Slide 1  what was decided
T Hello again, how's everything?
S answer(s)
   Ok, let's get to business.

Click for new slide and title

Slide 2  what do you remember?
T Before we go any further, I would like you to remind me of a few facts.

Click for questions and answers one by one.
nationality: explain that Ltd. suggest a British company that the spelling of Flavor (instead of flavour) points to North America and that the combination of flavour and Ltd, might suggest Canada.
T And now, onto Karin's answer

Click for new slide and title

Slide 3  Karin's answer
T Imagine Karin's answer to her boss, Brenda.
Help the students write the mail:
1. Karin writes about her mission in Birmingham (good/bad news?) develop.
2. Regarding making retailer's brands, Karin thinks.... (pros & cons)

Click for new slide and title

Slide 4  Board meeting: Strategy debate (1)
T Two days after her speech, the CEO summons a board meeting with the company's chief executives to discuss the policy that the company will adopt.

Click for yellow title box.
Click for picture of Michael.
T Why is the quality control manager asked to explain his view now?
S answer(s)
The core of the matter is in fact to know whether Flavor is ready to produce lower quality products even under a different name. Although new to the company Mike knows how important it is for them to retain
the high quality image that their products are associated with in the eyes of the public.

Click for red wordbox

T What kind of answer do you expect Mike to give when you see these adjectives? (tutor explains them if necessary)

S answer(s)
He seems to be a stickler for quality.
Uncompromising in matters of quality.
When you see him standing tall with his arms folded you sense he's a no-nonsense kind of guy.

T So what answer do you expect him to give?

S answer(s)

T Let's check!

Click to show picture 1.

T Well, quite obviously, he's against the scheme. Can you imagine what his arguments are?

S answer(s)

T OK, let's see what he did say.

Click to graph and caption (2)

T Explain what this picture shows.

S answer(s)
Mike has prepared a chart or graph showing several indexes related to quality, rating and consumer satisfaction re Flavor Yoghurt and its competitors.
His conclusion, and the one he wants to get across to his colleagues is that FY is ahead of its competitors and by far.

T So let's imagine what his reasoning is...

Click to picture 3.

T Now, can you phrase what Mike's arguments are? How is lower quality illustrated here?

S answer(s)
The glass jar has been replaced by a plastic pot, a sign of lower quality. "If we decide to produce lower quality yoghurt for Crossroads, the price will have to be lower by at least 25%, but if people learn that the product is associated with FY, our image will suffer". If we do not lower the quality but sell the same stuff cheaper, people will soon catch up on the trick and will stop buying FY".

T So?

Click for picture 4.

S answer(s)
"So, sales of FY will plummet and even if Crossroads's soar the company profits will suffer. We stand to lose either way / on two counts, in terms of quality/reputation and profits".

T Do you agree with Mike?

S answer(s)
T: Good, let's hear some other view.  
*Click to show next slide and title.*

*Slide 5: Strategy debate (2)*  
*Click for picture of Keith*

T: Do you recognise the man? Do you remember what his position in the company is?

S: Keith. Production manager.

*Click grey frame*  
*Click to show "thumb up" picture*

T: What do you think Keith’s opinion is when you see this picture?

S: He seems to be all for it.

T: It would appear so. Let’s see why.  
*Click to show "red" graph.*

T: He too has brought a few graphs with him. What does this one show?

S: That FY’s factories are far from working at full capacity.

T: What about these pictures?  
*Click to show FY’s various products.*

S: Well, he reminds the group that FY does not only produce yoghurt nowadays but a whole range of dairy products.

T: Such as?

S: Fruit flavoured yoghurt, milk shakes, cheese, and desserts/sweets.

T: So, what will be his point?

S: That, FY does not only make yoghurt, even if the company started with yoghurt making, and that it (the company) could do with some extra business considering the fact that the factories do not work at full capacity.

T: So?

*Click to picture of Crossroads yoghurt & graph*

S: So for him making yoghurt for Crossroads will increase production and profit margin for retailer’s brands are often cheaper to manufacture than famous brands’ names. So the deal should help profits rise.

T: How far do you agree with his reasoning?

S:  
*Click to next slide and title.*
T Whose face are you going to see now?
S answer(s)
_Brenda’s._

T Will she be for or against the scheme?
S answer(s)
_I would say that a sales manager would like to see sales soar, so…_

T It looks as if you were right. Let’s see what her arguments are…

T How do you interpret this picture?
S answer(s)
_The way I see it, she's in favour of the scheme but under several conditions/provided several conditions are met, it would seem._

T I'm all ears… 😊
S answer(s)
_N°1: Crossroads Marts must accept to sell the whole range of FY products._

T You said "several" conditions…
S answer(s)
_I'm getting there._
_N°2 Crossroads Marts brand of yoghurt must be made only by FY, Ltd and no other dairy company._

T So…

T Fair is fair, don’t you think? Why would FY insist on being the only producer of CM’s yoghurt?
S answer(s)
_So that the supermarket chain might not be tempted to play FY against another company to make its CM yoghurt and cut prices, which would mean cutting FY’s profits too._

T You’re a pretty good business person. I take it you agree with Brenda’s position?
S answer(s)
T Do you remember who this is? What's her position in the company?

S answer(s)

Click for beige subtitle

T Now she may look like an attractive, outgoing and smiling person, but in fact this is how she feels about the whole plan. Click to show smiley

Can you describe the way she feels and maybe explain why?

S answer(s)

She is obviously very worried and must be biting her nails in fear…

T This might explain what her position is: Click three times for "because", arrow, and pictures.

S answer(s)

For her, making low cost yoghurt will inevitably lead to a dramatic fall in FY's profits as people will opt for the cheaper brand. Click twice for "so" and "thumb down" picture

S answer(s)

So she is definitely against the plan, and in agreement with her boss.

Click for next slide & title

T Do you remember who's in charge of R&D at Flavor Yoghurt, Ltd?

S answer(s)

Click to show picture of Graham

T What do you think his position will be on the subject? Why?

S answer(s)

T Well, this is what he thinks. Can you explain what the picture means?

Click for picture of thumbs

S answer(s)

Well, it seems the man is of two minds.

T Well, as he is a twin, 😁

S answer(s)

He may be considering the pros and cons of the whole thing as far as R&D is concerned.

Click for "pros & cons" box.
Yes, he may be weighing the advantages and the drawbacks that this deal with Crossroads Marts might bring/entail. Let's start with the advantages. How do you understand this? Remember the pictures represent what he thinks.

**Click for picture of FY researcher.**

**S answer(s)**

Graham thinks that a deal like the one that Crossroads Marts proposes is a good opportunity for FY's R&D lab to find one or several new recipes for cheaper yoghurt. As a result he thinks this might lead to an increase in production and profits.

**Click for picture of Crossroads researcher and man leaving office.**

**T** What about these pictures?

**S answer(s)**

Well, it seems to illustrate G's fear that Crossroads might also develop their own R&D, which would lead to redundancies at FY, Ltd. For you can never trust people 100% in business … That's why I think Graham has mixed feelings about this deal.

**T** Good, on to someone else's opinion.

**Click for next slide & title**

**Slide 9 Strategy debate (6)**

**Click for green subtitle box and man**

**T** Can you identify this person? What's his name?

**S answer(s)**

**Click for "remember" and graph**

**T** What is the marketing manager reminding the group of?

**S answer(s)**

Of the fact that although profitable FY, Ltd’s market share is **dwindling**.

**T** What about this second graph that he shows the group?

**Click for "situation today" and blue graph**

**S answer(s)**

The graph shows that Flavor is no longer the leader in their field, that all their competitors combined produce more yoghurt than they do, and also that retailer's brands are **posing a serious threat**.

**T** So what do you think the marketing manager's idea is?

**Click for "the situation tomorrow" and graph.**

**S answer(s)**

He is obviously thinking that if Flavor manages to produce yoghurt for retailers they will end up dominating the market.

**T** And this is in fact his conclusion:

**Click for "thanks to" and last picture**

Can you explain how he sees things?

**S answer(s)**
He thinks that a deal between Flavor and CRMarts will mean more money in the end.

T So he doesn’t really share his twin brother’s doubts, does he?

S answer(s)

Do you share Clive’s optimism? Why/not?

S answer(s)

If the plan is to succeed, Flavor must also make sure that other retailers will ask them to produce yoghurt for them too.

T All right, let’s see how outsiders think about all this.

Click for next slide and title.

Slide 10 Those most concerned…

T Who do you think these (most concerned) people are?

S answer(s)

Ourselves, us, the customers!

Click for subtitle (outsiders)

Click for Michelle.

T Do you recognise this woman?

S answer(s)

T What do you think she did during the meeting while taking notes?

Click twice for balloon and picture of inside of supermarket

Click for wordbox.

S answer(s)

If we look at what we can see in the balloon, we understand that while the board members were exchanging ideas and opinions, Michelle was thinking how much money she could save on yoghurt if the deal was struck! Because, being privy to the deal, she knew that the CRMarts yoghurt would be the same quality as that of Flavor’s or close to it, and she would certainly be the first person to switch from Flavor to Crossroads! The cheaper the product, the more she could buy, the less she would spend…

T You should be the Chancellor of the Exchequer…

And what about you?

Click for picture of man and ?

Can you explain why you buy retailers’ brands or why you don’t?

S answer(s)

T Good, that has been a very interesting exchange.

S answer(s)

T Good, I’ll see you next week. Take care in the meantime. And… think twice before you strike a deal!
GRAMMAR
Restriction : although
Opposition : whereas
génitif incomplet
Auxiliaire do à la forme affirmative
futurité is to