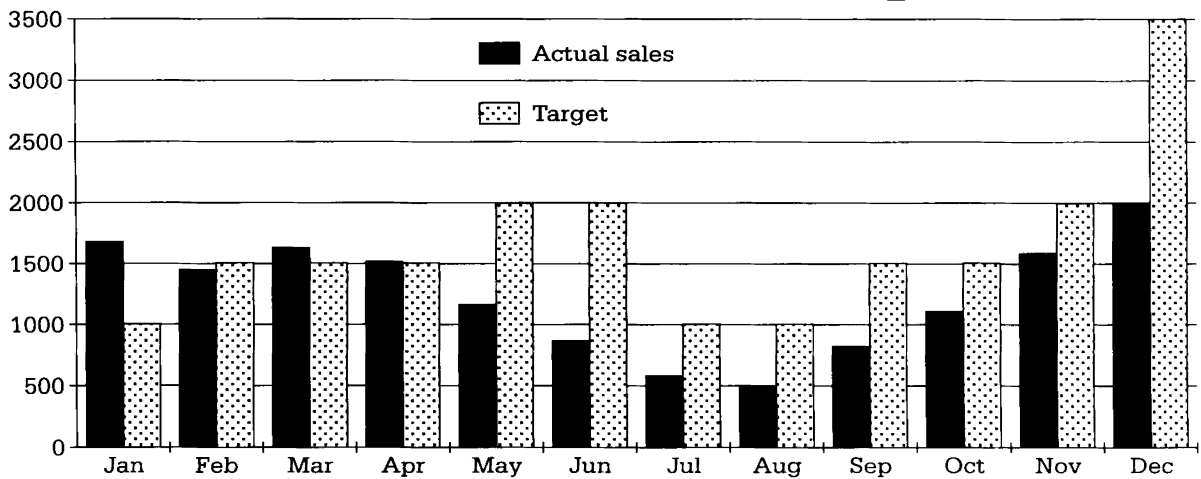


The board of shareholders



Lancaster Yr 1 (000)



RESULTS (£000)

	Sales	Target	Variation
1st Qtr	4700	4000	+ 700
2nd Qtr	3500	5500	- 2000
3rd Qtr	1900	4500	- 2600
4th Qtr	4700	7000	- 2300
Year	14800	21000	- 6200

NOTES

Store manager changed in mid-year
 Total costs for the first year: £17m
 Cost of closing down: £2.5m

QUESTIONS

- Promotional activities?
- Reasons for poor results?
- The future?

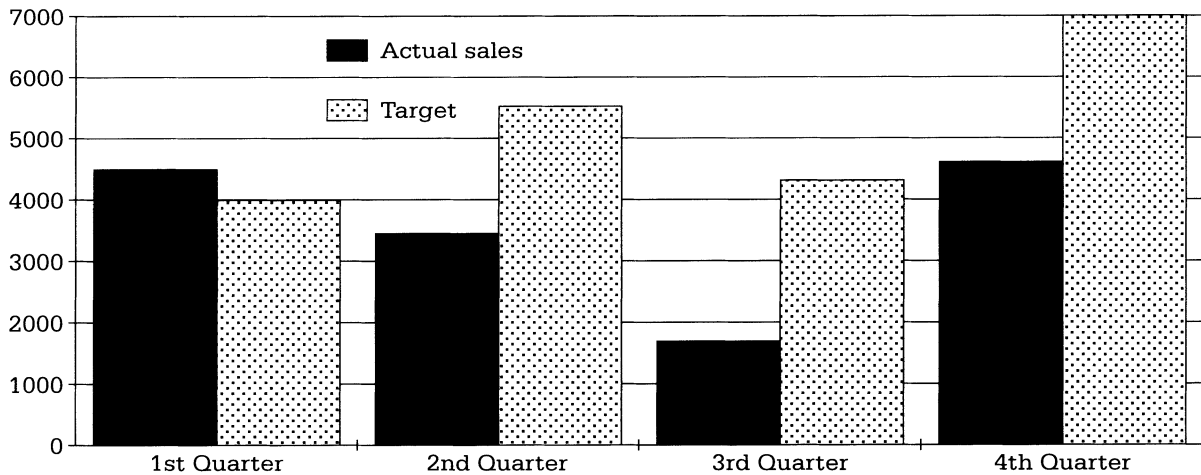


Management of Rhino Lancaster



RHINOHYPERMARKETS

Lancaster Yr 1 (000)



RESULTS (£000)

Month	Sales	Target	Notes
January	1700	1000	Opening ceremony, local sales promotion, £1,000 gift to local school
February	1400	1500	Special discounts, advertised with fliers and local press adverts
March	1600	1500	
April	1500	1500	Hans Voerster resigns as store manager
May	1200	2000	
June	800	2000	
July	600	1000	Holiday period; Kristin Lundrum becomes store manager
August	500	1000	Summer foods promotion
September	800	1500	French week, special promotion on cheese
October	1100	1500	Italian week, in-store cookery demonstrations, free recipe cards
November	1600	2000	Spanish week (including paella – front page of local paper)
December	2000	3500	Christmas promotions (press adverts & fliers) children's painting competition
TOTAL	14800	21000	Total shortfall - 62000



NOTES

Next sales promotion: January Caribbean week, competition – holiday in St Lucia as 1st prize
Running costs for the first year: 17000

Teacher's Notes

What happened? Worksheets **8a** and **8b**

NOTE: This activity requires some basic interest in figures. It is not suitable for all students.

ACTIVITY

Groupwork and pairwork: speaking

AIM

To discuss a set of sales performance figures.

GRAMMAR AND FUNCTIONS

Past tense
Sequencing
Questions

VOCABULARY

opening ceremony, sales promotion, to resign, discount, flier, target, demonstration, press ad.

PREPARATION

Make a copy of Worksheet 8a and Worksheet 8b for each pair of students in the class.

TIME

20–25 minutes

PROCEDURE

- 1 Tell the students that they are going to act out a meeting. Set up the situation. Put this diagram on the board:

Agenda Date: (6 June) Present at the meeting: Representatives of the Board of Shareholders, and the management of Rhino Lancaster Subject of discussion: New store in Lancaster: first year results and plans for the future

- 2 Explain the situation. The representatives of the board of shareholders of a chain of hypermarkets called Rhino are meeting the management of a new store in Lancaster. They are going to talk about the performance of the new store over its first year.
- 3 Divide the class into two groups: shareholders and management.
- 4 Give out copies of Worksheet 8a to the shareholders and Worksheet 8b to the management.
- 5 Ask the students to discuss the figures. Circulate, helping with vocabulary and checking understanding. They should realise fairly quickly that the results have been poor.
- 6 Brief them with their tasks.
 - The shareholders can close the store or give it another year. They must prepare their questions.
 - If the store closes, the managers will be out of a job. They must prepare their defence.
- 7 After ten minutes or so, put the students in groups of four to six with equal numbers of shareholders and managers in each group.
- 8 Ask them to act out the meeting.
- 9 When they have finished, bring the class together as a whole and ask who decided to close the store and who decided to keep it open.

FOLLOW-UP

Ask the students to write a letter following up on the meeting and confirming decisions. The managers should write to the representatives of the shareholders, and vice versa.