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Утверждена
Директор НЧОУ ДО «Языковая школа Дениса Брусенского»



Образовательная программа дополнительного образования

Читальный клуб (Reading club)

Для взрослых

Срок реализации — 6 месяцев

г. Москва

2019 .

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ПАСПОРТ ПРОГРАММНОГО ДОКУМЕНТА

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Наименование языкового центра дополнительного образования	НОЧУ ДО «Языковая школа Дениса Брусенского»
Вид программного документа	Рабочая программа к образовательной программе дополнительного образования «Reading Club»
Продолжительность программы (объем)	50 ак. часов
Возраст	взрослые
Уровень владения языком	От Pre-intermediate до Advanced
Направление деятельности (отметить нужное направление)	Дополнительное образование, социально-педагогическая
Предметная область	Английский язык
На базе образовательного учреждения	НОЧУ ДО «Языковая школа Дениса Брусенского»
Место проведения занятий:	Селезневская ул., 11А стр.2, 310, Москва, 127473

ПОЯСНИТЕЛЬНАЯ ЗАПИСКА

Формат клуба предполагает свободное общение обучающихся на заданную тему. Преподаватель, исходя из практики обучения и наиболее востребованных, актуальных тем, или по запросу обучающихся, которые могут инициировать введение новых тем или замену существующих, адаптирует план работы. В данную программу включены темы как из Бизнес-курса английского языка, так и общеразговорные темы.

Формат читального клуба подходит для реализации среди обучающихся уровней от Pre-Intermediate до Advanced

Программа реализуется в формате клубов. Выделяется несколько форматов клуба:

- Обучающиеся получают заранее тему и/или текст, самостоятельно читают текст и готовятся к обсуждению в клубе. Тема обсуждается в свободном формате и модерировается преподавателем
- Обучающиеся помимо обсуждения текста выполняют задания, разбирают грамматический блок, дополнительно работают с лексикой в упражнениях.

Самостоятельная работа включает в себя работу с лексикой, устойчивыми выражениями. По желанию обучающегося в самостоятельной работе может использоваться дополнительная литература из открытых источников (Интернет), видео и аудиоматериалов, художественная и публицистическая литература

Формы читального клуба не предусматривает определенных, конкретных методов в виде тестирования или экзаменов. Оценки обучающихся происходит в ходе работы методом свободного диалога. Преподаватель обсуждает с обучающимися их самооценку прогресса, удовлетворенность процессом, соответствие клуба заданным целям и необходимые меры корректировки работы. Свободная и вербальная форма оценки также призвана развить навыки общения обучающихся и снизить уровень стресса от общения на английском языке.

Методы обучения: чтение текстов, тренировка новой лексики, выполнение практических заданий, лекционный формат (для грамматических блоков), проведение ролевых игр, дискуссии, презентации (выступление спикера)

Срок реализации программы в целом зависит от цели обучения, которую преследует для себя занимающиеся и их лингвистической подготовленности. Объем учебного времени, предусмотренный учебным планом НОЧУ ДО «Языковая школа Дениса Брусенского» на реализацию программы составляет 6 месяцев. Рекомендованная интенсивность занятий 1 раза в неделю по 2 академических часа.

ЦЕЛЬ И ЗАДАЧИ ПРОГРАММЫ

Reading Club (Читальный клуб) имеет следующие цели:

1. обогатить лексический запас обучающихся;
2. повысить скорость и грамотность речи;
3. научиться видеть логику английского языка и придерживаться ее в речи;
4. повысить осознанное владение английским языком
5. развить навык самостоятельной работы с текстами и иными материалами на заданную тему;
6. развить навык общения на свободную тему: умения выражать свои мысли, вести диалог, формулировать вопросы, аргументировать свою позицию;
7. повысить уверенность в собственных способностях к свободной коммуникации, способствовать уменьшению языкового барьера

В рамках реализации программы Читальный клуб позволяет выполнить следующие задачи:

- стимулировать участников к регулярному чтению художественной, научно-познавательной и профессиональной литературы;

- развить навык чтения: способность понимать суть текст и его детали, повысить скорость чтения, способность понимать слов/фразу из контекста;
- совершенствовать навык работы со словарями, умение быстро находить нужные слова;
- за счет чтения разноплановой литературы расширить словарный запас без заучивания слов;
- развить разговорную компетенцию: скорость речи, сокращение числа ошибок, уверенность в говорении, преодоление речевого барьера.

ПЛАНИРУЕМЫЙ РЕЗУЛЬТАТ ОБРАЗОВАТЕЛЬНОЙ ПРОГРАММЫ

В результате прохождения программы Читальный клуб обучающиеся разовьют следующие компетенции:

Языковая компетенция предусматривает овладение обучающимися следующими языковыми действиями:

- принять участие в дискуссии в различных ситуациях делового общения (*общее для всех тематических блоков языковое действие*);
- умение готовится к обсуждение на заданную тему;
- умение представлять свои доводы, аргументировать позицию, отстаивать свое мнение;
- конструктивно вести дискуссию по спорным вопросам и разногласиям;
- умение вступить в контакт с коммуникативным партнёром и инициировать коммуникацию;
- умение поддерживать коммуникацию;
- составить Mind-Map по заданной теме;
- подготовить презентацию, выступление, доклад на заданную тему;
- выступление с презентацией на английском языке перед аудиторией;
- участие в обсуждении презентации, ответы на вопросы аудитории.

Социальная компетенция включает:

- умение общаться в заданной ситуации, т.е. определять стратегию общения и выбрать адекватные методы её воплощения;
- осознание и умение учитывать в процессе общения национальные межкультурные различия в поведении и коммуникации.

ОРГАНИЗАЦИОННО-ПЕДАГОГИЧЕСКИЕ УСЛОВИЯ

Кадровое обеспечение

Согласно штатному расписанию образовательное учреждение укомплектовано кадрами, имеющими необходимую квалификацию для выполнения задач в рамках данной программы.

Материально – техническое обеспечение:

Материально-техническая база образовательного учреждения позволяет реализовать цели и задачи данной программы в полном объеме, имеет необходимое учебно-материальное оснащение образовательного процесса, создает соответствующую образовательную и социальную среду.

В образовательном учреждении:

- оборудованы помещения для проведения занятий;
- имеются места для отдыха и приема пищи.

Учебные помещения оборудованы необходимой мебелью (столы и стулья), офисным оснащением, необходимым инвентарем и оборудованием

Информационное обеспечение

Информационно-методические условия реализации программы обеспечиваются современной информационно-образовательной средой.

Предусмотрено регулярное использование аудиоаппаратуры (магнитофонов и CD/DVD проигрывателей), а также использование видеоаппаратуры (телевизора и видеомагнитофона), ноутбука и проектора для демонстрации учебных фильмов и проведения презентаций, а также учебной доски.

Методическое обеспечение программы осуществляется за счет:

- различной печатной продукции (учебники, словари, художественная и научно-познавательная литература, периодические издания, журналы, газеты и т.п.);
- информационных ресурсов сети Интернет;
- иных информационных носителей (CD/DVD, мобильные приложения и т.п.)

Финансовое обеспечение

Реализация программы осуществляется за счет средств физических лиц, оплативших обучение, а также за счет средств юридических лиц в случае, если работодатель оплачивает обучение своих сотрудников («корпоративное обучение»).

Количество человек в группе и формы работы

групповая 5-10 человек, мини-группа - 2-4 человека и индивидуальная

Режим и продолжительность занятий (Календарный учебный график)

Занятия проводятся 2 раза в неделю, по 2 академических часа в вечернее или утреннее время. Через каждые три недели обучающимся дается одна – две недели для самостоятельной работы в виде чтения литературы, по которой в дальнейшем будет вестись обсуждение.

Формы и методы работы в рамках программы:

Предлагаемые ниже формы и методы проведения курса способствуют углублению и расширению знаний учащихся по английскому языку, формированию коммуникативной и языковой компетенций.

1. Ознакомление с новой темой и проблемами, с ней связанными, с новыми лексическими единицами

- объяснение;
- прослушивание и запись материала занятий;
- самостоятельное чтение материала и его изучение;
- работа с лексикой.

2. Тренинг

- ответы на вопросы;
- поиск ответов на вопросы в тексте;
- чтение и перевод текстов;
- выполнение упражнений на закрепление грамматики;
- работа в минигруппах, парах, тройках и т.п..

3. Практическое применение

- обсуждение темы/проблемы в парах, группе; -выполнение тестов (устно, письменно);
- презентации
- проекты

ФОРМЫ АТТЕСТАЦИИ

Для отслеживания результативности данной программы используются следующие способы проверки и формы подведения итогов:

Оценка качества освоения программы включает **текущий** контроль успеваемости (задания в тестовой форме, обсуждение, типовые практические задания).

Текущий контроль предполагает оценку работы обучающихся на практических занятиях во всех видах иноязычной коммуникативной деятельности (аудировании, говорении, чтении).

Самостоятельная работа обучающегося оценивается на занятии (это касается устной речи) в виде прослушивания подготовленных монологов и диалогов.

Для инвалидов и лиц с ограниченными возможностями здоровья возможно предоставление дополнительного времени на подготовку и выполнение тестового задания.

Оценка проводится по 10-ти балльной шкале

До начала участия в программе проводятся **диагностические занятия** в форме собеседования и анкетирования, творческих заданий, в результате которых определяется уровень мотивации слушателей к занятиям, их культурный кругозор, уровень их речевого иноязычного развития, направленность интересов.

В течение прохождения программы осуществляется **промежуточный** и контроль в форме диалога и дискуссий на заданную тему, аудирования, что позволяет исследовать уровень приобретенных знаний, умений и навыков в области развития языковых компетенций обучающихся.

Итоговый контроль проводится в форме ответов на вопросы и групповой работе (диалог, беседа в широком круге обучающихся)

Для всех видов контроля возможно использование формы оценки в виде ответов на вопросы в виде экзамена.

КАЛЕНДАРНЫЙ УЧЕБНЫЙ ГРАФИК

Кол-во занятий в неделю	2					
продолжи-ть 1 занятия, 2 ак. часа	2					
I год обучения						
	I полугодие					
Месяц	сент	окт	нояб	дек	январь	фев
Кол-во недель	2,5	2,5	2,5	2	2	1
Кол-во часов	10	10	10	8	8	4
Итого за полугодие						50

УЧЕБНО-МЕТОДИЧЕСКИЙ ПЛАН

№	Наименования раздела, темы	Макс. учебная нагрузка	Практ. занятия	Самост. работа
академ. часов				
1	Functional language	4	2	2
2	Can money buy happiness	4	2	2
3	The Importance of Critical Thinking in Customer Service	4	2	2
4	The Value of Keeping the Right Customers.	8	4	4
	Промежуточная оценка успеваемости		2	
5	How Customer Service and Marketing Can Intensify Each Other	4	2	2
6	Dimensions of Customer Trust: How To Get The Most of It	4	2	2
7	Competence	6	4	2
8	Benevolence	4	2	2
	Промежуточная оценка успеваемости		2	
9	Integrity	4	2	2
10	Predictability	4	2	2
11	Ways to Say No to Customers with Examples	8	4	4
12	How to work with customer claims	8	4	4
	Промежуточная оценка успеваемости		2	
13	Skill: effort or luck?	4	2	2
14	What is success	6	4	2
15	Food waste	4	2	2
16	Brain food	4	2	2
	Итоговая оценка успеваемости		2	
	Всего ак. часов	88	50	38

РАБОЧАЯ ПРОГРАММА

Functional language

Phrase bank

The phrases below give common ways of expressing useful functions. Use them to help you as you're completing the Discussion points, Critical thinking activities, and Speaking tasks.

Asking for clarification	<p>Sorry, can you explain that some more? Could you say that another way? Sorry, I don't follow that. What do you mean? When you say . . . do you mean ?</p>
Asking for repetition	<p>Could you repeat that, please? I'm sorry, I didn't catch that. Could you say that again?</p>
When you don't know the word for something	<p>What does . . . mean? Sorry, I'm not sure what . . . means.</p>
Working with a partner	<p>Would you like to start? Shall I go first? Shall we do this one first? Where do you want to begin?</p>
Giving opinions	<p>I think that . . It seems to me that In my opinion. As I see it</p>
Agreeing and disagreeing	<p>I know what you mean. That's true. You have a point there. Yes. I see what you're saying, but ... I understand your point, but . . . I don't think that's true.</p>

Asking for opinions	<p>Do you think.....?</p> <p>Do you feel</p> <p>What do you think about...?</p> <p>How about you, Jennifer?</p> <p>What do you think?</p> <p>What about you?</p> <p>Does anyone have any other ideas?</p> <p>Do you have any thoughts on this?</p>
Asking for more information	<p>In what way?</p> <p>Why do you think that?</p> <p>Can you give an example?</p>
Not giving a strong preference	<p>It doesn't matter to me.</p> <p>I don't really have a strong preference.</p> <p>I've never really thought about that. Either is fine.</p>
Expressing interest	<p>I'd like to hear more about that.</p> <p>That sounds interesting.</p> <p>How interesting!</p> <p>Tell me more about that.</p>
Giving reasons	<p>This is . . . because .</p> <p>This has to be . . . because . . .</p> <p>I think . . . because .</p>
Checking understanding	<p>Do you know what I mean?</p> <p>Do you see what I'm saying?</p> <p>Are you following me?</p>
Putting things in order	<p>This needs to come first because ...</p> <p>I think this is the most/least important because.. .</p> <p>For me, this is the most/least relevant because . . .</p>

Can money buy happiness?

1. A Vocabulary preview. Match the words in bold with the correct definitions.

1	cause (n)	a) a person you work with
2	charity (n)	b) cost a lot of money
3	colleague (n)	c) a test to find out what happens
4	expensive (adj)	d) an organization that supports people in need
5	experiment (n)	e) completely different from something else
6	opposite (ad)	f) existing at the beginning of a period or process
7	original (ad)	g) an organization that you support or work for
8	provide (v)	h) to give someone something they need

2. Complete the sentences with the correct word from Exercise 1.

- The _____ the psychologist conducted determined that money can buy happiness.
- Some people think it's a good idea to support a _____ by donating money or time.
- José wants to buy a new car, but cars are very _____. He will need to save some money.
- My _____ plan was to study on Friday, but when my friends called about dinner, I changed my plan and decided to study on Saturday instead.
- Giving money to people that need it can _____ food or a bed for a night.
- I often help my _____ when he has too much work to do.
- I thought a lot of people volunteered, but actually the _____ is true.
- Save the Children is a very big _____.

3. Discuss these questions with a partner.

- Have you ever given money to a charity or worked with a charity? Did you enjoy it? Why / why not?
- Which causes do you think are most important? Why?
- What is the most expensive thing you have ever bought for yourself? For someone else?

The Importance of Critical Thinking in Customer Service

1. Read the text, please.

Customer service jobs require a composite mix of soft and hard skills for success. To positively interact with customers and team members we need social and emotional intelligence, and self-regulation skills. We also need lots of technical expertise, general industry and product knowledge to handle everyday customer requests effectively.

In our blog we have already published a series of articles highlighting skills for being awesome at customer service. Following those posts I would like to add up another skill crucial for service industry employees — critical thinking. This blog post also puts together some helpful techniques that foster this skill. I hope that these tips will help you grow personally and professionally, and let you progress to the next level along your career journey.

Critical Thinking and Bloom's Taxonomy

Critical thinking is often referred to as an ability to think clearly and rationally about what to do or what to believe. It is also described as an ability to engage in reflective and independent thinking. Someone with critical thinking skills is able to draw reasonable conclusions from what they know, and also knows how to make use of information to solve problems.

The notion of critical thinking is closely related to the highest and most complex levels of Bloom's Taxonomy, which represents the hierarchy of knowledge acquisition and application. The model implies that people gradually develop their thinking abilities and consistently learn to effectively apply the knowledge. The progress takes it from just remembering facts to understanding, applying, analyzing, evaluating and creating. In other words, the highest levels of the hierarchy comprise what we call "critical thinking": the stage of actively and intelligently processing information to reach an answer or conclusion.

What is really breath-taking and important about critical thinking is that it can be developed in almost every human being through skill training. By contrast, Artificial Intelligence machines at present demonstrate less than half the learning abilities that humans have. That's the conclusion of a recent research led by Jim Parker and Shannon Jaeger of University of Calgary. The aim of the research was to look into learning capabilities in AI and find out how Bloom's Taxonomy applies to the field of machine learning. Although the researchers have seen that in some areas artificial intelligence outperforms their human counterparts in the lowest rungs of the taxonomy, they admit that machines can't reach the top of it yet.

What Does This Mean for Customer Service?

Today, when AI and Robotics are not just buzzwords but also the key trends that shape future customer service jobs, and many routine tasks are delegated to smart machines, critical thinking becomes one of the most – if not the most – important skills for customer service representatives.

It's no longer enough to learn scripts by rote and scrupulously follow standard procedures to become a good customer service professional. Today, customer service excellence is more about adopting a new mindset and moving away from manual routine tasks to more challenging and creative opportunities.

For instance, critical thinking skills can help customer service agents check against facts and detect a fraud or security issue. Human agents are also far better capable of delivering creative and empathetic customer service that matters so much in complex or controversial cases. And, of course, human agents have the unsurpassed ability to come up with out-of-the-box solutions, especially in high-stress moments for customers.

In the age of AI and automation, critical thinking becomes a highly sought-after career skill that will continue to be necessary into the future. So how do you go about developing critical thinking skills for customer service? Let me suggest a few techniques that I hope will come in handy.

Techniques for Improved Critical Thinking

Why's Root-Cause Analysis Technique

This is a simple but powerful technique intended to quickly uncover the main root cause of a problem and prevent it from happening again in the future.

This technique for exploring the cause-and-effect relationships underlying a particular problem was developed and widely used within the Toyota Motor Corporation. In a nutshell, the approach implies uncovering a problem source and nature by asking “why” no fewer than five times.

Here's an illustrative example of 5 Why's in action:

“Why did the robot stop?”

The circuit has overloaded, causing a fuse to blow.

“Why is the circuit overloaded?”

There was insufficient lubrication on the bearing, so they locked up.

“Why was there insufficient lubrication on the bearings, so they 10?”

The oil pump on the robot is not circulating sufficient oil.

“Why is the pump not circulating insufficient oil?”

The pump intake is clogged with metal shavings.

“Why is the intake clogged with metal shavings?”

Because there is no filter on the pump.

When it comes to critical thinking for customer service, the technique can be particularly useful. It's important for service agents to get a habit of challenging themselves to go beyond merely resolving a single customer inquiry. Instead of closing the issue and leaving it behind, they can take an effort to delve deeper into questioning if the issue can cause a wider problem, how it can be fixed and if there's anything to help prevent the problem in the future.

2. Survivorship Bias

While diagnosing a problem, it's also important not to fall victim to wrong assumptions and recognize biases that often produce faulty thinking. The “survivorship bias” phenomenon is a good illustration for the power of critical thinking. And there's a brilliant story behind it:

During World War II, the statistician Abraham Wald took survivorship bias into his calculations when considering how to minimize bomber losses to enemy fire. In fact, he worked out the secret to placing armor on aircraft bombers in a way that saved countless lives.

Researchers from the Center for Naval Analyses had conducted a study of the damage done to aircraft that had returned from missions, and had recommended that armor be added to the areas that showed the most damage. Wald noted that the study only considered the aircraft that had survived their missions—the bombers that had been shot down were not present for the damage assessment. The holes in the returning aircraft, then, represented areas where a bomber could take damage and still return home safely. Wald proposed that the Navy instead reinforce the areas where the returning aircraft were unscathed, since those were the areas that, if hit, would cause the plane to be lost.

Since then, it has become a common practice in data analysis to not only focus on the “survivors” data but also look out for absence of information. In customer service, this can be referred to unhappy customers who left without giving your company a chance to improve or change anything based on their feedback. Not only

it teaches us to perceive customer service failures and successes more prudently, but also helps us see negative customer feedback from another perspective – as a valuable opportunity to gather the “right” data and improve.

3. Appreciative Inquiry (or 5 D’s)

Appreciative Inquiry advocates collective collaboration to achieve a desired outcome

This problem-solving approach was developed in 1987 by David Cooperrider and Suresh Srivastva of Case Western Reserve University. The principle suggests withdrawing from negative problem-focused and fear-based starting point. The main focus is on what’s valuable or good in current situation, and what can be done for positive change and moving forward. When you start defining the situation or topic from this new perspective, you discover some very different information about the issue, that brings along previously unseen, or unacknowledged strengths into the foreground.

The approach proceeds in 5 steps known as “5 D’s”: Define; Discover; Dream; Design; Deliver/Destiny. It takes a problem-solver from re-evaluating the situation and focusing on the bright side, to consequently finding out what might, should and will be possible to do in this particular situation. This model advocates collective inquiry and collaboration, followed by collective design of a desired outcome.

Practising this approach regularly to problem solving comes in very handy, too, as it lets you see a bigger picture and think of all possible solutions and improvements, rather than merely focus on an isolated issue taken by itself. Thus, it provides more tools and explores a wider range of options, and is based on the strong ‘can-do’ attitude, which is so important for positive problem resolution.

Over to You

Are there any other useful techniques or resources for developing critical thinking for customer service you would like to add?

The Value of Keeping the Right Customers.

1. Read the text, please.

Acquiring new customers is important, but retaining them is more profitable. In order for a business to survive, it needs money. To make money, you need customers. More specifically, you need happy and loyal customers. If your business focuses on customer satisfaction, it is more likely to keep these customers happy and returning.

Gaining a new customer is similar to making a new friend, as it is exciting and rewarding. Just because you’ve made a new friend, you wouldn’t ignore your old friends. The same applies with customers. The long-term customers add more value in the long run, than newer/single-deal customers. So, if we can keep a larger percentage of the long-term customers happy, we end up with more profitable and predictable customers.

The type of customers you want

The repeat/long-haul customers:

Are loyal and satisfied

Perhaps make multiple purchases/ continue to use your product

Talk about your product/brand

Would recommend your brand/product to a friend

Why these customers?

1. It is cheaper: A study from Invesp found that it costs five times as much to acquire a new customer than keep an existing customer.

2. Loyal customers purchase more: Current customers are up to 60-70% more likely to purchase again. Whereas, 5-20% of new prospects are likely to purchase. Big difference! By showing value to your current customers after their first purchase, they'll likely follow up, giving you repeat business from customers who trust your brand/service.

3. Promotion of your product: Long-haul customers usually promote your product to friends and those in their network. After all, they have been using it for some time. Word of mouth is one of the most credible forms of advertising, not to mention, it is free!

4. More profitable in the long-term: By simply understanding your most valued customers, and providing exceptional service and support, you will help one another to thrive. (the more a long-haul purchases, the more they grow, thus more demand).

To put things into perspective, according to a study by 1Financial Training services, 96% of unhappy customers don't complain, however 91% of those will simply leave and never come back. This means that knowing how your customers feel, is of great importance. How can you help if you don't have a clue how unsatisfied they may be?

What is churn rate and why is it important?

To put it simply, customer that have churned are those who have cut ties/stopped using a product or company.

The reason why churn rate is so important, is because it measures the wellbeing of a business.

How do I measure churn rate?

Depending on the industry or product, churn rate is measured monthly, quarterly and/or yearly. This does differ for companies that price a product/service on a monthly/quarterly basis, such as SaaS companies, who need to check it more frequently.

As churn rate is the percentage of customers who end their relationship with your business at a certain point, calculating it, is fairly straightforward. There are multiple ways of calculating churn, however, the basic way, is to take the total number of customers who left your business in a certain period, and divide the total customers at the beginning of the period.

Example: Churn rate for month of April

April 1st: 6,000 current customers

April 30th: 5,490 current customers

Minus customers from start of the month and end of the month

$6,000 - 5,490 = 510$

Calculate churn rate: $510/6,000$

Churn rate: 8.5%

The ideal churn rate is 5% or lower. So, if this example was a real churn rate, some drastic actions, to do with communication and onboarding would have to be taken, in order to reduce it, and keep valuable customers and improve customer satisfaction.

The bottom line

Of course, it's important to acquire new customers, but the real value lies with the customers that you can provide value to, and who are valuable to you. By focusing on the value of these long-term customers, you'll likely increase repeat sales, and build a customer base that you know and understand.

Author Bio

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2 THOUGHTS ON "THE VALUE OF KEEPING THE RIGHT CUSTOMERS"

John Ewald

January 18, 2018 at 1:24 pm

Trying to clarify the math used the article,...

This concept of "churn" is important, and the reasons articulated in the article for keeping good long-term customers are valid.

But, let's add some detail under those two numbers used (6,000 and 5,490), by saying that 300 new customer numbers were added during that month of April. To accommodate that fact, the April 30th number of 5,490 must have only 5,190 repeating/long term customers. "Churn" is $New/Total$ ($300/5,490=5.4\%$)? The number illustrated in the article is Customer Base calculation of -8.5%, not Churn. That loss of monthly business volume should be investigated to understand what happened and why.

To be fair, customer "churn" is typically a longer term view, typically Annual, depending on the product or service and the industry so that seasonal patterns can be normalized and true "long-haul customers" can be recognized in the business. A business may get 4 transactions per year from a specific customer number, for many that would not happen in April, so it would be incorrect to "drop" them from the planning for customer attention.

“Churn” is the replacement of established customers with fresh/new customers (5.8% above), very different from the Customer Base calculation.

Now let’s assume that 4X/year purchase pattern, a strong second half business cycle, and a year-end fiscal year/analysis period. Instead of a business declining at 8.5%, let’s find that it is growing at 12%. With the same numbers for April, a straight-line Jan 1 Customer Base was 5,825 and the Dec 31 Customer Base will be 6,524 (+12%, 6,000 on Apr 1st). For sure there are than 699 new customers (6,524-5,825) inside the total of new customer numbers. Let’s say that April was typical for establishing new customers because of the promotions done in the 1st Quarter, so that the annual count of new customer numbers is 3,600.

$6,524 - 3,600 = 2,924$ long-er term customers in the 12% larger customer and “churn” (replacement in the base) of $3,600 / 6,524 = 55.2\%$.

One excellent way to “grow” the business is to reduce churn, retain existing customers. Improving that example 55.2% number to 40% “churn” (not easy) will produce a much larger year-end customer base of 9,000!

Now apply the 4X/year assumption and you can easily see the POWER of retaining long-haul customers, the main point of this article.

How Customer Service and Marketing Can Intensify Each Other

1. Read the text.

Customer service and marketing are often seen as completely different processes by most companies. Strategies for each of the process are planned independently; employees of these departments take separate trainings and sometimes work in different buildings or even countries. Indeed, differences are obvious – marketing is about getting new clients while customer service is about making them happy. But if we look closely these processes often overlap, coincide and interchange. Let’s explore how customer service and marketing can intensify and strengthen each other.

How Can Marketing Benefit from Customer Service?

Customer reviews and testimonials

Customer service representatives have all the means to collect feedback and testimonials from clients. Marketing teams can use this information in their promotional materials. According to the BrightLocal research, 85% of consumers trust online reviews as much as personal recommendations. Use this fact in your favor.

Customer service as a business advantage

Marketing departments may show off excellent customer service as one of the main competitive advantages of their brand's offerings. Let your clients know – in case of any issues they can always get fast personalized support whether by live chat or by calling a customer service rep.

Business promotion ideas

A customer service department is the source of inspiration and the means of confirming or denying lots of assumptions and forecasts of a marketing department. Customer service is truly the voice of your clients. Marketers should listen to this voice carefully to learn what ways of promotion work the best.

Topics for new content

Customer-centric content is a goldmine for marketing departments – if any possible issue that may happen with your product or service is already covered on paper or online, clients feel safe and supported. They know that there are certain processes that can protect their time and money. Customer service department's experience and expertise is a great source for such type of content.

How Can Customer Service Benefit from Marketing?

Data about customers' needs, analytics

To solve issues quickly and effectively, customer service reps should be well aware of their clients' needs and preferences. Marketing departments have this information in the form of market researches and customer profiles. It's always useful to know common age and gender of clients, their country, interests and other details. Customer service canned responses and issue resolution scenarios are created much faster and easier when having such information at hand.

Measuring KPIs and department goals

Key performance indicators are vital for development of any department. When a customer service department measures the results of its performance, marketing reps may help with the following metrics: hit rate, customer retention rate, net promoter score, etc. Read more on this topic in our article: Customer Service KPIs.

Negotiating with a customer you can't afford to lose

Sometimes price is the final factor that may keep a client who wants to leave due to some issues or concerns. Customer service representatives may not know what discount is allowed to be applied to the particular client. A marketing representative is usually able to easily calculate this number. As a result, you will not only keep the client, but also potentially add a WOW factor by offering a personal discount from marketing and showing a caring attitude from customer service.

Technical implementation of customer surveys

Most frequently customer base and tools that allow conducting customer surveys are in the hands of marketing representatives. Moreover, marketers usually know HOW to run the surveys in order to get the best customer feedback. If your customer service department requires data from customer surveys, your marketing department could be of great help.

There might be lots of other aspects that marketing and customer service can share. Those outlined above are the most common ones. What is undoubtedly the most important – customer service and marketing departments can bring more merit if they interact with each other. Let them cooperate for the benefit of your business and your customers.

What about you? Are you from Marketing or Customer Service? Do you intensify each other? How? Please share your experience in the comments below.

Dimensions of Customer Trust: How To Get The Most of It

1. Vocabulary. Learn the vocabulary, please.

dimension (n)	- if you talk about the dimensions of a situation or problem, you are talking about its extent and size.
matter (n)	- a task, situation, or event which you have to deal with or think about, especially one that involves problems.
correspond (v)	- if one thing corresponds to another, there is a close similarity or connection between them.
usability(n)	- the usability of something is how easy it is to use.
related(adj.)	- if two or more things are related, there is a connection between them.
commitment (n)	- a commitment is something which regularly takes up some of your time because of an agreement you have made or because of responsibilities that you have.

2. Read the text, please.

<https://www.forbes.com/sites/blakemorgan/2018/06/11/how-to-build-trust-with-your-customers/#4304cc0f1cd3>

How To Build Trust With Your Customers

One of the most important aspects of customer experience is trust. Customers simply don't want to do business with a company they can't trust.

Insurance is an industry rooted in building trusting relationships. It started 5,000 years ago when Chinese merchants split their goods across multiple shared ships. If one ship went down, no single merchant would lose all of their goods. This wasn't a formal program, but was instead based on a relationship of trust. The merchants knew they could trust each other because they all had the same goal to preserve their goods and limit their risks.

These days, insurance and other industries, like banking and healthcare, are still based on trust. It follows the if/then model—if a customer gives a company every month, then they trust that if something goes wrong down the road, that company will take care of them.

For industries that are built on the foundation of trust, there isn't a lot of trust happening these days. In fact, consumer trust in many of these industries is at an all-time low. It's not due to one single event, but rather to slowly chipping away at the relationship. Every time a company makes a customer repeat themselves, wait on hold for a long time, fill out mountains of paperwork or do any other frustrating task, that customer loses a little bit of trust in the company. And without trust, there isn't a relationship with the customer.

Many companies are focused on getting as much work done as possible. There has been a big push lately towards operational efficiencies and finding ways to streamline processes. It sounds great until you realize that operational efficiency is the exact opposite of a quality customer experience. By trying to get through as many customers as you can and increasing the volume, you sacrifice personalized customer support. Instead of feeling like an actual human who can trust a company to solve their problems and meet their needs, a customer feels like just a number being pushed down the assembly line of customer care.

Competence

1. Read the text, please.

Competence in business covers technical and operational matters that correspond to the product features or service quality itself, as well as the way you manage the operations within your company. In other words, competence is related to abilities, commitments, knowledge, and hard skills your staff

demonstrates towards customers. Poor usability / visual design and lack of ownership are among major drivers of distrust in digital experiences. At the same time, a demonstrated commitment to excellence and innovation makes a real difference for prospective customers and often positively influences their purchasing decisions.

2. Answer the following question:

- | | |
|--|--|
| 1) Give your own definition of 'abilities' | 4) 'Poor visual design', 'lack of ownership' how are they connected with your job? |
| 2) What are 'commitments' for you? | 5) 'Innovation makes a real difference for prospective customers' is true for you? |
| 3) Where do you usually get 'knowledge'. What is 'to get knowledge' for you? | 6) Do you follow innovations? |

3. Vocabulary. Learn the vocabulary, please.

benevolence (n)	- inclination or tendency to help or do good to others; charity; an act of kindness.
soft skills	- personal attributes that enable someone to interact effectively and harmoniously with other people.
hard skills	- the ability to study effectively.
interact (v)	- if two or more people interact, or if one person interacts with another, they communicate with one another and react to one another, often while performing an activity together
emerge (v)	- to emerge means to come out from an enclosed or dark space such as a room or a vehicle, or from a position where you could not be seen. - if a problem, decision, or question comes down to a particular thing, that thing is the

comes down to	most important factor involved. - to continue to communicate with someone and not to allow a relationship to end. - as a response, exchange, or reward for something.
maintain (v) in return gratitude(n)	- a feeling of being grateful to someone because they have given you something or have done something for you

Benevolence

1. Read the text, please.

Benevolence is more closely related to the impressions customers get as they deal with the staff and, more specifically, soft skills your employees demonstrate as they interact with customers. At this stage, an emotional connection with a brand emerges and starts developing, and the result of it largely comes down to whether customers believe the company has their best interests at heart and cares about them as a customer.

The success of maintaining customer trust within this dimension also depends on your ability to trust customers in return, make them feel their opinion matters and show your gratitude for doing business with you. It's also important to keep in mind that given there's enough trust on the part of the customer at this stage, you'll have a chance of hearing their concerns if any. Otherwise, if you fail to create a meaningful connection, you won't even know why they decided to leave and what exactly went wrong. *Brands are all about trust. That trust is built in drops and lost in buckets. — Kevin Plank*

2. Answer the following questions.

- 1) Talk about 'benevolence' in your job.
- 2) 'Hard skills and soft skills', what is the difference between them? How do you balance applying them in your job?
- 3) How do you understand "ability to trust customers"?
- 4) *Brands are all about trust. That trust is built in drops and lost in buckets. — Kevin Plank* – do you agree with this statement? Why/why not?

3. Vocabulary. Learn the vocabulary, please.

integrity (n)	- if you refer to someone or something as a particular thing, you use a particular word, expression, or name to mention or describe them.
make an effort	- attempt to do something.
consequently	- as a result.
continue	- continuing for a long time.
loyalty	- the quality of staying firm in your friendship or support for someone or something.

Integrity

1. Read the text, please.

Integrity corresponds to the ethics and values that shape and guide the company. It largely refers to company's honesty and ability to keep its promises, but also owes to the shared values that underlie more meaningful and purposeful connection with a customer. It's in our human nature to feel good about ourselves when we do business with a company that shares our own values and, for instance, makes an effort to go green and take care of the environment, or supports a social initiative aimed to make this world a better and safer place. This kind of connection creates joy and lets us enjoy a positive association with the brand, and consequently results in more trust and long-lasting loyalty.

2. Answer the following questions.

- | | |
|---|---|
| 1) What is 'integrity' for you? | 3) In which sphere do you integrate the values of the company? |
| 2) Does 'integrity' correspond to the 'ethics and values' of the company? | 4) How do you see 'trust and long-lasting loyalty' with your customers in the future? |

3. Vocabulary. Learn the vocabulary, please.

predictability (n)	- if something is predictable, it happens in the way that you would expect.
gather (v)	- if you gather things, you collect them together so that you can use them.
certainty(n)	- certainty is the state of being definite or of having no doubts at all about something.
outlook(n)	- a person's point of view or general attitude to life.
transparently(adv)	- a transparent process, activity, or organization does not try to keep anything secret.
social	- social means relating to society or to the way society is organized.
sanitizing(adj)	- make clean and hygienic; disinfect.
reap	- if you reap the benefits or the rewards of something, you enjoy the good things that happen as a result of it.

Predictability

1. Read the text, please.

Predictability includes brand reputation and customer expectations toward a brand based on information they gathered and learned. According to a scientific research, certainty builds optimistic outlook and inspires more positive impressions. Companies that keep their promises and operate transparently enjoy more trust as their customers are more likely to share their positive experiences and spread a good word through social media. Besides, dealing with customer complaints professionally via social can positively impact consumers' trust, too. While some businesses consider it's safer to keep sanitizing content and taking negative consumer conversations offline, those who manage to resolve it positively in public reap even bigger reward in terms

3.2. Verb + preposition

to be interested in smth to specialize in smth to succeed in smth	to be afraid of to be tired of to be proud of smth/smb	to be capable of to be independent of BUT to <u>depend on</u> to accuse smb of smth
to forgive smb for smth to be responsible for smth to be famous for smth	to be bored with smth to be fed up with smth to be angry with smb	to be angry about smth to be sorry about smth
to look forward to smth to complain to smb about smth	to be good at	to protect smb from/against

4. Practice. Form sentences by using gerund combinations with the expressions in the box below.

Ex: We always protect our company against cooperating with suspicious suppliers.

Ex: They have accused us of breaching the agreement.

to do customer service workflow to spoil your customer service experience to break negative news to soften the blow to speak in a roundabout way	to wrap your negative news into positive content to assert your refusal to smooth conversation to offer you some extra customization questions to ensure that you understand everything	to foresee future to maintain your relationship to offer a positive outcome to going out of the right or common course
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1 _____

2 _____

3 _____

4 _____

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5. Read the text, please.

Have you ever heard “No” as a customer? How did you feel? Were you disappointed? Sometimes it may happen that we need to say “No” to our customers or deliver negative news. In fact, this is one of the most unpleasant parts of customer service workflow. Dealing with negative news requires specific skills and self-control. It is not easy to say “No” and continue a smooth conversation.

In any customer interaction, the words you say either ruin your relationship with a customer or build it up. That is why it is important for any company to do this right across all customer service channels. So, how to say “No” without spoiling your customer service experience? Here are 8 tips to begin with.

Say “No” without actually saying “No”

When you break negative news to clients you want to soften the blow and show them you understand their concerns. In most cases there is no need to say “No” directly. You can wrap your negative news into positive content, making it an ingredient of your “news sandwich”. Here are a couple of great tips which will help you to build your best positive “No”:

Assert your refusal. If you refuse to do or to deliver something your customers request, it does not mean you do not want to do this. This is just something your company does not provide. Explain this carefully to your customers without giving an empty promise. E.g. “Unfortunately we are not planning to implement this feature in the foreseeable future, sorry for disappointing news”.

Say “Yes” instead of saying “No”. When you can say “Yes” to something more important for your customer, do this. E.g. “Where can I download my chat conversations?” – “For security reasons we do not store chat transcripts on our servers, we send them directly to the email defined for this purpose in your account. Protecting our customers’ data is our main priority”.

Deliver positive news, even if you had to say “No”. No matter whether you provide any kind of service or run an online store, there is always something you can offer your customers to maintain your relationship. Even if you had to refuse, try to find something your customers will be interested in. Just do your best to offer a positive outcome. E.g. “I would be glad to offer you some extra customization and recommendations for optimizing your live chat customer service”.

Clarify things before you say “No”

Sometimes customers speak in a roundabout way and it is not clear from the very beginning what exactly they are requesting. Do not hurry to say “No”, clarify things carefully to avoid misunderstanding. Instead, ask clarifying questions to ensure that you understand everything. Here are some examples of such questions we use in our customer service communication:

“I am not quite sure I understand what you mean, could you clarify.....”

“If I understand you correctly you’d like to.....”

“To avoid misunderstanding, could you confirm.....”

Begin with empathy

Empathy statements allow you to establish connection with your customers. Such statements create trust as well as mutual understanding. In most cases when you need to deliver negative news, it may be necessary to begin with empathy to show your customers that you care and will do your best to help them. Here are empathy phrases which you can use while communicating with your customers:

“I would feel the same in your situation, let’s see what we can do to sort this out....”

“I totally understand that this feature is very important for your business and its development is our highest priority”

“I know how frustrating it can be, may I offer you.....”

In addition, it is necessary to use empathy words like:

“I would”

“I understand”

“I am sorry” or “Please accept my / our apology”

“I totally agree”

6. Vocabulary. Read these sentences. Circle the correct meaning of the words in bold.

1) It is important that people are aware that you are actually listening to their concerns.

a) knowing about a situation or a fact

b) **heedless**

2) follow them up with (подводить) good news and with your “Yes” to the feature or product they inquired.

a) to continue with something similar

b) to dodge – увертываться, уклоняться

a) to ask someone for information about something

b) to forfeit

3)if you want to win their loyalty

a) support that you always give to someone or something because of your feelings of duty and love towards them

b) irresoluteness

4) they will feel upset and frustrated

a) amiable

b) feeling annoyed and impatient

5) if you provide detailed explanation, you will clear up their concerns

Explain things carefully

No matter how busy you are, do not leave unsaid words and explain your customers everything carefully, especially if you delivered negative news. It is important that people are aware that you are actually listening to their concerns. If you just tell them “No” without explaining, they will feel upset and frustrated. However, if you provide detailed explanation, you will clear up their concerns.

“Let me explain you why we cannot provide this feature at present”

“The main reason for this is that.....”

“Please accept our apologies that the feature you request is not available at present. However, it is of highest priority and we will do our best to implement it as soon as possible”

Do not be afraid to say many words. It will not take much time, but will definitely add more positivity to your conversation.

Offer alternatives

Before you say “No” to customers, think of alternatives. Is there anything you can do for them? In most cases you can offer something and smooth over the effect of your negative news: *“Though we do not support this payment method, we can keep your account active while you are sorting out the issue with your bank”*.

Listen to your customers

Listening to customers is one of the most important aspects of providing excellent customer service experience. Your refusal to listen is one of the ways you say “No” to customers. No matter how busy you are, listen carefully to ensure you understand their questions and issues. If you deliver negative news without looking into their issues, you will ruin your relationship with customers. Here are three reasons why listening to customers is important:

Show your empathy while listening. If your customers do not believe that you are truly engaged trying to understand them, they’re much more likely to walk away and turn to competition seeking a better customer service. E.g. *“Could you provide more details about your issue so that I could ensure that there is no misunderstanding?”* instead of *“Unfortunately we cannot help you with this issue, sorry.”*

Focus on customer experience. Listening is one of the most important ingredients of superior customer service experience. Listen carefully even if you know that you cannot offer the best solution right here and right now. After you collect all information, you may offer an alternative and provide recommendations that will show your desire to help.

Listening helps your company to improve. And this is true. If you don’t not only listen to what your customers say, but also carefully document this, you can use this information to improve your products or service in future. Our customers are the best source for details about our success and failures. We can use the data they provide to make our company better.

Do your best to solve the issue

Showing your customers that you are truly engaged is the best way to win their trust. No matter whether you can offer any solution or not, you need to do everything you can to find it and to offer an alternative if you failed. Here are a couple of scripts for this situation:

“Unfortunately right now we cannot implement this feature. However, let me check with our management if we can do this in future.”

“I am afraid our Christmas promo is over. However, we will be glad to offer you a 15% discount for this subscription as you have been our loyal customer for 5 years.”

“I am not authorized to apply this update now. Please hold on for a while and I will check if there is a technician who can do this right away”.

Follow up

If you say “No” to customers, follow them up with good news and with your “Yes” to the feature or product they inquired. Keeping your customers informed about your progress is important if you want to win their loyalty. A simple follow up will not take much time. However, if you forget to notify your customers about available solution and they will find it out themselves; this will definitely spoil your reputation.

2. Grammar. Gerund II. Difference in meaning

remember	
<p>You <u>remember doing</u> smth after you have done it. (I <u>remember doing</u> smth = I did it and now I remember this)</p> <p>Ex: I know I locked the door. I clearly <u>remember locking</u> it. (I locked it, and now I remember this)</p> <p>Ex: He could <u>remember driving</u> along the road just before the accident, but he couldn't remember the accident itself. (He remembers how he was driving along the road before the accident)</p>	<p>You <u>remember to do</u> smth before you do it. I <u>remember to do</u> smth = I remembered that I had to do it, so I did it.</p> <p>Ex: I <u>remember to lock</u> the door, but I forgot to shut the windows (I remember that I had to lock it, and so I locked it)</p> <p>Ex: Please <u>remember to post</u> the letter (= don't forget to post it)</p>
regret	
<p>I <u>regret doing</u> smth = I did it and now I'm sorry about it.</p> <p>Ex: I now <u>regret saying</u> what I said. I shouldn't have said it.</p> <p>Ex: It began to get cold and he regretted not <u>wearing</u> his coat</p>	<p>I <u>regret to say/to inform/to tell</u> = I'm sorry that I have to say</p> <p>Ex: We <u>regret to inform</u> you that we cannot offer you the job.</p> <p>Ex: We <u>regret to say</u> that we cannot help you at the moment.</p>
forget	
<p>I forget doing smth = I'm not able to remember the fact (event)</p> <p>Ex: I <u>forgot shutting</u> the window. (= I did it, but I don't remember this)</p> <p>Ex: I'll never <u>forget asking</u> Helen to marry me. (=I'll never forget how I asked Helen to marry me)</p>	<p>I forget to do smth = not to remember to do smth</p> <p>Ex: I <u>forgot to shut</u> the window (= I didn't remember to shut the window. I left the window open.)</p> <p>Ex: Don't <u>forget to ask</u> Helen to shut the window while leaving home!</p>

	(Please remember to ask Helen to shut the window)
go on	
<p><u>Go on doing</u> smth = continue with the same thing</p> <p>Ex: The president paused for a moment and then <u>went on talking</u></p> <p>Ex: We need to change. We can't <u>go on living</u> like this.</p>	<p><u>Go on to do</u> smth = do or say smth new</p> <p>Ex: After discussing the economy, the president then <u>went on to talk</u> about foreign policy.</p> <p>Ex: After writing a letter he <u>went on to meet</u> his secretary</p>
try	
<p>I try doing smth = to do smth as an experiment to solve a problem</p> <p>Ex: You could <u>try buying</u> her some flowers (= maybe flowers could help you to solve the problem)</p> <p>Ex: We <u>tried getting</u> tickets on the Internet, but in the end we got them at a ticket office.</p>	<p>I try to do smth = I try to make an effort to do smth difficult/to achieve smth</p> <p>Ex: <u>Try not to forget</u> to buy her some flowers! (= make an effort to remember to buy her some flowers)</p> <p>Ex: We <u>tried to get</u> tickets but the show was sold out.</p>

3. Make combinations by matching expressions on your left with the preposition on your right, please.

to be interested to look forward to depend to be capable to forgive to be fed up to be responsible to be proud to complain to be good to be afraid to be bored to be tired to be angry	in	for/...for
	with	of/...of
	about	to/to....about

to succeed	at/on	against/from
to be independent		
to accuse		
to be famous		
to specialize		
to be angry		
to be sorry		
to protect		

4. Give your own definitions/explanations to the words/expressions below, please.

You only have 10 seconds for this. Ex: to foot the bill means *to pay the bill*

to foot the bill	to smooth conversation.
workflow	misadjustment
benefits	to break negative news
to spoil	to defeat
jagged	to wrap your negative news into positive content
to soften the blow	ancestry
eye-opening	to assert your refusal
in the foreseeable future	to postpone /pəʊs'pəʊn/
to reject	to maintain /meɪn'teɪn/ your relationship
a positive outcome	to damage
devious	to offer you some extra customization
to ensure that you understand everything	to curse
to dodge	to speak in a roundabout way
to be aware	heedless
to forfeit	follow smb up with
to inquire	irresoluteness
to be annoyed	loyalty
to feel frustrated	ambiguity
to flummox	to clear up smb concerns
to confound	ambiguity
to conceal	outdated
to smooth over the effect of your negative news	to sort out the issue
to bring up to date	to debase

to upgrade

to notify

Skill, effort or luck?

1. Read the text, please.

<https://www.forbes.com/sites/ricksmith/2014/08/18/skill-effort-or-luck-which-is-more-important-for-success/#5dad1d8649ba>

Skill, Effort Or Luck: Which Is More Important For Success?

“Luck is the residue of design.”

- Branch Rickey

A young entrepreneur creates a simple app and sells his company less than two years later for billions. An unassuming middle manager is given a series of promotions and unexpectedly rises to the top of a large company? Dumb luck? Unique skill? Determined effort? Or most likely, all of the above.

For years, I have had a love/hate relationship with luck. Like many of us, I want to believe that outcomes in life are ultimately controllable. I began my first book, *The 5 Patterns of Extraordinary Careers* with the words “Most people believe that success is the result of luck or larceny,” and then I spent the rest of the book trying to convince the reader that this is not true.

However, since writing those words more than 10 years ago, I have actually experienced a great deal of what could easily be called luck. I have launched numerous businesses with no investment capital, and all have been at least moderately successful. Surprisingly, my first company, a global executive networking company called World 50, has been the most successful of all. I launched it with no entrepreneurial experience, very few contacts, and no money. And yet despite the odds against it, it took off, and the company continues to grow at a rapid pace to this day.

I am now convinced that success is the result of both deliberate controllable action and skill, and also a strong dose of luck – occurring in that order.

Let’s first look at entrepreneurial success. While these new endeavors are characterized by uncertainty and ambiguity, the launch phase of a start-up is surprisingly controllable. The reason is that launching a successful business is rarely the result of a great product insight – it is the result of a great customer insight. The initial phase of a new business is not a search for the answer, it is a search for pain. What is the customer pain that is not being addressed? In the end, the key to launching a business with minimal investment is to be able to articulate the pain so definitively that customers will pay you up front to go figure out the solution.

The good news is that finding a critical pain point can be accomplished via a predictable process. This approach has been detailed by Steve Blank and Eric Reis REIS +0%, often referred to as Lean Startup. At its core, it is simply the application of the scientific process to entrepreneurial/innovation initiatives – identify of a set of market/customer hypothesis and then validate or invalidate these through controlled experimentation. Executed effectively over time, you can identify and validate specific pain points in the marketplace.

What is success

1. Read the text, please.

<https://www.success.com/what-does-success-really-mean-to-you/>

What Does Success Really Mean to You?

We all want success. We want to be successful and feel successful. We chase money, fame, power, education, relationships and a thousand other things without ever stopping to ask one essential question: What, actually, is success?

Few people pause to consider what it truly means to achieve success in their own lives. As Jim Rohn said, “If you don’t design your own life plan, chances are you’ll fall into someone else’s plan. And guess what they have planned for you? Not much.”

If we don’t answer this question, we can end up climbing the wrong ladder and pursue someone else’s version of success. We get to the top only to discover we climbed the wrong mountain. We achieve our goals only to realize they were the wrong ones. It’s a disaster few people are able to recover from.

In Office Space, Michael Gibbons says to his doctor, “So I was sitting in my cubicle today, and I realized, ever since I started working, every single day of my life has been worse than the day before it. So that means that every single day that you see me, that’s on the worst day of my life.”

How do we avoid a similar fate?

Those who have achieved the greatest amounts of actual success are those who are crystal clear on what it means to reach the top, for them. If we want to follow in their steps, we must achieve equal clarity.

2. Answer to the following questions

Ask yourself:

Where have I already seen success in my life?

How can I continue building on that success?

What lessons have I learned from those successes?

What have I learned about myself from those areas?

What truly matters to me?

What are the things that set me on fire with passion?

What do I want to make of my life?

What lifestyle do I want to achieve?

Who do I want to be?

What do I want people to say about me after I die?

Food waste

1. Read the text, please

https://en.wikipedia.org/wiki/Food_waste

Fruit and vegetables in a dumpster, discarded uneaten

Food waste or food loss is food that is discarded or lost uneaten. The causes of food waste or loss are numerous and occur at the stages of producing, processing, retailing and consuming.

Global food loss and waste amount to between one-third and one-half of all food produced. Loss and wastage occur at all stages of the food supply chain or value chain. In low-income countries, most loss occurs during production, while in developed countries much food – about 100 kilograms (220 lb) per person per year – is wasted at the consumption stage.

Definition[edit]

A lot of the time, food loss or food waste is food that is lost during any of the four stages of the food supply chain: (1) producers, (2) processors, (3) retailers, and (4) consumers. Precise definitions are contentious,

often defined on a situational basis (as is the case more generally with definitions of waste). Professional bodies, including international organizations, state governments and secretariats may use their own definitions.

Among other things, in what food waste consists of, how it is produced, and where or what it is discarded from or generated by. Definitions also vary because certain groups do not consider (or have traditionally not considered) food waste to be a waste material, due to its applications. Some definitions of what food waste consists of are based on other waste definitions (e.g. agricultural waste) and which materials do not meet their definitions.

Lost food may go to landfills, be put back into the food supply chain, or be put to other nonfood productive uses.

2. Discuss within a group how can I cut food waste at home?

Surplus food isn't food waste

Use these apps to save food that might otherwise be wasted

Plan and store to cut food waste

What's the difference between 'use by' and 'best before' dates? Avoid mouldy surprises.

Love your leftovers

Don't let anything go to waste – use leftovers to create new meals.

Recycle your food waste

How to create an amazing food waste bin.

Get composting

Give your food waste a new lease of life in the garden.

Make fermented foods with your leftovers

Brain food

1. Read the text, please.

<https://www.webmd.com/diet/features/eat-smart-healthier-brain#1>

Eat Smart for a Healthier Brain

Add these 'superfoods' to your daily diet, and you will increase your odds of maintaining a healthy brain for the rest of your life.

There's no denying that as we age chronologically, our body ages right along with us. But research is showing that you can increase your chances of maintaining a healthy brain well into your old age if you add these "smart" foods to your daily eating regimen.

Blueberries. "Brainberries" is what Steven Pratt, MD, author of *Superfoods Rx: Fourteen Foods Proven to Change Your Life*, calls these tasty fruits. Pratt, who is also on staff at Scripps Memorial Hospital in La Jolla, Calif., says that in animal studies researchers have found that blueberries help protect the brain from oxidative stress and may reduce the effects of age-related conditions such as Alzheimer's disease or dementia. Studies have also shown that diets rich in blueberries significantly improved both the learning capacity and motor skills of aging rats, making them mentally equivalent to much younger rats. Ann Kulze, MD, author of *Dr. Ann's 10-Step Diet: A Simple Plan for Permanent Weight Loss & Lifelong Vitality*, recommends adding at least 1 cup of blueberries a day in any form -- fresh, frozen, or freeze-dried.

Wild salmon. Deep-water fish, such as salmon, are rich in omega-3 essential fatty acids, which are essential for brain function, says Kulze. Both she and Pratt recommend wild salmon for its "cleanliness" and the fact

that it is in plentiful supply. Omega-3s also contain anti-inflammatory substances. Other oily fish that provide the benefits of omega-3s are sardines and herring, says Kulze; she recommends a 4-ounce serving, two to three times a week.

Nuts and seeds. Nuts and seeds are good sources of vitamin E, says Pratt, explaining that higher levels of vitamin E correspond with less cognitive decline as you get older. Add an ounce a day of walnuts, hazelnuts, Brazil nuts, filberts, almonds, cashews, peanuts, sunflower seeds, sesame seeds, flax seed, and unhydrogenated nut butters such as peanut butter, almond butter, and tahini. Raw or roasted doesn't matter, although if you're on a sodium-restricted diet, buy unsalted nuts.

Avocados. Avocados are almost as good as blueberries in promoting brain health, says Pratt. "I don't think the avocado gets its due," agrees Kulze. True, the avocado is a fatty fruit, but, says Kulze, it's a monounsaturated fat, which contributes to healthy blood flow. "And healthy blood flow means a healthy brain," she says. Avocados also lower blood pressure, says Pratt, and as hypertension is a risk factor for the decline in cognitive abilities, a lower blood pressure should promote brain health. Avocados are high in calories, however, so Kulze suggests adding just 1/4 to 1/2 of an avocado to one daily meal as a side dish.

2. Discuss with in a small group how you can:

- Make sure to eat
- Eat brain-boosting food.
- Avoid brain blocking foods.
- Drink brain boosting beverages.
- Avoid brain blocking beverages.
- Eat light meals.
- Don't try any new foods
- Consider taking multivitamins
- Snack intelligently.
- Get enough sleep.

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ

Оценочные средства для текущей и итоговой оценки успеваемости обучающихся представлены в виде вопросов для проведения диалога, дискуссии.

Примерный перечень вопросов для проведения оценки:

How has advertising changed over the years? What makes a good advert? What sorts of things were advertised in ancient times? What effect did printing have on advertising? What is USP? Why is it important for a product to have a USP? What are the characteristics of adverts aimed at children? Why is advertising considered to have a harmful effect on children? Have any measures to protect children from advertising been introduced? Why (not)? What are killer questions? What is killer questions' purpose? What's the experts' opinion on killer questions effect? How should one behave if asked a killer question? What should an applicant do to find a good job? What jobs are likely to be most suitable for energetic and ambitious people? What qualifications are desirable for: an engineer, a pilot, a psychologist, a manager, a financier? Have your language skills let you down when abroad? Why has English become an international language? Should governments have a duty to protect their countries' languages? Why (not)? Is SMS threatening the ability to write good English? Why (not)? What is teachers' attitude to texting? Why are languages disappearing? Why do some people think there's no reason to worry about the death of languages? What are the most spoken languages in the world? Which country has the highest percentage that uses English as a

second language? What are the best ways of improving the language skills? Have you ever bought something just because of an advert? When? What were your reasons? What does AIDA mean? etc.

МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ, ЛИТЕРАТУРА И СРЕДСТВА ОБУЧЕНИЯ

- <https://www.webmd.com/diet/features/eat-smart-healthier-brain#1>
 - https://en.wikipedia.org/wiki/Food_waste
 - <https://www.success.com/what-does-success-really-mean-to-you/>
 - <https://www.forbes.com/sites/ricksmith/2014/08/18/skill-effort-or-luck-which-is-more-important-for-success/#5dad1d8649ba>
 - <https://www.forbes.com/sites/blakemorgan/2018/06/11/how-to-build-trust-with-your-customers/#4304cc0f1cd3>
-
- New Total English, Pearson Longman.
 - New Cutting Edge, Longman
 - Straightforward , Macmillan
 - Barbarians at the Gate. Bryan Burrough and John Helyar
 - Den of Thieves. James B. Stewart
 - The Innovator's Dilemma. Clayton M. Christensen
 - Too Big to Fail. Andrew Ross Sorkin
 - Liar's Poker. Michael Lewis
 - The Intelligent Investor. Benjamin Graham

UK national daily newspapers

- “The Economist”
- “The Express”
- “The Guardian”
- “The Mail”
- “The Times”