

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ АВТОНОМНОЕ
ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
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Учебное пособие является первой частью курса «Подготовка и проведение презентаций на английском языке», призванного научить студентов разрабатывать, создавать и проводить презентации по различным отраслям науки и бизнеса (презентация новой продукции, услуг, результатов исследований и разработок на семинарах, конференциях, рекламных компаниях и т.п.). Содержит пошаговые рекомендации по составлению и оформлению презентаций, а также тренировочные материалы по публичной речи.

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UNIT 1. What is a presentation?

The human brain starts working the moment you are born and never stops until you stand up to speak in public.

George Jessel

Oxford Dictionary of Business English defines presentation as **the act of showing or talking about something: make a presentation of the end of the year sales results; give a presentation to each of our potential clients.** In *Longman Dictionary of Business English* presentation is defined as **a show with talks, films, models, etc.: to introduce a new product or service to the public or to a group of persons specially interested in it.**



Both definitions indicate that presentations involve a certain degree of **speaker-audience** interaction: the speaker (who usually represents an organisation) and the audience, which, as the recipient, anticipates, responds, and, if need be, asks questions.

Depending on the professional area presentations can be: **business, scientific, educational** or **entertaining**. Depending on the audience presentations can be **formal** or **informal**.

Presentations can be **internal** and **international**. **Internal** presentations are mostly company meetings, for example, an internal company gathering at which a consultant presents the results of a study. **International** presentations may take place either at international forums (conferences, symposiums, conventions) or before an international audience under any other circumstances.

In a business environment presentations are organised for a particular purpose. Purposes may differ from company to company. For example, a pharmaceutical company may organise a presentation of its leading researcher before an audience including representatives of major pharmaceutical companies, associated research organisations, business contacts and shareholders. A presentation like that may aim at several goals: offering information on the current scientific R&D to demonstrate to the shareholders how their investments are being put to good use; attracting more funding from reassured business contacts; and, possibly, inviting leading pharmaceutical companies to participate and co-operate. Here **informing** and **persuading** will go hand in hand. Thus, it is reasonable to draw a line between the two kinds of presentations – **informative** and **persuasive**.

Presentations have a certain *structure* or a plan of development.

Every presentation begins with an *introduction*. At this stage the main task of the presenter is to *state the purpose*.

Signposting – telling the audience the order in which the main points will be developed. It defines the scope of one's presentation and co-ordinates the effort of the speaker and the perception of the audience.

Introduction is followed by the *main body* of the presentation. An informative presentation will aim at information-sharing, whereas a persuasive presentation will build arguments, taking the listeners through available options, emphasizing and highlighting key points.

The speaker should try to create interest by *involving the audience*. This can be done in a number of ways: by including into the presentation some of the interesting facts and statistics discovered while researching the topic; by using words like *you, your, us, our* to make the audience feel involved in the presentation; by illustrating the main points of the presentation with examples or stories from life; by asking the audience to do something, e.g. ask for a show of hands; by asking the audience questions to involve them in the presentation; by using rhetorical questions which encourage the audience to think, but are answered by the presenter.

After the main body of the presentation come *concluding the presentation* and *handling questions*. An inherent part of a presentation is the *use of visuals* which is important for both informative and persuasive presentations.

1. Think of successful talks you've been to in the past. What made them so successful? Complete the following list of elements that make a good presentation using the words in the boxes.

a – e	humour	talk	contact	appearance	knowledge
f – j	preparation	language	attitude	voice	visuals

To be a good presenter you need ...

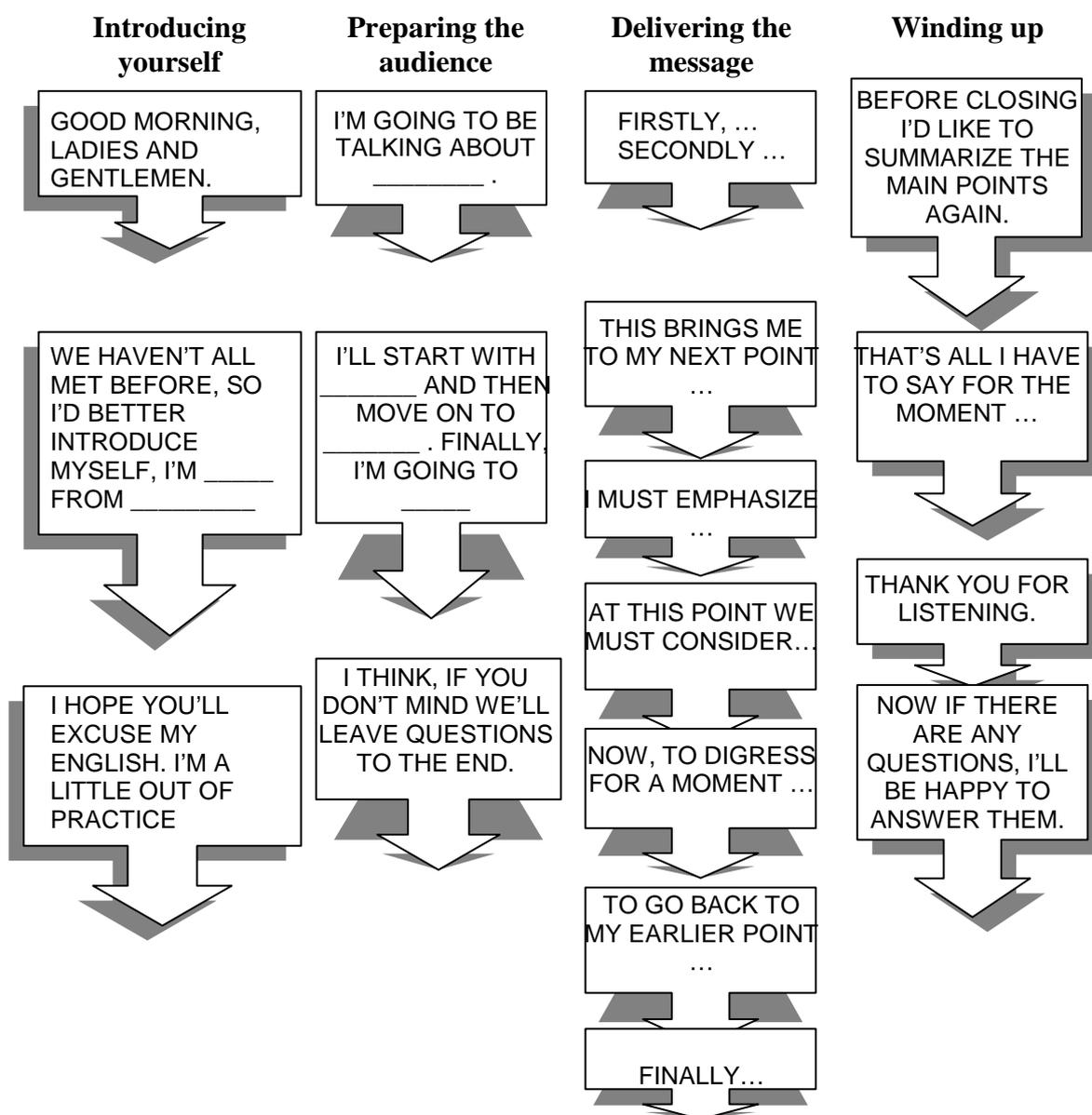
- | | |
|----------------------------------|---------------------------|
| a a well-structured _____ | f an enthusiastic _____ |
| b thorough subject _____ | g a strong _____ |
| c a smart and professional _____ | h a creative use of _____ |
| d a good sense of _____ | i expressive body _____ |
| e good eye _____ | j careful _____ |

2. With a partner, discuss the elements in 1 and number them in order of importance. Use phrases below in your discussion.

What you need most of all is can make a real difference.
 Another important thing is ... It helps if ..., but it's not essential.
 I think ... is pretty important too. You don't need ..., as long as ...

3. Add you own ideas to the list in 1.

4. Mr Lopez is going to give a presentation of a new product to his colleagues in Citrus Inc., the soft drink manufacturer. He has drawn up a rough plan of the presentation. The plan shows the sequence of his talk and some of the phrases he intends to use.

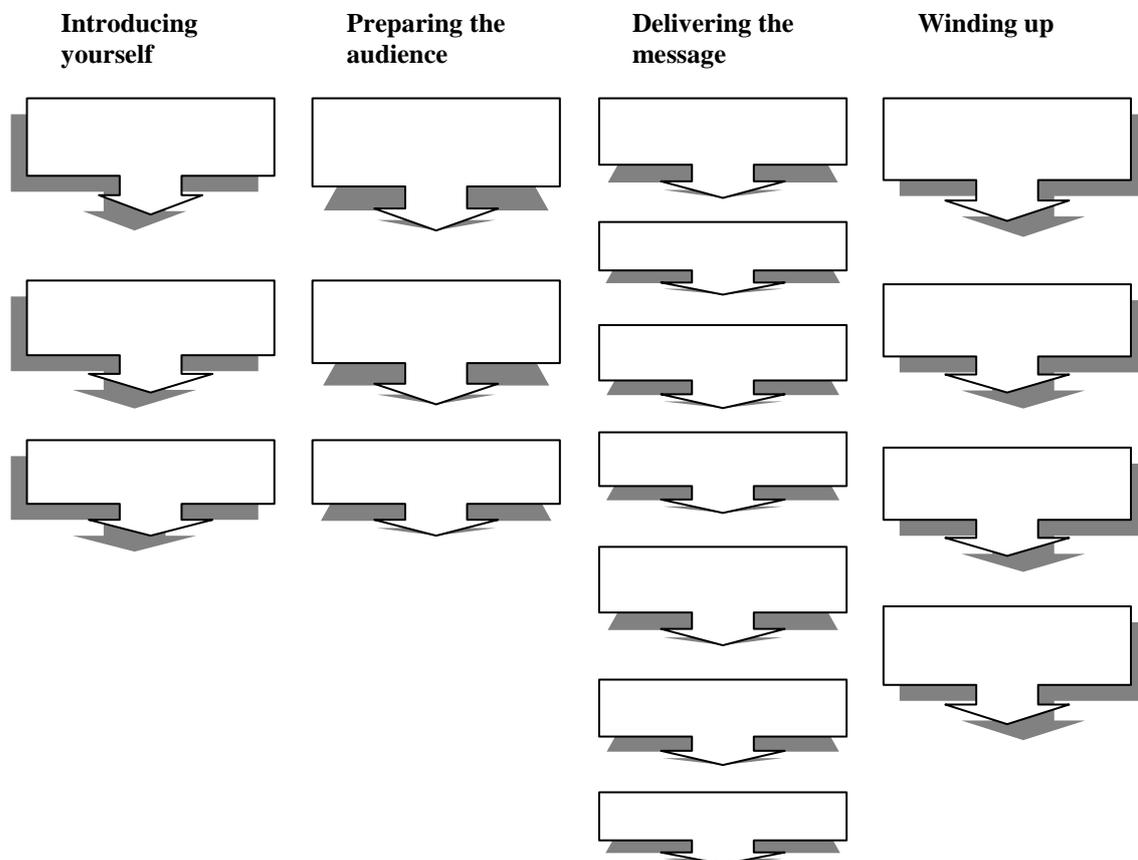


5. Listen to Mr Lopez' presentation (Track 1-1). Below are some notes made by one of his colleagues. Unfortunately he has misunderstood some of Mr Lopez's points. To help correct these points, write *true* or *false* against each statement.



- a) Mr Lopez is English.
- b) We are planning to launch the product next week.
- c) The new product is an orange-flavoured drink.
- d) Citrus Incorporated have not produced a lemon drink for two years.
- e) Everyone thinks there is a gap in the market.
- f) Market studies prove that the market is shrinking.
- g) We are aiming at a new type of consumer.
- h) The container design is unchanged.
- i) The design of the packaging will mean that the product is cheaper.
- j) The drink comes in both bottles and cans.
- k) The flavour is rather artificial.
- l) The calorie-content of the drink is relatively low.

6. Mr Lopez used his plan to help him give a presentation of a new product to his colleagues. The same type of plan and the same or similar phrases could also be used in a presentation to a customer. Use the plan below and the phrases that follow to construct a similar presentation to be given to a client.



- | | |
|--|--|
| <ul style="list-style-type: none"> a) Now, to change the subject for a moment ... b) Before I finish, I'd like to run through the main points again ... c) I'll begin by describing _____, and then go on to _____, and I'll end with _____ d) In conclusion ... e) I want to stress ... f) Good afternoon. g) That brings me to the end of my presentation. h) I'd like to talk about ... | <ul style="list-style-type: none"> i) To return to the point I made earlier ... j) First, let me introduce myself; I'm _____ from _____. k) Feel free to interrupt if you have any questions. l) Thank you for your attention. m) First of all ... Next ... n) Please excuse my rather poor English! o) I'd like now to turn to ... p) If you have any questions, I'll be glad to answer them. q) At this point we have to bear in mind ... |
|--|--|

7. The words and expressions below can be used for each of the stages involved in presenting factual or visual information. They are best learnt by heart as whole 'chunks'.

Introducing

The subject of my presentation is ...

What I'm going to talk about today is ...

I'd like to give you a brief overview of ...

The reason I am here today is to talk about ...

Structuring/Signposting

I've divided my talk into (four) main sections ...

My presentation will be in (three) parts ...

First of all / Firstly secondly thirdly then after that lastly / finally

Referring to visuals

As you can see from the table / pie chart / graph / diagram / flow chart / pictogram ...

Moving on to a new point

Turning now to ...

What I'd like to talk about now is ...

Now I would like to describe ...

Now let's move on to the next point which is ...

Summarising and concluding

To sum up ...

To recapitulate what I've been saying ...

So, to go over the main points again ...

I'd like to conclude by saying ...

Ending a presentation

Thank you for listening to me.

If there are any questions, I'll be pleased to answer them.

UNIT 2. Introductions

Three things matter in a speech:
who says it, how it is said, and what is said – and of the
three, the last matters least.

John Morley

A Preparation



When giving a presentation it is essential to have a clear idea of what you want to achieve e.g. Do you want to *inform* your audience about essential facts, or to *persuade* them to accept your proposal? This main purpose or aim needs to be briefly stated in the opening part of a presentation.

1. Listen to Tracks 2-1, 2-2, 2-3 and 2-4. You will hear the introductions from four presentations. Complete the statements below.

- In presentation one the presenter wants the audience to accept
- In presentation two the presenter wants to inform the audience about
- In presentation three the presenter wants to explain

d. In presentation four the presenter wants to convince his audience to

There are many different techniques you can use to begin a presentation.

One common technique is to state the objectives and the main points which you will include in the presentation. But if you want to catch your audience's attention more quickly, there are other techniques e.g. you can relate the subject to the real-life experience of your audience, or use some surprising facts.

2. Identify the main technique (a – d below) the presenter uses in each of the four introductions you have just heard. If necessary listen to each introduction again.

In which introduction does the presenter:

- a) use surprising and relevant facts to gain the audience's attention?
- b) simply state the objectives and outline the points to be developed?
- c) involve the audience by getting them to do something?
- d) use a true event to help illustrate the purpose?

B What to say – Stating the purpose

A good presentation should include a brief statement explaining the purpose of the presentation.

3. Listen to Tracks 2-1, 2-2, 2-3 and 2-4 again. This time pick out the phrases which the presenters use to state the purpose of their presentations.

Introduction 1

Context	An internal company meeting, at which a consultant presents the results of a study.
Audience	Key managers from different European subsidiaries.

What this morning
..... the results of our study into the
consolidation of your computer activities in Europe... .

Introduction 2

Context	An international medical conference.
Audience	Other delegates, medical doctors and scientific researchers.

No, it's not the famous store! In this case the letters stand for chocolate addiction, which presentation

Introduction 3

Context	An international engineering conference.
Audience	Other delegates, mainly engineering specialists.

... consequences.
..... today..... the technical problems involved in lighting tunnels, and the investments we intend to make to improve efficiency and safety.

Introduction 4

Context	An internal company meeting about training for plant operators.
Audience	Representatives from training and personnel at the company's different locations around the world.

... the procedures. this morning two new techniques which we need to incorporate in our CBT packages to improve our operator training.

Stating the purpose

- In your introduction state the purpose of your presentation

- why you are there?
- what you are going to talk about?

You can do this

- right at the beginning.
- by building up gradually, leaving your statement of purpose until the latter part of the introduction.

Both ways can be equally effective.

- Here are some useful expressions for stating the purpose of the presentation.

In my presentation today, I'll be proposing two new techniques which we need to incorporate in our CBT packages to improve our operator training.

In my presentation today, I'm going to explain the technical problems involved in lighting tunnels.

This morning I'd like to review progress of the AFTA project.

The subject/topic of this presentation is CBT for operator training.

- If you want to create more impact, you can change the normal word order and begin your statement of purpose with the word 'what' e.g.

What I'd like to do this morning is present the results of our study.

What I'm going to explain this afternoon are the technical problems involved in lighting tunnels.

What I'll be proposing in my presentation today are two new techniques which we need to incorporate in our CBT packages to improve our operator training.

4. Listen to Track 2–5. You will hear the last three statements in the summary. Notice how the presenters create impact by stressing words and by pausing. As you listen, mark where the presenters pause. Follow the example. The pause is marked □.

Example

What I'd like to do this morning □ is to present the results of our study.

a. What I'm going to explain this afternoon are the technical problems involved in lighting tunnels.

b. What I'll be proposing in my presentation are two new techniques which we need to incorporate in our CBT packages to improve our operator training.

5. Look at the table below.

What would you say to outline the purpose of the three presentations?

Complete the phrases on the right. The first one has been done for you as an example.

Purpose	Your words
Analyse the market for luxury holidays in the US.	In this presentation I'll be analysing the market for luxury holidays in the US.
a. Review the performance of Aqua-Sparkle.	In my presentation today I'd like to
b. Examine the case for a new blend of coffee for the French market.	This morning I'm going to

6. Now restate the purpose of the presentations in 2-4, but give them more impact by beginning each statement with *what*. Follow the example.

Example

What I'll be analysing in this presentation is the market for luxury holidays in the US.

or

What I'll be doing in this presentation is to analyse the market for luxury holidays in the US.

C How to organise the information – Outlining the development

7. Listen to the first introduction again. Notice how the presenter explains the main points she will develop later in the presentation. As you listen complete the missing words in the extract. Then read the notes on the right.

Introduction 1: The consolidation of European computing at Marcon Chemicals

Extract

Notes

What I'd like to do this morning is to present the results of our study into the consolidation of your computer activities in Europe.

States the purpose of the presentation

.....
three points.

Outlines three main points to be developed

..... some background information about the LX project team ...

First point

..... , outlining the objectives of the team,

Second point

..... the current organisation of your European data centres.

..... ,
our recommendations ...

Third point

Signposting a presentation

- Your introduction should contain some kind of signposting for the audience.
 - tell them what you will be talking about.
 - tell them in which order you will develop your points.
- Signposting your presentation will help you:
 - to define the limits of the presentation.
 - to focus the audience on the aspects of the topic you want to talk about.
- Here are some useful expressions for signposting a presentation.

I'll be developing three main points.

First, I'll give you Second, Lastly,

My presentation will be in two main parts. In the first part I'll and then I'll

Firstly, I'd like to Secondly, we can And I'll finish with....

8. Expand the three introductions in exercise 5. The introduction should include

- **your statement of purpose.**
- **information about the main points which you will develop.**

The first one has been done for you as an example.

Purpose	Main points
Analyse the market for luxury holidays in the US.	<ol style="list-style-type: none"> 1. Holiday trends over last two years in the US. 2. My ideas for types of holidays to offer.
Example	
<p><i>In this presentation I'll be analysing the market for luxury holidays in the US. In the first part of the presentation I'll be looking at holiday trends over the last two years in the US. Then, I'll give you my ideas about the type of holidays we should be offering.</i></p>	
a. Review the performance of Aqua-Sparkle.	<ol style="list-style-type: none"> 1. Overview of fizzy drinks market. 2. Performance of Aqua-Sparkle. 3. Outlook for the next two years.
b. Examine the case for a new blend of coffee for the French market.	<ol style="list-style-type: none"> 1. General background about types of coffee. 2. Patterns in coffee consumption in France. 3. Our proposal for a new blend.

9. Listen to Introduction one again. Notice how the presenter highlights the structure of her presentation by stressing these words: *first, then* and *lastly*. Notice also that there is a pause □ after each of the item.

Introduction 1 – The consolidation of the data centres

<p><u>First</u> □ I'll give you some background information about the LX project team...</p> <p><u>Then</u> □ after outlining the objectives of the team, I'll go on to examine the current organisation of your European data centres.</p> <p><u>Lastly</u> □ I'll explain our recommendations for maximising the efficiency of those centres.</p>

10. Listen to Introduction two again. Notice how the presenter highlights the structure of his presentation. Mark the three places where the presenter pauses and the words he stresses to highlight the structure.

Introduction 2 – Chocolate addiction

My first point will be to define what chocolate addiction is...
Then I'll give you some clinical data about chocolate addiction...
And finally I'll describe the treatment suitable for acute forms of addiction...

11. You are at an international conference on Human Resources. You are going to give a presentation to other delegates about selection and orientation procedures for employees due to go abroad.

Develop the notes below as an introduction for your presentation.

Include:

- **A statement of purpose.**
- **Signposting to outline the main points which you will develop in the presentation.**

Background	Increasing globalisation of business – essential to select right people for overseas assignments.
Purpose	Look at the factors involved when identifying personnel to work abroad.
Points to develop	<ol style="list-style-type: none">1. Costs of sending people abroad.2. Reasons why so many people return home before the end of their contracts.3. Characteristics of a good assignee.4. Selection and orientation procedures.

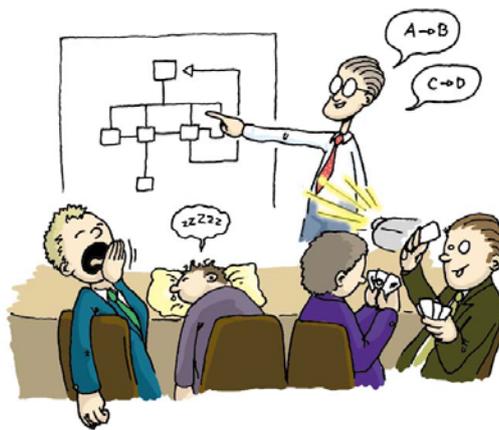
If possible record yourself when you give the introduction.

Pay attention to the use of pauses and stress when you explain how you will develop the presentation.

UNIT 3. Involving your audience

Make sure you have finished speaking before your audience has finished listening.

Dorothy Sarnoff



When giving a presentation it is, of course, very important to engage the attention of the audience right at the beginning of the presentation. One way to do this is to make your introduction as interesting and lively as possible.

Effective Openings

Communications experts are all agreed that the first three minutes of a presentation are the most important. They talk about ‘hooks’ – simple techniques for getting the immediate attention of the audience.

A good start makes you feel more confident. Here’s how the experts suggest you ‘hook’ your audience:

1. Give them a problem to think about.
2. Give them some amazing facts.
3. Give them a story or a personal anecdote.

1. Listen to the presentation openings (Track 3-1) and divide them under three headings:

PROBLEMS	AMAZING FACTS	STORIES
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What do you think each presentation is about?

A *How to create interest*

2. Listen to Introduction 3 – *Improved lighting in tunnels* (Track 2-3) – again. Notice how the presenter starts this highly technical presentation with some unusual statistics about tunnels. He includes these to engage his audience’s attention.

The four facts are listed below. Complete the sentences he uses to present these facts to his audience.

1	Fact His words	One of the noticeable features of the <i>Autostrada del Sole</i> is the number of tunnels... And no doubt, have driven along the famous <i>Autostrada del Sole</i> , the large number of tunnels... <i>Notice</i> how he refers to the personal experience of the audience to illustrate this point.
2	Fact His words	There are approximately 300 km of tunnels in Italy. In fact, here in Italy about 300 km of tunnels. <i>Notice</i> how he personalizes the information by using <i>we have</i> rather than <i>there are</i> .
3	Fact His words	Energy consumption for lighting tunnels is very high., for example, that the total energy consumption for lighting this network of tunnels to lighting of Turin? <i>Notice</i> how he does not give actual energy consumption figures, but paints a picture which the audience can relate to.
4	Fact His words	80 per cent of accidents in tunnels are caused by bad lighting. In fact, accidents in tunnels can be attributed to bad lighting. <i>Notice</i> how he does not give the percentage, but makes the figures easier for the audience to relate to.

Involving the audience

- While doing research for your presentation, you may discover unusual or interesting facts and statistics about the topic. Include some of them in your introduction.
- Present them in a way that makes it easy for the audience to relate to them.
e.g. *One person in four* may be easier to relate to than *'25 percent of the population'*.
- Use words like *you, your, us, our* to make your audience feel involved in your presentation.
- Illustrate the point of your presentation with examples or stories from life. This will help to bring your presentation to life.
- Ask the audience to do something e.g. ask for show of hands.
- Ask the audience questions to involve them in the presentation. This is particularly appropriate for informal presentations when you have a small audience.
- With larger audiences use rhetorical questions – questions which encourage the audience to think, but which you answer yourself.

3. Present these facts in a way that will involve the audience and make the facts easier to relate to.

Follow the example.

More than 25 per cent of European flights are delayed by more than 30 minutes.

Next time **you** take a flight in Europe, at least **one in four** of **you** can expect delays of well over 30 minutes.

a. More than 60 per cent of executives suffer from major stress during their careers.

b. A person spends approximately 2,600 hours asleep each year, which is a considerable part of their lives.

4. You are the export manager of a British manufacturer of prestigious sports cars.

Your company wants to increase its exports. At the moment exports represent 30 per cent of the business and are mainly to the US. The problem is there are signs that the US market for sports cars is slowing down.

You have been asked to prepare a presentation for the meeting outlined below.

Context	A company meeting to discuss marketing strategy.
Audience	The management of the company.
Purpose	To present Japan as an attractive new market for your range of sports cars.

Prepare an introduction for the presentation.

Start with some relevant background and end by stating the purpose of the presentation.

Include these surprising facts as evidence that your cars will sell well in Japan.

- a. A *BMW* is on display at Tokyo's Narita Airport.
- b. Left-hand drive *Mercedes* are bought even though the Japanese drive on the left.

5. Listen to Introduction 4 – *New techniques for computer-based training* (Track 2-4) – again. In this introduction the presenter involves the audience by:

- a. Using a real-life event to illustrate the point of his presentation.**
- b. Creating a personal and informal style.**

As you listen, complete the words he uses to state these ideas.

1	<p>Idea</p> <p>His words</p>	<p>For some years computer-based training has been used to train operators to carry out plant operations.</p> <p>..... , for some years now</p> <p>..... CBT, computer-based training, to train operators in our power stations to carry out different plant operations.</p>
---	--	--

2	<p>Idea</p> <p>His words</p>	<p>The Chernobyl accident demonstrates that training, which only trains operators to carry out a set of operations, is inadequate.</p> <p>The experience of Chernobyl has shown that to train an operator to carry out a certain set of operations.</p>
3	<p>Idea</p> <p>His words</p>	<p>The operator needs training which provides an understanding of the process behind the procedures.</p> <p>... in other words training needs to provide the operator with an understanding of the process behind the procedures.</p>

6. The script below is the introduction for a presentation about sleep patterns and how they relate to executive stress.

Re-work the introduction to:

- a. Make the style more personal.**
- b. Give the content more impact for the audience.**

Script

Most people spend approximately 2,600 hours per year asleep. The purpose of this presentation is to present the findings of a study into people’s sleep habits. The study suggests that the time an individual spends asleep is inversely related to salary – companies which offer high salaries encourage individuals to substitute work for sleep.

The presentation is divided into two parts. The first part describes the findings of the study in more detail. The second part examines the implications for executive stress.

7. Choose one of the subjects below for a presentation.

~ Water ~ Transportation in my city ~ Traffic ~ Energy sources in my country ~ The environment ~ Air travel ~ The press ~ Pollution in towns ~ Stress in life

a. Complete the details about the presentation you are planning.

Context
Audience
Purpose

b. Brainstorm some points which you can develop in the presentation.

c. Decide on your main points and an appropriate order in which to present them.

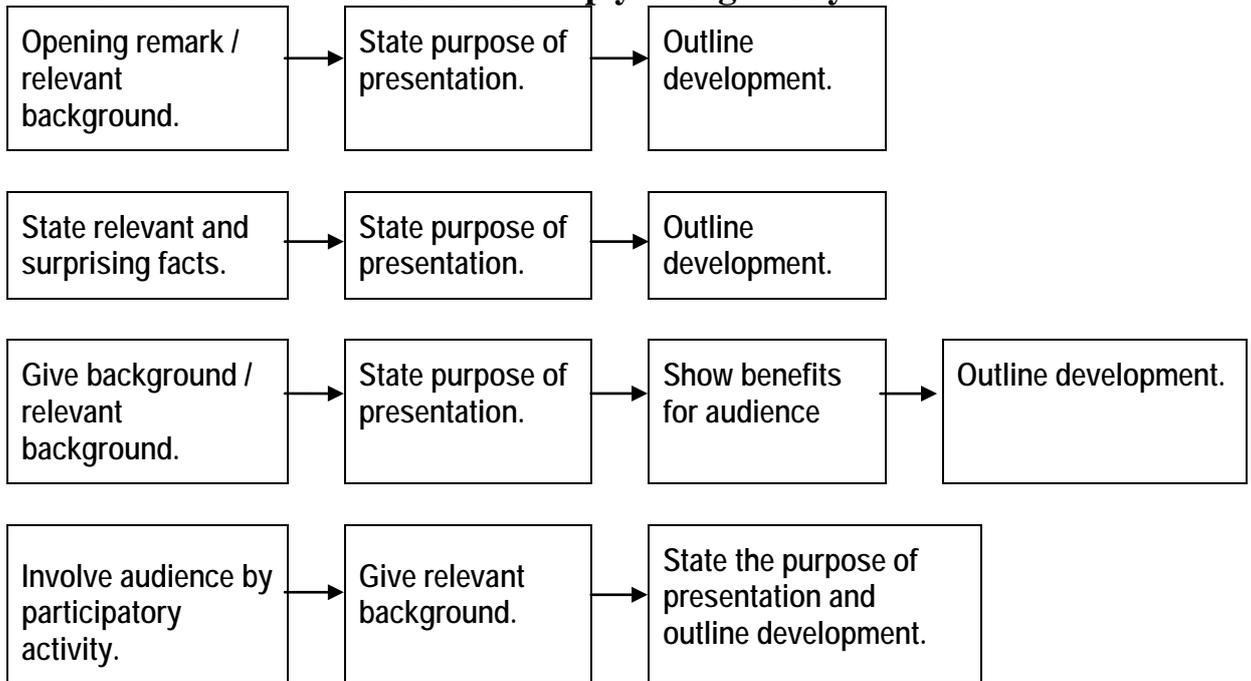
d. Prepare an introduction for the presentation. Do it in two ways:

i. Include a statement of purpose and a clear plan of the points you will develop.

ii. Bring your introduction to life.

8. Prepare an introduction for your own presentation.

Use one of the frameworks below to help you organise your ideas.



If possible record yourself. When you play back your introduction, use the checklist below to help you evaluate your presentation.

CHECKLIST	Yes/No	Example phrases
<ul style="list-style-type: none"> • Did you explain to the audience: <ul style="list-style-type: none"> - Who you are? - Why you are speaking? • Did you include a statement of purpose? • Did you include signposting? • Did you relate the presentation to the needs of the audience? • How did you involve the audience? • Did your opening remarks include: <ul style="list-style-type: none"> - A participatory activity? - A question to the audience? - Surprising / unusual facts? 		

UNIT 4. The body of the presentation

Never overestimate an audience's knowledge, never underestimate their intelligence.

G.K.Chesterton

The informative presentation

A Preparation

The main purpose of many business and technical presentations is to give the audience information or facts, for example, about the performance of a particular product.



1. The visuals below are from a presentation given at an international sales meeting of the Marwell Food Group. Look through the slides and complete the statements on the right.

CONSUMER PURCHASES IN THE UK			
TOTAL FIZZY DRINK MARKET - 3%			
TOTAL LEMONADE MARKET - 7%			
AQUA-SPARKLE			
North	- 1%	Midlands	- 7%
South	- 14%	Scotland	- 6%

1. The overall performance of the lemonade category was
.....
2. The best performance was in
.....
3. Consumer purchases were seven per cent
last year's figures across the country.

YEAR TO DATE SALES PERFORMANCE OF AQUA-SPARKLE					
6 MONTHS' SALES					
LITRES 000	YTD	LYTD	VAR	PLAN	VAR VS PLAN
National Grocers	24500	23500	+4%	24500	0%
Independent Grocers	3250	3750	-13%	3800	-14%
Neighbourhood Stores	9500	9700	-2%	10000	-5%
Key: YDT = Year to date LYTD = Last year to date VAR = Variance					

4. The most solid performance was in the
sector.
5. The Independent Grocers was
per cent down on last year.

B What to say – Describing and analysing performance

2. Listen to Tracks 4-1 – 4-4. You will hear four extracts from the presentation in which the UK Sales Manager analyses the performance of Aqua-Sparkle over the last six months. As you listen, complete the missing words in each extract. Then read the notes on the right.

Extract 1

Notes

A key area of concern is the southern region where purchases per cent.

 decline reduced disposable income in this area very high interest rates, high commitments on mortgages and other types of loans.

Describes the trend
Gives explanation
Expands explanation

Extract 2

First, the National Grocers. This sector the with a last year.
 A the one-pack promotional campaign within National Grocers, which is clearly having the desired effect on sales.

Describes the trend
Gives explanation
Adds comment

Extract 3

In the second sector, Independent Grocers, the brand As you can see, the rate of sales last year, and several customers have actually delisted Aqua-Sparkle, which is obviously a very worrying trend.
 here price. Competitors have been discounting heavily with a in retail shelf-price. This means that now, in this sector, Aqua-Sparkle is priced much higher than the competition.

Describes the trend and comments on it
Gives explanation
Expands explanation

Extract 4

... gross profit with the profit per litre up 2.7p on last year.
 two for , a better control of discounts.
 As I said, we're deliberately not discounting in order to maintain the premium positioning of the brand.
 , we've managed to achieve a reduction in packaging costs.

Describes the trend
Gives explanation
Expands explanation
Gives second explanation

Describing the performance to date

<i>The brand performed</i>	<i>well.</i> <i>ahead of the market.</i> <i>poorly.</i>						
<i>The sector has shown</i>	<i>good growth.</i> <i>considerable improvement.</i> <i>the most solid performance.</i>						
<i>Sales</i>	<table border="0" style="border-collapse: collapse;"> <tr> <td style="border-right: 1px solid black; padding-right: 5px; vertical-align: middle;"><i>are up</i></td> <td style="padding: 0 10px;"></td> <td style="border-right: 1px solid black; padding-right: 5px; vertical-align: middle;"><i>are down</i></td> <td style="padding: 0 10px;"></td> <td style="border-right: 1px solid black; padding-right: 5px; vertical-align: middle;"><i>have dropped</i></td> <td style="padding-left: 10px; vertical-align: middle;"><i>by 14 per cent on last year.</i></td> </tr> </table>	<i>are up</i>		<i>are down</i>		<i>have dropped</i>	<i>by 14 per cent on last year.</i>
<i>are up</i>		<i>are down</i>		<i>have dropped</i>	<i>by 14 per cent on last year.</i>		

Analyzing performance

- Here are some useful expressions if you want to give one main reason.
The main explanation for this is ...
A particular reason is ...
A key problem is ...
- Here are some useful expressions if you want to give more than one main reason.
There are two reasons/explanations for this. First, ... Second ...
This is/can be explained by two factors. Firstly, ... Secondly, ...
This is due to ... and also to ...
One reason for this is ... Another reason is ...

3. The slide below is from a presentation reviewing the performance of anti-aging creams. Study the information on the slide.



What would you say to describe the performance of anti-ageing creams in the markets below?

Follow the example.

Market	Performance
Germany	Good growth, sales up ten per cent.
Example	
<i>The German market has shown good growth with sales up by ten per cent on last year.</i>	
or	
<i>The German market has shown good growth with a ten per cent increase in sales.</i>	
c. Japan	Ahead of the market
d. UK	Disappointing, four per cent increase
e. US	Poorly, slight increase of two per cent

4. The notes below summarise three main points for a presentation reviewing the performance of chocolate products. What would you say to develop each point?

Follow the example.

Point 1

Describe trend

Slight decrease in chocolate consumption.

First explanation

General change in eating habits, with a move away from sweet things.

Second explanation

Increasing pressure from health lobbies.

There's been a slight decrease in chocolate consumption. One reason for this is a general change in eating habits, with a move away from sweet things. Another reason is increasing pressure from health lobbies.

Point 2

Describe trend

Market for boxes of chocolates always difficult.

First explanation

Seasonal market.

Expand explanation

Major sales around Christmas – lower sales volume for the rest of the year.

Point 3

Describe trend

Sales of bags of chocolates well below target.

Add comment

Very disappointing result.

First explanation

A lot of production problems at the start of the year.

Second explanation

High level of competition.

C How to organise the information – Signposting the route

In longer presentations it is very important to make the structure of your presentation clear to the audience. One way to do this is to signpost the different parts of the presentation, showing where each main part begins and ends.

Study the plan below. It shows the structure of the presentation for Aqua Sparkle.

Part 1	Market Overview
Part 2	Brand performance of Aqua-Sparkle
<i>Point 1</i>	Sales performance in three types of outlets a. National Grocers b. Independent Grocers c. Neighbourhood Stores
<i>Point 2</i>	Profitability of brand
Part 3	Outlook for the future.

1. Listen to Track 4-5. You will hear the presenter giving the presentation about Aqua-Sparkle. Notice the phrases and sentences the presenter uses to introduce each main part of the presentation and to move from point to point. Complete the phrases and sentences following the notes on the right.

<i>Phrases and sentences</i>	<i>Notes</i>
..... an overview of the total market for lemonade drinks ...	<i>Introduces the first part – market overview</i>
..... the brand performance of Aqua-Sparkle , that’s the for Aqua-Sparkle, and	<i>Moves to the second part – brand performance</i>
..... , the brand’s performance in each of the three types of retail outlet ...	<i>Summarises and moves to first point – performance in different outlets</i>
..... , the profitability of the brand? ...	<i>Moves to the second point – profitability</i>
..... , my overview of the current situation, and , the outlook ...	<i>Summarises and moves to third part – the outlook</i>

Signposting the route through a presentation

- In a longer presentation it is useful to signpost the presentation to show where one part ends and a new one starts.

This helps to orientate the audience by making the structure of the presentation clearer to follow.

- Here are some useful phrases and sentences.

I'll begin by ... (+ verb in the ...ing form)

Let's start with ... (+ noun)

If I could now turn to ...

My next point is ...

Now, turning to ...

Now, what about ... ?

Let me now move on to...

Using summaries

- Particularly in longer presentations include summaries.
- Give them at the end of major parts of your presentation or after a key point.
- Use them as check points to summarise or draw a conclusion before you move on to a new point.

So that's the general picture for ... and now let's look at ...

That completes my overview of ... so now I'd like to move on to ...

2. The plan below is for a presentation reviewing performance of chocolate products. Study the plan.

Part 1	Levels of chocolate consumption.
Part 2	Performance of three product segments.
<i>Point 1</i>	Performance of two segments: chocolate bars. boxes of chocolates
<i>Point 2</i>	Performance of bags segment.
Part 3	Outlook for the future.

Complete the phrases the presenter uses to make the structure of her presentation clear to the audience. Match the phrases below 1-5 with phrases I-V.

Follow the example.

1. Now turning to	I. our two top performing segments.
2. That gives you an overview of how the three product segments have performed.	II. and now I'll move on to the outlook for the future.
3. I'll start with	III. the performance of our three product segments, in terms of market share.
4. Before analysing the performance over the last 12 months.	IV. the remaining segment, bags of chocolate.
5. So now, if we could look at	V. I'd like to give you some facts about levels of chocolate consumption.

3. Look at the presentation plan above. Put the sentences in the correct order for the presentation.

4. The plan below is for a presentation in which the presenter informs the audience about how her company selects and orientates employees for overseas jobs. Study the plan.

Part 1	Costs of sending our people to work abroad.
Part 2	Reasons why so many people come back before the end of their contracts.
Summary	Given high costs – very important to choose right kind of person.
Part 3	Characteristics of a good assignee.
<i>Point 1</i>	Personal attributes.
<i>Point 2</i>	Type of work experience which is useful for jobs abroad.
Summary	Completes the picture of kind of person we are looking for.
Part 4	Our selection and orientation procedures.

Below there are 6 instructions asking you to introduce the different parts and points in the presentation. Make your response after each instruction.

Example

Instruction 1	Introduce the first part of the presentation.
Your response
Model version	<i>Let me start with some facts about the costs of sending our people to work abroad.</i>

Now you try:

Instruction 2	Move to the second part of the presentation.
Your response
Instruction 3	Give an interim summary and move onto the third part of the presentation.
Your response
Instruction 4	Move to the first point.
Your response
Instruction 5	Move to the second point.
Your response
Instruction 6	Give an interim summary and move to the final point.
Your response

The persuasive presentation

A Preparation

Three months ago an America company, Marcon Chemicals, asked the LX Consulting Group to look at their computer activity in Europe.

At the moment Marcon has ten data centres in Europe, with a total staff of 60.

Seven of these data centres are at the head offices of their European subsidiaries, and run administrative systems. The other three are at various Europeans plants and run manufacturing systems.



1. What are the benefits and weaknesses of this type of decentralised organisation? List the benefits and weaknesses below.

Benefits

Weaknesses

B What to say – Building arguments

The main purpose of many presentations is to *persuade* the audience e.g. you want the audience to accept your plan, or a change in a procedure. In this type of presentation it is very important to build convincing arguments.

The head of the LX team is preparing a presentation summarizing the results of the study.

Context	A meeting at Marcon Chemicals.
Audience	Key managers from the different European subsidiaries.
Purpose	To persuade the audience that her consultancy's recommendations are the right ones.

2. Read five extracts from the first part of the presentation. The presenter is assessing the current organization of the company's computer activity in Europe.

Notice the different ways she builds up her arguments to convince the audience of the need of change.

Extract 1

PRESENTER: There are certain advantages for the systems staff. Because each data centre needs to be self-sufficient and provide a full range of services, there is a greater variety of work, and a constant need for updating of skills. The result is a range of challenging jobs and a high level of job satisfaction and motivation among the computer staff.

Extract 2

PRESENTER: However, a major drawback is the vast amount of duplication which is going on in the data centres. Duplication of both equipment and skills. The fact that you provide support for all your users means that you need to maintain the same equipment in each data centre. Equally, you also need people with the same skills in each place. And because you have a lot of people doing the same jobs in different locations, there's a great waste of resources. So, clearly, maintaining this level of duplication has a negative cost impact on the company.

Extract 3

PRESENTER: So, to summarise. Although the present organisation of your computing facilities offers some benefits, it obviously isn't working to maximum efficiency. Moreover, it's costing the company a lot of money.

Extract 4

PRESENTER: Over the last ten years a great deal of time and money has been spent on developing new administrative systems, and so today management's needs are largely catered for. On the other hand, at the plant level, business is evolving rapidly and there's a growing need for more sophisticated computer applications. It's because of this that you need to shift resources from administration to manufacturing systems development.

Extract 5

PRESENTER: Given the trends I've outlined, we propose that you leave the manufacturing data centres as they are. However, we see a major need for consolidation in the administrative data centres.

Complete the missing words in the following extracts. Then read the notes below. Follow the example.

Extract 1 – The presenter explains the benefits of the current organisation for the user.

Advantages

Because each data centre needs to be self-efficient and provide a full range of services, there's a greater variety of work, and a constant need for the updating of skills.



Effect

..... a range of challenging jobs and a high level of job satisfaction...

Notice how the presenter simply states the factual relationship between cause and effect.

Extract 2 – The presenter balances her argument by showing the disadvantages of the current organisation.

Disadvantages, a major drawback is the vast amount of duplication... Duplication of both equipment and skills... you have a lot of people doing the same jobs in different locations.
↓	
Effect	There's a great waste of resources.,, maintaining this level of duplication has a on the company.

Notice how the presenter again shows a factual relationship between cause and effect.

Extract 3 – The presenter summarises the situation.

Advantages the present organization of your computing facilities offers some benefits,
↓	
Disadvantages	it obviously isn't working to maximum efficiency., it's costing the company a lot of money.
↓	
Implied consequence	<i>There's a need for a change.</i>

Notice how the presenter states both advantages and disadvantages, and indicates an implied, but unstated consequence.

Extract 4 – The presenter argues the case for change in the organisation of the administrative data centres.

Facts	... a great deal of time and money has been spent on developing new administrative systems, today management's needs are largely catered for., at the plant level, business is evolving rapidly and there's a growing need for more sophisticated computer applications.
↓	
Consequence	It's that you need to shift resources from administration to manufacturing systems development.

Notice how she builds up her arguments step by step to achieve the desired conclusion.

Extract 5 – The presenter makes her final recommendation.

Summary the trends I've just outlined, we propose that you leave the manufacturing data centres as they are., we see a major need for consolidation in the administrative data centres.
Recommendations	

Notice how the presenter summarises before she gives her recommendation.

Summary

Building arguments

- Highlight the relationships between the different points you want to make by using connecting words, e.g.
 - to show different argument
however, on the other hand, although, in spite of this
 - to show a consequence
therefore, so, consequently, because of this, as a result
 - to show an additional argument
moreover, in addition to this, not only... but also ...
- Using connecting words like these will help:
 - you to build convincing arguments.
 - your audience to follow your arguments, and anticipate the direction you are moving in.
- A frequent tactic in persuasive presentations is to point out the relationship between cause and effect. You can do this by:
 - showing the factual relationship between cause and effect. (Extracts 1 and 2 in ex. 2)
 - setting out the facts so that they strongly imply a consequence, but without stating it directly. (Extract 3).
 - setting out facts so that they strongly argue for doing something, e.g. directly arguing the case for change. (Extract 4).
 - Summarizing and making recommendations for action. (Extract 5).

3. The points below are from a presentation about a staffing problem. Connect the points, following the instructions and the example below.

a. Show a factual relationship between cause and effect.

Point 1 There has been a 20 per cent increase in business

Point 2The work load has increased considerably.

Over the last six months there's been a 20 per cent increase in our business. And, as a result, the work load has increased considerably.

b. Build up the arguments to show an implied but unstated consequence – customer service has deteriorated.

Point 1 The sales team have to spend so much of their day on extra administration.

Point 2They have less time for customer service.

c. Argue the case for change – the recruitment of extra staff.

Point 1 If we recruit extra staff, our costs will increase.

Point 2If we do nothing, we will certainly lose staff.

Point 3We cannot afford to lose good staff who we have spent years training.

4. The notes below are from a presentation about a British company's policy of posting personnel to foreign subsidiaries. Choose suitable connecting words to show an alternative argument. Follow the example.

Expensive to send people from UK to work in foreign subsidiaries/to remain competitive we must have people with international experience.

*It's very expensive to send people from the UK to work in foreign subsidiaries. **However**, if we want to remain competitive we must have people with international experience.*

- a. We have many people with the right business background/not everybody adapts well to cultural change.
- b. There are advantages in having people from headquarters going to work abroad/more and more people are coming back from assignments before end of contracts.

5. Expand the following notes by choosing connecting words to show additional arguments, and make a recommendation.

Duplication of equipment in the two centres/duplication of skills/consolidating the centres into one.

Not only is there a duplication of equipment in the two centres, but there is also a duplication of skills. We therefore recommend consolidating the centres into one.

- a. Harder to keep people in overseas posts/increasingly difficult to recruit people to go abroad/review our terms and conditions.
- b. Necessary for people to have the right experience/be able to adapt to new environments and working conditions/proper training and orientation before going abroad.

C How to organise the information – Talking through options

6. Listen to Track 4-6. You will hear the presenter's recommendations for Marcon's European administrative data centres. The LX Consulting group looked at three options. Notice how the presenter explains all three options, not just the case for the preferred solution. She does this to show that the subject has been studied in detail. Notice the expressions and sentences the presenter uses to explain the different options, and to move from point to point. Complete the missing words in the extract, then read the notes on the right.

Extract 1

Notes

In fact, three different	<i>States the options</i>
....., run all your computing from three regional centres, ...	<i>States first option</i>
So, benefits of this option? First, you'd achieve a reduction ...	<i>Moves to the benefits</i>

..... , some practical , that would make it very difficult to implement this solution. First, the question of ...	<i>Moves to the weaknesses</i>
---	------------------------------------

Extract 2

So, the second to expand one ...	<i>Moves on to the second option</i>
The benefit in this full optimisation of your computer resources...	<i>States the main benefit</i>
..... , there are here If you expanded Bristol, Barcelona, or indeed Frankfurt you would have even greater space problems.	<i>Moves to weaknesses</i>

Extract 3

..... , the third option, to organise...	<i>Moves to preferred option</i>
Now, , this seems to be a more expensive in terms of the cost per computing hour.	<i>States a weakness</i>
..... the very	<i>Balances the weakness with benefits</i>

Outlining options

- If there are alternatives to your proposal, explain them. This will show that you have looked at different ways of dealing with the situation.
- Here are some useful expressions for explaining options.
We've considered/looked at three options.
One way to solve this problems is ... Another is to ...
There are two alternatives...
The first option is to ...
But what about the second option?
So, now let's look at the third option, which is to ...
- Outline both weaknesses and benefits for each of the options you consider. Here are some useful expressions introducing weaknesses and benefits.
What are the benefits? There are, however, disadvantages...
Now, what about the advantages? But there are some problems too.
Now, I'd like to look at the benefits. On the other hand...
- If there is a series of benefits or weaknesses, make it clear which are your strongest points, and which are just secondary.

7. You are the Personnel Manager at one of the subsidiaries of an American bank. Recently your bank has seen a major increase in its foreign loans business with the result that staff are working overtime on a frequent basis. The notes below are from a presentation in which you explain two different solutions to the problem. Study the two sets of notes for the presentation.

Solution 1: Recruit temporary staff

Benefits	- Reduction in amount of overtime - More flexibility if downturn in business
Weakness	- Permanent staff will have to spend a lot of their time training temporary staff

Solution 2: Recruit extra permanent staff

Benefit	- Major opportunity to create an effective team of specialists
Weaknesses	- Expensive - Lose flexibility to adapt to changing market conditions

Note: Your preference is for the second solution.

Below there are 8 instructions asking you to:

- outline the two possible solutions to the staffing problem,
- argue the case for each solution.

Make your response after each instruction.

Example

Instruction 1	Outline the solutions you've considered.
Your response
Model version	<i>We've looked at two possible solutions to the problem.</i>

Now you try:

Instruction 2	Outline the first solution.
Your response
Instruction 3	Move on to the benefits and state them.
Your response
Instruction 4	Move on to the weakness and state it.
Your response
Instruction 5	Move on to the second solution and outline it.
Your response
Instruction 6	Move on to the weaknesses and state them.
Your response
Instruction 7	Counterbalance these weaknesses by stating the benefit.
Your response

Highlighting information

There are a number of different ways you can emphasise and highlight key points in your presentation to give it more impact, and to sound more persuasive. Here are some of them.

- Stressing an auxiliary verb

You can highlight key ideas by stressing auxiliary verbs like *is*, *was*, *were*, *will*, *has*.

With negatives put the stress on words like *no* or *not* e.g.: *is not* or *will not*

It's costing a lot of money.	BECOMES	<i>It is costing a lot of money.</i>
We aren't recommending any major changes.		<i>We are not recommending any major changes.</i>
The company doesn't see any need for change.		<i>The company sees no need for change.</i>

- Adding the auxiliary *do*, *does* or *did* in an affirmative sentence

You can emphasise an idea by adding the word *do*, *does* or *did* just in front of the verb.

We see a need for change.	BECOMES	<i>We do see a need for change.</i>
Personnel knew about it before.		<i>Personnel did know about it before.</i>
I think it's very expensive.		<i>I do think it's very expensive.</i>

- Changing the normal word order of a sentence

We're suggesting cuts in production.	BECOMES	<i>What we're suggesting are cuts in production.</i>
They propose a major reorganisation.		<i>What they propose is a major reorganisation.</i>
More investment is needed not cuts in investment.		<i>What is needed is more investment not cuts in investment.</i>

- Repeating key words and ideas

Repeating important ideas or vocabulary is also a useful way of reinforcing a point.

We need to reduce production and packaging costs.	BECOMES	<i>We need to reduce production costs, and we also need to reduce packaging costs.</i>
---	---------	--

8. Read the following extract. Mark the extract to show where the presenter should make pauses.

Extract

As we've seen, we do have serious staff problems in our international loans department. So, what I'm proposing is to recruit two full-time staff. What are the benefits? First, it will improve the morale in the department. Second, it'll produce a more stable team. Last but not least, it will give our staff more time for customer contact.

9. How would you change these statements to make them sound stronger and more convincing? Follow the example.

a. There isn't any need to change the date of the product launch.
There's no need to change the date of the product launch.

b. We can keep our sales and administration departments separate, but we need to have them in one location.
.....
.....

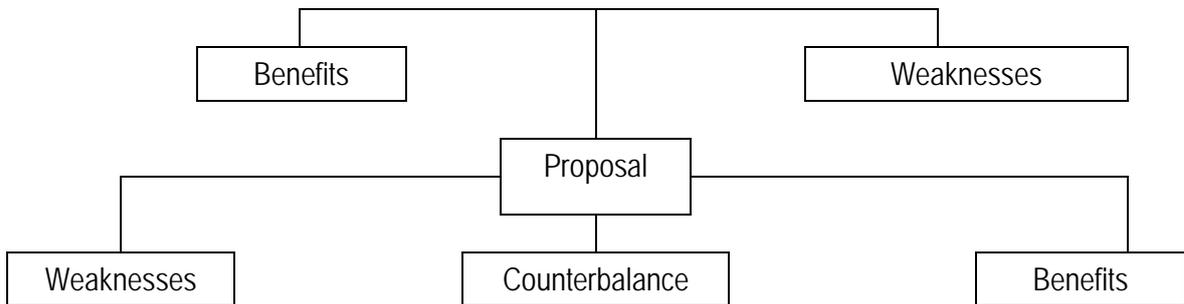
c. Maintaining a separate research centre in Milan isn't an effective solution.
.....
.....

d. Our proposal is to relocate all research and development to our factory in Frankfurt.
.....
.....

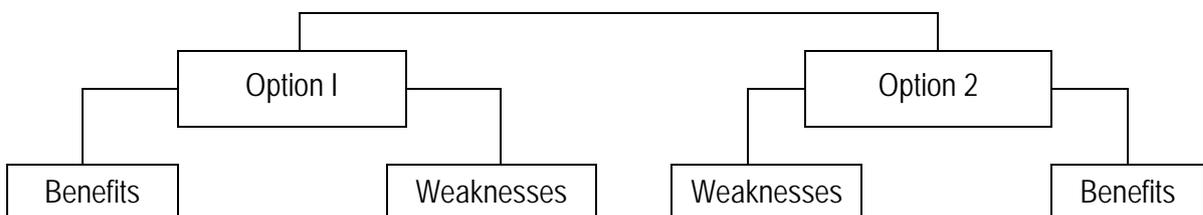
e. Building the plant in Spain has clear advantages. It will give us a foothold in Spain, access to a skilled workforce and a new factory, and all at a relatively low cost.
.....
.....

10. Choose one of the frameworks below as the basis for a presentation. If possible, record yourself and play it back.

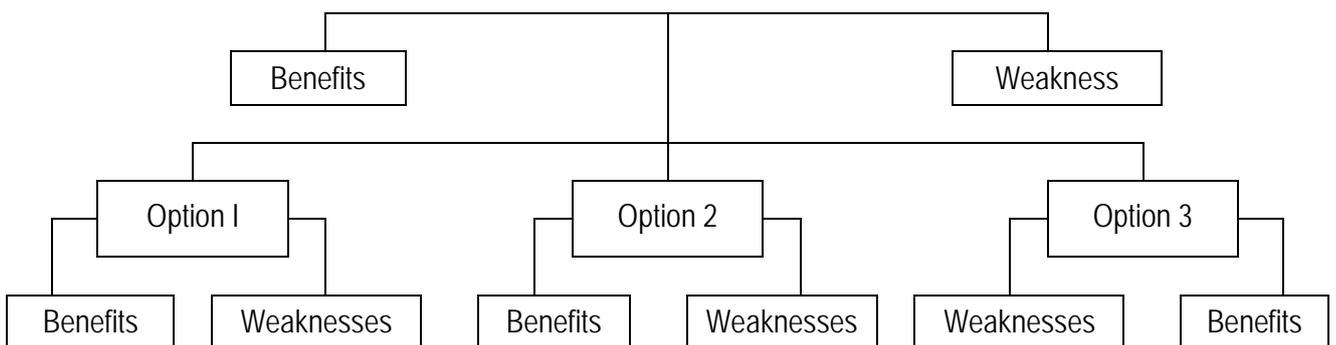
Describe a current situation.



Describe a problem.



Describe a procedure / organisation.



CHECKLIST

	Yes/No	Example phrases
<ul style="list-style-type: none"> • Evaluate the organisation of your presentation. <ul style="list-style-type: none"> - Have you used signals to move from point to point? - Have you used connecting words to make your arguments clear? • Evaluate your <i>delivery</i>. <ul style="list-style-type: none"> - Have you emphasised and highlighted your main ideas? - Are there any changes you need to make? 		

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