differs from anything else on the market.

1. Put 5 steps for launching a new business in order. Explain your choice.



2. Answer the questions, then read the text on the following page and see how well you were able to infer the answers.

1. What do you think 'AI' stands for?
2. Why do you think OpenAI is 'open'?
3. What do you know about ChatGPT? Who is its creator?

3. Read the text. What do these numbers refer to?

***‘No matter what you choose, build staff and be around smart people’.***

Sam Altman, CEO of OpenAI



- 19
- \$43.4M
- \$1bn
- 2015
- 2022
- 100M

Sam Altman was born in Chicago, Illinois. As a child he was incredibly curious and had a passion for Science and Technology. He studied computer science at Stanford, but **dropped out** after two years at the age of 19. He was more interested in launching a mobile app with a couple classmates.

Together, they **came up with** the idea for an app named Loopt, that allowed friends to know where you were by sharing location information with selected people. Loopt was eventually sold to Green Dot Corporation for \$43.4 million in 2012.

With the substantial profits from this sale, Sam decided **to put this money into** a new venture. A new interest had **come about** in his life: artificial intelligence. After extensive research and consultation with his peers, he **settled on** investing in OpenAI, an open source non-profit company. Sam saw OpenAI as the opportunity to use artificial intelligence to make a positive impact on the world. Such tech industry giants as Elon Musk, legendary Silicon Valley investor Peter Thiel, and LinkedIn co-founder Reid Hoffman invested \$1 billion into OpenAI to help it **get off the ground** in 2015.

In the process of working with OpenAI, Sam **figured out** that there was a significant potential to democratize artificial intelligence through easy-to-use applications. From this insight, they **worked out** the concept for a new AI-powered chatbot named ChatGPT.

The chatbot was launched at the end of November 2022, and within two months reached 100 million users.

ChatGPT is believed to be the fastest-growing app in human history.

However, up until 2019 ChatGPT was making no money. But eventually the team **opted for** launching a paid version of the chatbot. This decision was not taken lightly, but they were confident that the value offered by ChatGPT justified a small subscription fee. Hence, ChatGPT Professional, priced at twenty dollars a month, was introduced to the world.

## 4. Match the halves of the sentences.

- |                                                                                                                                                                                             |                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1. A new interest had <b>come</b> _____                                                                                                                                                     | a. <b>off the ground</b> in 2015.                                     |
| 2. They <b>opted</b> _____                                                                                                                                                                  | b. <b>on</b> investing in OpenAI.                                     |
| 3. After extensive research and consultation with his peers, he <b>settled</b> _____                                                                                                        | c. <b>out</b> the concept for a new AI-powered chatbot named ChatGPT. |
| 4. Such tech industry giants as Elon Musk, legendary Silicon Valley investor Peter Thiel, and LinkedIn co-founder Reid Hoffman invested \$1 billion into OpenAI to help it <b>get</b> _____ | d. <b>for</b> launching a paid version of the chatbot.                |
| 5. Together, they came _____                                                                                                                                                                | e. <b>about</b> in his life: artificial intelligence.                 |
| 6. From this insight, they <b>worked</b> _____                                                                                                                                              | f. <b>up with</b> the idea for an app named Loopt.                    |
| 7. He studied computer science at Stanford, but <b>dropped</b> _____                                                                                                                        | g. <b>out</b> after two years at the age of 19.                       |

## 5. Put the events from ex. 4 in order.

## 6. Use the phrases in bold from ex. 4 to complete the summary.

Sam Altman was born in (**where?**). He studied (**what?**) at Stanford, but at the age of 19 he (**did what?**).

Together with his friends, he (**did what?**) the idea for an app named Loopt, that allowed friends to (**do what?**). Loopt was eventually sold to Green Dot Corporation for (**how much?**).

With the substantial profits from this sale, Sam decided **to** (**do what?**) a new venture. A new interest had **come about** in his life: (**what interest?**). Such tech industry giants as (**who?**) invested (**how much?**).

The chatbot was launched (**when?**), and within two months reached (**how many?**) users.

## 7. Answer the questions.

1. Does having a university business degree make you more successful in business?
2. Is it more important to discover a niche market or focus on what is already popular?
3. To what extent do you think an entrepreneur's personal qualities are as important as their ideas?
4. Would you make a good entrepreneur?

### extra writing

Answer the question (100-150 words).

A large percentage of businesses fail within the first 5 years.  
What are the main reasons for this in your opinion?

### extra vocabulary

**By leaps and bounds** - very quickly.

*E.g. The company is growing by leaps and bounds this year.*

### extra vocabulary

**Make a splash** - to become suddenly very successful or very well known.

*E.g. Jodie Foster made quite a splash in the film "Taxi Driver".*

1. Imagine you just met a friend / colleague you haven't seen for a long time. What would you talk about?



Audio 9.3

2. Listen to the following conversation and answer the questions.

1. Where and when did Alex and Sarah last meet?
2. What is Alex's startup idea?
3. What kind of co-founder is Alex seeking?
4. How does Sarah react to Alex's co-founder proposal?
5. What favour does Alex ask from Sarah?



Audio 9.4

3. Listen to two conversations and say if the statements are true (T) or false (F).

### Conversation 1

1. John is managing a team at Alpha Inc.
2. Mary has been appointed as a project manager at Alpha.
3. Mary is looking for an expert in sales development.

### Conversation 2

1. Tom is on a business trip.
2. Tom and Kate met at a business event.
3. Tom is in a new role at Beta.
4. Tom is looking for someone to join their sales team.

### extra vocabulary

**Make a killing** - to earn a lot of money in a short time and with little effort.

*E.g. They made a killing with the sale of their London house.*

## 4. Complete the sentences with the prepositions below.

- up to
- with
- over
- from
- in
- on
- for
- with
- in

1. I haven't seen you \_\_\_\_ ages!
2. It's lovely to hear \_\_\_\_ you.
3. It's been a long time since we've been \_\_\_\_ contact.
4. What have you been \_\_\_\_?
5. How's business \_\_\_\_ you?
6. Could you put me \_\_\_\_ touch \_\_\_\_ any experts in the AI field who might be interested?
7. Let's talk about that \_\_\_\_ dinner.
8. That isn't something I can decide \_\_\_\_ right now.

### extra vocabulary

**Bells and whistles** - special features that are added to a product or system to attract more buyers.

*E.g. Manufacturers still build luxury cars with all the bells and whistles.*

## 5. Put these words in the right order to make sentences. Then listen to Conversation 3 and check **(optional)**.



Audio 9.5

1. not / remember / me / I'm / you / sure / if.
2. time / we've / been / a long / It's / been / since / in contact.
3. I'm / calling / actually / why / the reason / That's.
4. anyone / know / I / if / wondered / you.
5. think / me / details / the / and / I'll / Send / about / certainly / it.

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

### Greeting old friends/ acquaintances

- I'm not sure if you remember me.
- I haven't seen you for ages ...
- It's lovely to hear from you.
- What are you doing here?
- When was the last time we saw each other?
- It's been a long time since we've been in contact.

### Asking about life/work

- What about you?
- What have you been doing / up to?
- How's work?
- How's life treating you?
- How's business with you?
- Are you still ... ?

### Changing subject

- That's actually the reason why I'm calling.
- By the way, could you do me a favour?

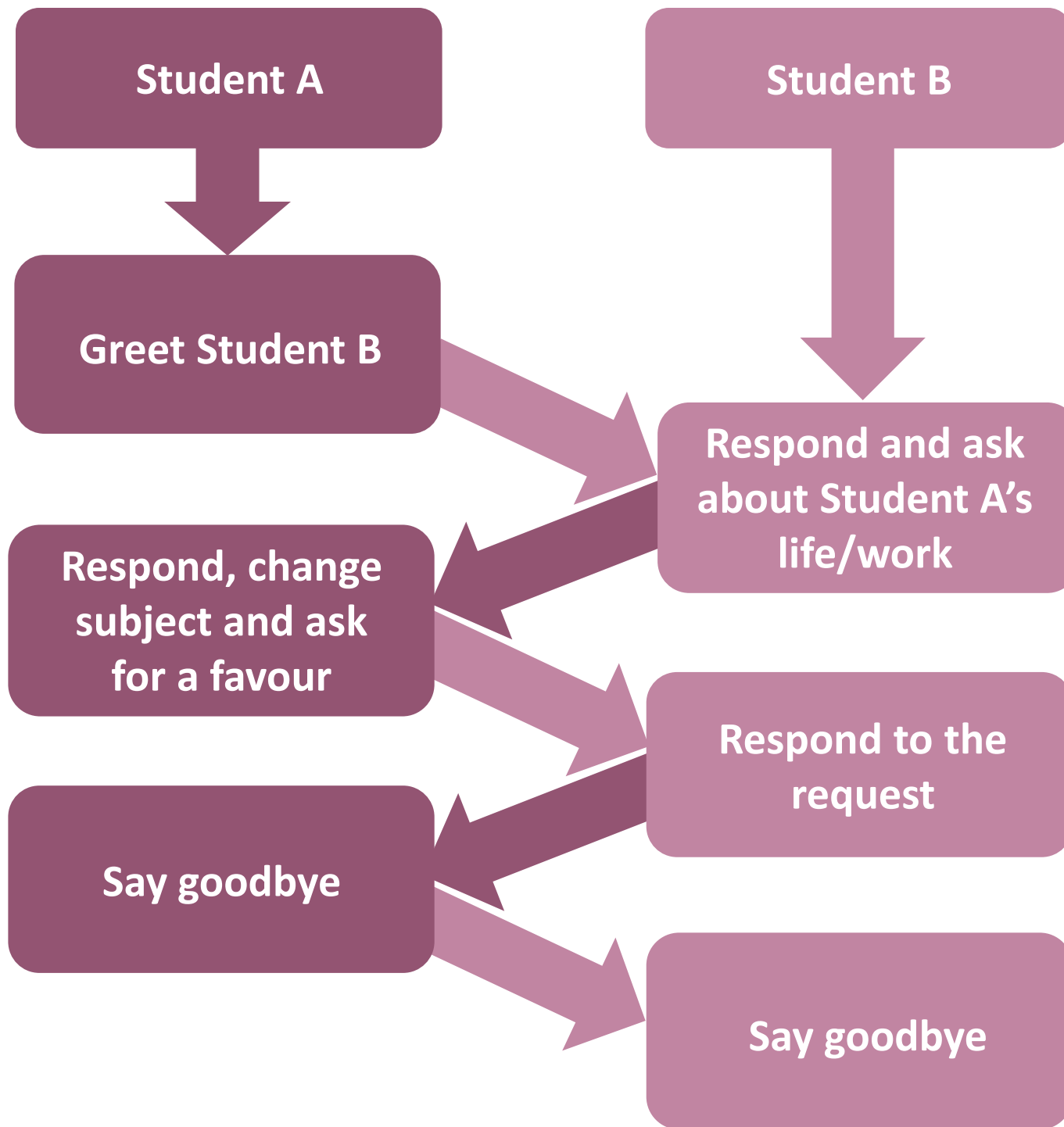
### Asking a favour

- The thing is, I'm looking for someone to ...
- Could you put me in touch with ... since you ... ?
- We are looking for ... and I wondered if ...

### Responding to a request

- I'll certainly think about it.
- Let's chat/talk about that over dinner.
- It sounds an interesting proposal.
- Send me the details ...
- That isn't something I can decide on right now.

7. Role-play. Follow the instructions below and use the key expressions to make conversation with your partner/teacher.



## Greeting old friends/ acquaintances

- I'm not sure if you remember me.
- I haven't seen you for ages ...
- It's lovely to hear from you.
- What are you doing here?
- When was the last time we saw each other?
- It's been a long time since we've been in contact.

## Asking about life/work

- What about you?
- What have you been doing / up to?
- How's work?
- How's life treating you?
- How's business with you?
- Are you still ... ?

## Changing subject

- That's actually the reason why I'm calling.
- By the way, could you do me a favour?

## Asking a favour

- The thing is, I'm looking for someone to ...
- Could you put me in touch with ... since you ... ?
- We are looking for ... and I wondered if ...

## Responding to a request

- I'll certainly think about it.
- Let's chat/talk about that over dinner.
- It sounds an interesting proposal.
- Send me the details ...
- That isn't something I can decide on right now.

8. Role-play. Imagine you have been on sabbatical for a year and just met a colleague who you would like to catch up with. Make conversation, request a favour, use the topics in the box or your own ideas.

- common friends / colleagues
- university / education
- volunteer work
- business
- work / career / promotion
- looking for a job
- relocation / moving to another country
- your ideas



## extra writing

Answer the question (100-150 words).

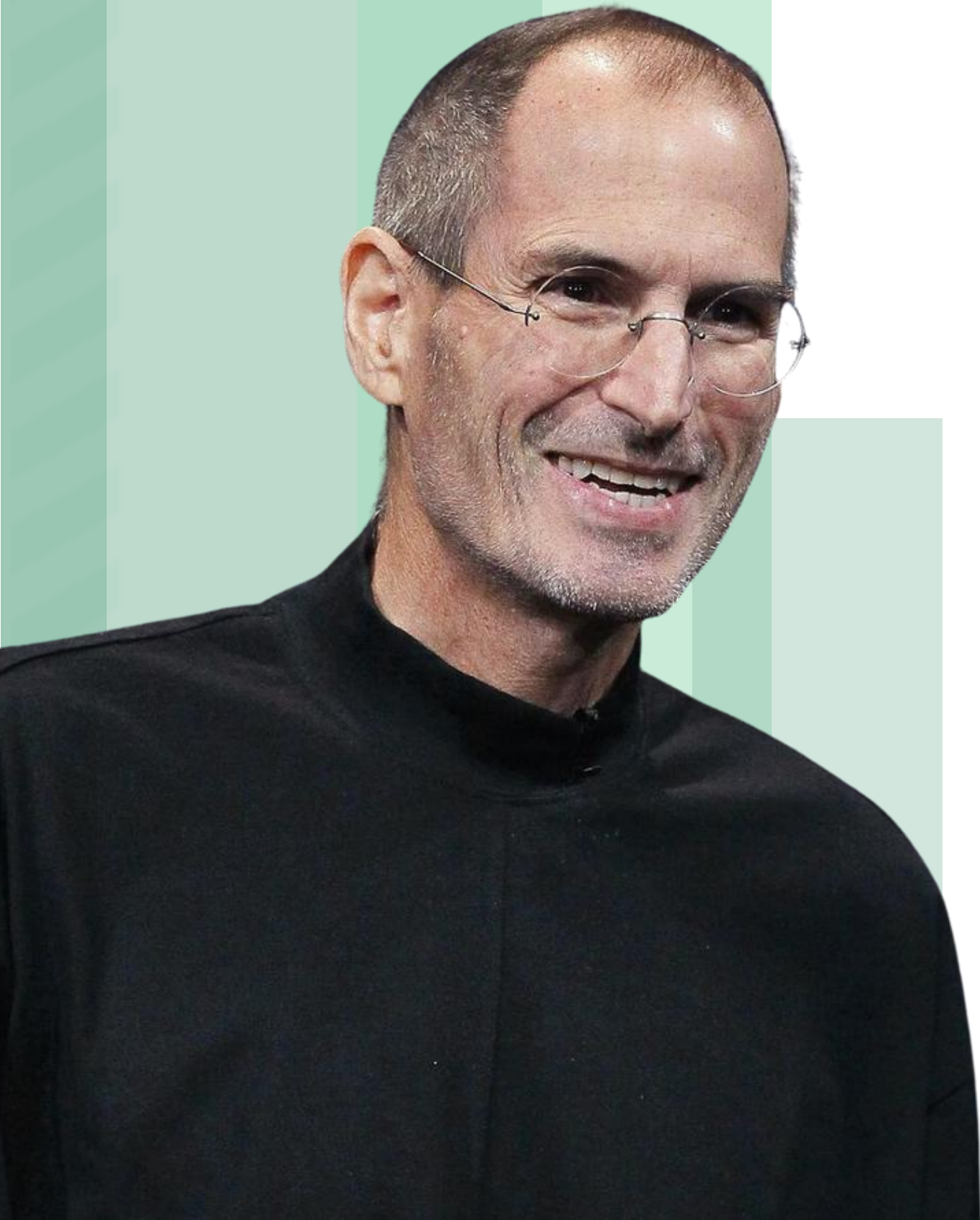
Should a restaurant open where there are no restaurants or where there are lots of restaurants? Why?  
Does this apply to other types of business?



## extra vocabulary

***Have a crack at something*** - to have a try at something.

*E.g. I thought I'd have a crack at learning Japanese*



1. Read the quotation. Do you agree or disagree? Why?

*I'm actually as proud of the things we haven't done as the things I have done.  
Innovation is saying 'no' to 1,000 things.*

**Steve Jobs**

2. Answer the questions.

1. Why is it hard to say 'no'?
2. What happens when you say "Yes" but you want to say "No"?
3. Think of a time when you said 'yes' to something and you really regretted it. What would you say differently to politely say 'no' in the same situation?

## 3. Look at the ways to say 'no'. Which do you use?

1. Tell them what you have already said 'yes' to.
2. Say what you **can** do instead.
3. Offer an alternative.
4. Change 'No' for 'Later'.
5. None of the above. Which way do you use?

## 4. Match situations (1-7) with the ways to say 'no' above. Which are more formal / informal?

1. I'm sorry, but I can't help with the website design this week due to my current workload. Perhaps next time, with a bit more notice, I could certainly be of assistance.
2. Sorry, I can't tackle that task right now. However, I'm more than happy to help you brainstorm solutions or point you towards some resources that could assist.
3. I can't, but I know someone that might be a good fit for that. I'll email you their information.
4. Sorry, can't edit that report - already swamped with the budget and Peterson project.
5. I'm afraid I can't create the graphics for your presentation this week. However, I could help you find some great images online that could work instead.
6. Sorry, can't jump on that marketing campaign right now. But hey, give me a shout next time, I'd love to help out when things are less hectic.
7. Unfortunately, I can't create the presentation for Friday's meeting as requested. However, I can definitely assist in gathering relevant data and visuals you might need.





Audio 9.6

5. Listen and say what the requests are and how people reject.

6. Listen again and complete the sentences.

## Conversation 1:

1. You know \_\_\_\_\_, I love a good design challenge.
2. But at the moment, I'm \_\_\_\_\_, with the annual report.

## Conversation 2:

3. \_\_\_\_\_, but I think I'm away this weekend, got a family gathering to attend.
4. I'm not sure \_\_\_\_\_, but let me \_\_\_\_\_, confirm.
5. Can I get back to you on that one later?

## Conversation 3:

- A:** \_\_\_\_\_, me organize the charity event next month? \_\_\_\_\_.
- B:** Unfortunately, \_\_\_\_\_, I'm \_\_\_\_\_, right now with several projects. Try me again in a few months' time, and hopefully, I can jump in then.

## 7. Work with your partner/teacher. Read situations (1-5) and respond using the expressions below.

1. Your colleague invites you to go out for coffee but you already have plans on the day they requested. What do you say?
  - I'd love to help, but ... (I've got too much on my plate right now / I'm over-committed right now.)
  - You know, I'd normally help, but at the moment...
  - I'm afraid I don't have any spare time.
  - Can I let you know / get back to you on that one later? / Let me get back to you.
  - Try me again in a few months' time.
  - I'm pretty busy right now, let's see how things go.
  - Have you tried asking anyone else in the office?
  - I'm not sure I can make it, I will have to check my calendar.
  - Let me check my planner and get back to you.
  - Let me think about it.
  - Maybe, I'll see if I have time. / I need to check if I'm free.
  - I wish I could help you... / I wish I were able to.
  - Unfortunately, it's not a good time.
  - I'll have to check it with (the manager).
  - That sounds really interesting. I'd like to give it some thought before committing either way.
  - Sadly, I have something else going on. / I have another commitment.
  - Sounds great, but I can't commit right now.
  - I'm honored you asked me, but I simply can't.
  - I'm stretched thin right now. / I've spread myself too thin at the moment.
  - I'm flattered you considered me, but unfortunately I'll have to pass this time.
  - Thanks for thinking of me, but I just can't.
2. You apologize for not being able to help your colleague with a project because you're working toward a major deadline. What do you say?
3. A colleague calls you up asking you over for pizza but you really don't feel like it. What do you say?
4. A colleague asks you to help out with a project but you already have way too much to do. What do you say?
5. Your boss asks you to go on a business trip but you would rather eat your own arm than go. What do you say?

## 8. Work with your partner/teacher. Role-play a meeting. Request and respond to the situation below.

You work for Aloha Smoothie that plans to introduce one of the following to the market next year.

- a. Teddy bear smoothies: a smoothie with gummy bears to appeal to children.
- b. Multivitamin smoothie: a 10-vegetable smoothie for the health-conscious.
- c. Prosecco smoothie: a smoothie with fruit and Prosecco to appeal to adults.

### Student A

You are the Marketing Manager. The General manager has called a meeting to choose a new product. You are very much for option **a** and definitely against option **c** because there will be promotional issues with this product. Besides, you're busy with another project and don't want to be involved in this one. Present your opinion, emphasize your concern for the image of the company and try to avoid participating in this project.

### Student B

You are the Production Manager. The General manager has called a meeting to choose a new product. You are very much for option **c** and definitely against option **a** because there will be issues with production. Besides, the production line is overloaded at the moment. You don't want to be involved in project right now and you want the Marketing Manager to lead it. Present your opinion and try to convince everybody to start this project in 18 months or to outsource production.

1. Read the text and answer questions (1-3). Then underline the present perfect simple and present perfect continuous verbs.

I've lived in Silicon Valley, the heart of innovation, since we started our app company<sup>1</sup>. I've met so many wonderful people here<sup>2</sup>. One of my closest friends is Dave, who I've known since I moved here<sup>3</sup>. We've been studying market trends and user behavior relentlessly<sup>4</sup>. I think I've been leading my team very effectively all year<sup>5</sup>. Over recent months we have completed two difficult negotiations with a venture capitalist and have finally convinced him to invest in our start-up<sup>6</sup>. All my team members have been working hard as well<sup>7</sup>. By now, we've gotten to know our competitors well and we've finally understood what makes us unique<sup>8</sup>. It's been a roller coaster, but I think we've made great progress<sup>9</sup>.

- 1. Where has he been living? Since when?
- 2. How long has he known Dave?
- 3. What have they accomplished?

2. Complete the rules (a-e) with 'present perfect simple' or 'present perfect continuous' and match them to sentences 1-9 above.

LANGUAGE POINT

a.

Use the \_\_\_\_\_ to emphasize that an action has been repeated or has lasted for a long time and continues up to now.  
E.g. \_\_\_\_, \_\_\_\_

b.

Use the \_\_\_\_\_ with state verbs (e.g. like, own, understand, remember, know, etc.). E.g. \_\_\_\_\_

c.

Use the \_\_\_\_\_ when an action is shorter and completed before now. It has a relevance or a present effect.  
E.g. \_\_\_\_, \_\_\_\_, \_\_\_\_

d.

Use the \_\_\_\_\_ when we say how many times someone did something or how much they did. E.g. \_\_\_\_\_

e.

Use the \_\_\_\_\_ OR \_\_\_\_\_ with verbs such as **work, live, study** with little or no difference in meaning. E.g. \_\_\_\_, \_\_\_\_

### 3. Match sentences 1-2 with their meanings, *a* or *b*, in each pair.

1. 1. I've been reading the book you gave me on marketing.

2. I've read the book you gave me on marketing.

a. I've finished the book

b. I'm still reading the book.

2. 1. Zappos has placed an advert in the last four newspapers.

2. Zappos has been placing adverts in the press.

a. This was a number of repeated actions.

b. This is a continuing publicity campaign.

3. 1. Hi, Joe! The office looks great! Have you decorated it?

2. Hi, Joe! What a mess! Have you been decorating the office?

a. Joe is in the middle of decorating.

b. Joe isn't decorating anymore.

4. 1. My team have learned how to use Salesforce.

2. My team have been learning how to use Salesforce.

a. We're still learning.

b. We can use it now.

### 4. Choose the correct verb in *italics*.

1. The supply manager never answers the phone. I've ***called*** / ***been calling*** six times!

2. Our office is a mess. We've ***decorated*** / ***been decorating*** it.

3. George is my old colleague. I've ***known*** / ***been knowing*** him for 7 years.

4. Responding to emails in Chinese is hard work. I've ***responded*** / ***been responding*** to 9 emails today.

5. I'm going on a business trip to Mexico and I'm curious about the food there. I haven't ***tried*** / ***been trying*** Mexican food before.

6. I hate speaking in public. I've never ***liked*** / ***been liking*** it.

7. I've just read / been reading your report. I've ***corrected*** / ***been correcting*** 3 mistakes in your calculations.

8. I've already raised / been raising €20,000.

5. Put the verbs in brackets in the present perfect simple or present perfect continuous. Sometimes both are possible.

1. You look tired. What you **(do)**?
2. Oh no! I'm late! The meeting **(start)**.
3. I **(have)** lunch, so I'm not really hungry.
4. I **(know)** him since we were at university.
5. I **(do)** this survey for an hour! It's so long and I have 10 more questions to answer.
6. I've only been at work for an hour, but I **(do)** a lot.
7. She **(live)** in New York all her life.
8. Sorry, I can't meet you after work. I just **(receive)** an email from my boss.
9. I **(lose)** my phone. You **(see)** it anywhere?

6. Read questions (1-8) and offer explanations using the present perfect simple or present perfect continuous.

*E.g. Why are your hands all red? – I have been painting the kitchen cabinets.*

1. Why are your hands all red?
2. Why is the office in such a terrible mess?
3. You've been very quiet. Why?
4. Why are you late again?
5. What's that terrible smell?
6. Why is your suit wet?
7. Why have you got a scratch on your face?
8. Why is your boss so angry?

**7.** Work with your partner/teacher. Guess what they have been doing / have done from the feelings below. Use the present perfect simple or present perfect continuous.

*E.g.*

*A: I'm feeling bored.*

*B: Have you been participating in a meeting?*

*A: No, I've only had one meeting today. I've been doing something with numbers.*

*B: I guess you have been writing the annual financial report.*

*A: That's right!*

- I'm feeling bored
- I'm feeling nervous
- I'm feeling satisfied
- I'm feeling tired
- I'm feeling relaxed
- I'm feeling excited

**8.** What's my job? Work with your partner/teacher. Choose one of the jobs below and describe what you have been doing / have done today. Your partner/teacher needs to guess what your job is (*optional*).

- Accountant
- Human resources manager
- Office administrator
- Sales manager
- Business trainer
- Translator
- Website designer
- CRM manager
- PA (personal assistant)

*E.g.*

*A: I've written a lot of emails today.*

*B: Are you a PA?*

*A: No, I've been responding to my clients.*

*B: Are you a sales manager?*

*A: Yes!*

## 1. Answer the questions.

1. How difficult is it to start a new business? What sort of problems do new businesses face?
2. What business ideas could you start with little or no capital?

## 2. Look at these ways of raising money to start a company. Discuss the questions below.

- A bank loan
  - Venture capital
  - Personal savings
  - Going into partnership
  - A local loan from family to friends
1. Which are the most popular?
  2. Which are the safest?
  3. Which are the easiest to obtain?

## 3. Look at the word cloud. What do you think is 'bootstrapping'? Which way of raising money above is the same as bootstrapping?



4. Read the text below and match the given headlines with the sections. Which tip do you think is the best? Why?

Secure mentorship

Focus on ideas that generate quick cash flows

Choose your co-founder carefully

Prioritize functionality over fancy

Know your product

Invest in talent

Bootstrapping means achieving the maximum result with the minimum resources. Mostly that means not taking on external money for the beginning and relying on personal savings, earnings and investments to fund ventures.

Here are seven essential tips from successful founders.

1. \_\_\_\_\_

Define your product or service. Be able to describe it in a brief paragraph.

2. \_\_\_\_\_

Assess the value of your idea to identify opportunities with the most potential.

3. \_\_\_\_\_

Allocate resources for skilled employees who can make a difference. The right people can take your startup to new heights.

4. \_\_\_\_\_

Find mentors through research and networking, seek guidance from industry experts who understand your vision and offer valuable insights.

5. \_\_\_\_\_

Find someone whose skills complement yours. This partnership can help keep costs low while providing diverse perspectives.

6. \_\_\_\_\_

Focus on what gets the job done efficiently. Cut costs by opting for functional solutions and avoiding unnecessary expenses.

## 5. Read what an entrepreneur says about bootstrapping his company. What are the advantages of bootstrapping? *(optional)*

Bootstrapping is about starting your business without investors. You're 100% shareholder. So we grew from nothing. We've got about 20 people. We've got global brands like Shell, EDF Energy. And we've been able to bootstrap into the US as well as the UK. The main advantage is, you end up owning your company, all of it. You also keep your options open. So, if you want to take on investment later, you can. But when you do that, you'll get better value than if you took investment on earlier.

## 6. Can you think of other advantages of bootstrapping? What are the disadvantages in your opinion?

### extra vocabulary

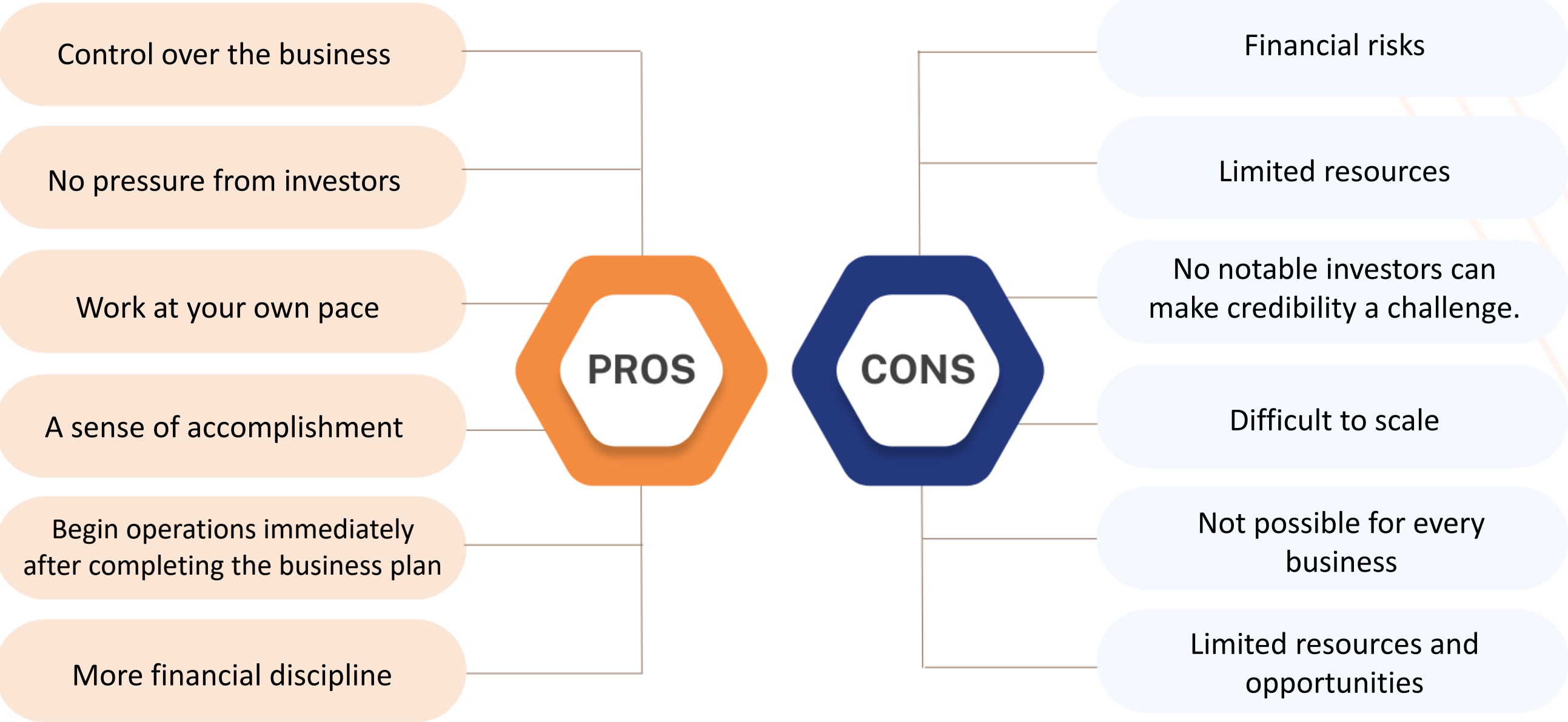
***Pull yourself up by the bootstraps*** - to improve your situation without any help from other people.

*E.g. He left school at 15 and pulled himself up by his bootstraps to ultimately head up a company.*



Discussion

7. Read the list of advantages and disadvantages of bootstrapping. Discuss them with your partner / teacher.



8. Answer the questions

1. What do you think are the critical success factors when bootstrapping a business?
2. Do you think bootstrapping restricts the potential for rapid scaling?
3. What's your opinion on bootstrapping versus seeking venture capital funding?
4. Do you believe bootstrapping requires a different skill set compared to managing investor-funded startups?

## Task

### 9. Case Study: Bootstrap Sweet Treats Bakery

#### Background

Sweet Treats Bakery is a newly founded local bakery that specializes in homemade pastries and sweets. The bakery, started by a passionate baker, plans to bootstrap its operations with an initial investment of €80,000 from personal savings.

Anticipate potential challenges Sweet Treats Bakery may encounter in its bootstrapping journey and propose strategic solutions, including an optimal allocation of the initial budget.

#### Task

**Understanding the Market:** Identify potential customers for Sweet Treats Bakery.

**Identifying Challenges:** List potential challenges Sweet Treats Bakery might face in bootstrapping its operations, such as funding, competition, marketing, and customer acquisition.

**Budget Allocation:** Given the initial budget of €80,000, propose a detailed plan for how Sweet Treats Bakery should allocate this among various needs. Consider costs such as:

- Lease/Rent
- Equipment (ovens, mixers, refrigeration, display cases)
- Ingredients and packaging materials
- Marketing and advertising
- Employee wages (if applicable)

**Resource Management:** Suggest strategies for efficient use of available resources, such as the bakery space, baking equipment, and human resources.

**Solving Challenges:** Propose a basic plan to navigate the identified challenges.

## 1. Match phrasal verbs (1-6) with their definitions (a-f). Make a sentence using each phrasal verb.

- |                 |                                                                                                         |
|-----------------|---------------------------------------------------------------------------------------------------------|
| 1. come up with | a. to finally understand something or someone, or find the solution to a problem after a lot of thought |
| 2. put into     | b. to choose something or decide to do something after considering it carefully                         |
| 3. come about   | c. to happen, or start to happen                                                                        |
| 4. settle on    | d. to invest money in something                                                                         |
| 5. figure out   | e. to happen or develop in a particular way                                                             |
| 6. work out     | f. to suggest or think of an idea or plan                                                               |

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

- business model
- financial backing
- start-up capital
- gap in the market
- investment fund
- venture capitalist

1. If there's no demand for your product it might be time to find a \_\_\_\_\_.
2. Naval Ravikant is a successful \_\_\_\_\_, amongst his more than 200 investments are companies such as Uber, Twitter, and Tinchat.
3. Elevon is a new \_\_\_\_\_ between ALS and NorSea to provide logistics for the wind energy sector.
4. Dropshipping is a \_\_\_\_\_ that involves selling a product that you don't need to keep in stock as you will procure it from a third party and have it sent to the customer directly.
5. The first thing you need to do when starting a new business is to create your \_\_\_\_\_.
6. Oculus VR, a virtual reality headset, began life through a \_\_\_\_\_ campaign in which 9,500 backers pledged over \$2 million. The company was later acquired by Facebook for \$2 bn.

3. Replace the underlined words in the sentences below with their synonyms from the phrasal verbs in red.

- work out
- figure out
- put into
- settle on
- come up
- come about

1. The team needs to **generate** a novel approach to tackle this problem.
2. He **invested** a lot of money into this startup.
3. She was late again, but I'm not sure how it **happened**.
4. They finally **selected** the location for their new restaurant.
5. She was able to **decipher** the meaning of the ancient text.
6. I am trying to **resolve** this issue with my roommate.

4. Read the situations and complete the sentences using the verbs in brackets and the present perfect simple or the present perfect continuous.

E.g. Jill started writing the report an hour ago. He is still writing it and now he is on page 2.

He ***has been writing*** for an hour.

He ***has written*** 2 pages so far.

1. Yuki is from Japan. She is on a business trip in Europe at the moment. She began her trip 2 weeks ago.  
She \_\_\_\_\_ for 2 weeks (*travel*).  
\_\_\_\_\_ 3 clients so far (*negotiate*).

2. Pete is a business owner. He founded his company 10 years ago. This year he won the Ashden Awards for Sustainable Energy again – for the second time.

\_\_\_\_\_ the Ashden Awards twice (*win*).

\_\_\_\_\_ for 10 years (*run his company*).

3. When they left college, Lauren and Ann started designing clothes. They still design clothes.

\_\_\_\_\_ clothes since they left college (*design*).

\_\_\_\_\_ four collections since they left college (*create*).

5. Ask questions using the words in brackets and the present perfect simple or the present perfect continuous.

E.g. You have a friend who is learning Japanese. You ask:

(how long / learn / Japanese?) *How long have you been learning Japanese?*

1. You've just joined a meeting. Your colleagues are already there. You ask:

(wait / long?) Have \_\_\_\_\_?

2. You see a colleague trying to fix a technical issue. You ask:

(solve) Have \_\_\_\_\_?

3. Some colleagues of yours are organizing a team building event next week. You ask:

(how many people / invite) \_\_\_\_\_?

4. A colleague of yours is a project manager. You ask:

(how long / manage projects) \_\_\_\_\_?

(how many projects / manage) \_\_\_\_\_?

5. A colleague of yours is saving for an MBA program. You ask:

(how long / save) \_\_\_\_\_?

(how much / save) \_\_\_\_\_?

6. Put the verbs in brackets in the present perfect or the present perfect continuous.

- 1. I **(look)** through the contract all afternoon and I **(notice)** some points that need clarification.
- 2. We **(make)** furniture on this site for over five years. This financial year we **(invest)** over \$2M in a new production line.
- 3. We **(call)** each other all day and I think that we **(make)** real progress with the planning process.
- 4. I **(lose)** my cell phone. I **(look)** for it since morning.

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

- |                                      |                              |
|--------------------------------------|------------------------------|
| 1. I'm not sure if _____             | a. for ages.                 |
| 2. I haven't seen you _____          | b. treating you?             |
| 3. It's been a long time since _____ | c. I could ask you a favour. |
| 4. What have you _____               | d. do me a favour?           |
| 5. How's life _____                  | e. over dinner.              |
| 6. With that in mind, maybe _____    | f. you remember me.          |
| 7. That's actually the reason _____  | g. we've been in contact.    |
| 8. By the way, could you _____       | h. been up to?               |
| 9. Let's talk about that _____       | i. why I'm calling.          |

8. Reject the following requests.

- 1. A colleague invites you to a networking event, but you have a previous engagement with a client.  
\_\_\_\_\_.
- 2. Your supervisor wants you to join a brainstorming session, but you have a project deadline on the same day.  
\_\_\_\_\_.
- 3. A business partner invites you to a golf game, but you've already scheduled a business trip.  
\_\_\_\_\_.
- 4. A colleague invites you to a seminar, but you have a strategy planning meeting.  
\_\_\_\_\_.