

# Unit 6. Session 1.- Administrative and Commercial Documentation.



## Situation

Read the text and listen to the situation.

Time flies, Eva and Monica can't believe that their internship has happened so fast. The girls can't stop thinking that their adventure is finally coming to an end.



It's Sunday evening and like every week, Eva and Monica are having a delicious 🍷 pint of beer at The Moon, their favourite pub in Leicester Square.

**Monica:** We're almost at the end of our FCT 🍷 internship. I wanted to quit at the beginning, and now I don't want to leave.

**Eva:** : I know. For me, these nine months have been the best in my life with no doubt whatsoever. I feel miserable today! Going back home is just around the corner! Spain, here we come!!

**Monica:** Come on Eva, cheer up! We'll definitely have a good time this summer when we change this delicious Lager for some walks at the beach! What little is left to go home!

**Eva:** But before going back, don't forget that we have to put in order every commercial paperwork for this quarter and that is a lot of work because I'm not yet familiar with the different types of administrative documents yet: financial reports, offers, 📄 trade documents, 📄 budgets, invoices, 📄 delivery notes, 📄 shipping documents, letters requesting payment, 📄 commissions, ... and they all have different dates.

**Monica:** You're always so hardworking Eva, I can no longer. Don't you ever take a break? But now that you bring it up, I have some questions for you: How do we have to order and archive them? Can we throw away those documents that are over 5 years old? And also now that everything has to be digitised, should we scan all the invoices and all the administrative and commercial documents?

**Eva:** Well, here we have a report of procedures and look, Monica, it says that all documents must be digitized and that we should keep a copy as well. It also says that before deleting any document we must check with Mr. Johnson. Come on, Monica, I know this is really boring but it's going to be our last effort here and we have to leave a good impression on Mr. Johnson.

**Monica:** Ok, Eva, let's read everything about the procedures now but you have to promise that this afternoon we are going for a run. You owe me!! I need to clear my mind, okay?

**Eva:** All right! I promise it, this afternoon we are going for a run together, but not so much because I've got backache.

MODELO DE FACTURA DE COMISION	
	
<small>J. Manuel Arango M.C. 14 LL 2739, Juancho I Elías, San José Tel. 506727198882</small>	
<b>R.U.C. Nº 20100535217</b> <b>FACTURA</b> <b>Nº 001 - 00115638</b>	
SEÑOR (ES)	R.U.C.
DESTINOS MUNDIALES S.A.C	20109796841
DIRECCION	FECHA
AV. JORGE CHÁVEZ 154, PISO 6 - OFICINA 604, MIRAFLORES.	10 JULIO 2009
CONCEPTO	
POR NUESTRA COMISION EN LA VENTA DE 08 NOCHES DE ALOJAMIENTO EN EL HOTEL SANDOY DE CASACAS A FAVOR DE WILLIAM HUAYNALAYA Y SRA. IN. 12044. - OUT. 17044.	
Valorado 20700 DOLARES AMERICANOS	
US\$ 23.70	
CANCELADO SUB-TOTAL US\$ 23.70 IVA US\$ 4.50 TOTAL US\$ 28.20	
ADQUIRENTE O USUARIO	



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# 1. Administrative documentation.

To move in the wide world of administrative documentation that is very important in any kind of companies. It is necessary to know and manage both the vocabulary and the linguistic structures necessary to express ourselves properly. So, depending on the support used, whether it is email, letter or any other, we must know what language to use for each of them.



As important as proper courtesy guidelines is choosing the style, both formal and informal, appropriate for each administrative and business document. Likewise, in the case of needing a direct or reverse translation of the documentation, we must pay attention to aspects such as the language to be translated; the culture of the original and final language, the length of the final language, and the matter in question.

Within **basic commercial documentation**, we find these types of documents:

Business correspondence	Enquiry.	Delivery notes	Transport documents
Invoices	Offers	Shipment of goods and acknowledgment of receipt	Default related letters
Business letters.	Information request letters	Complaints and claims.	Insurances.



## Translation

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Para movernos en el amplio mundo de la documentación administrativa y comercial se hace necesario conocer y manejar tanto el vocabulario como las estructuras lingüísticas necesarias para expresarnos con propiedad. Así pues, en función del soporte utilizado, ya sea email, carta o cualquier otro debemos saber qué lenguaje utilizar para cada uno de ellos.


Tan importante como las pautas de cortesía apropiadas es elegir el estilo, ya sea formal e informal, apropiado para cada documento administrativo y comercial. Asimismo, en el caso de necesitar una traducción directa o inversa en la documentación, debemos estar atentos a los aspectos como la lengua que se va a traducir, la cultura del idioma original y final, el léxico de la lengua final, y el tema en cuestión.

Dentro de la documentación comercial básica, nos encontramos con documentos del tipo:

Correspondencia comercial	Cartas de solicitud de información	Albaranes	Documentos de transportes
Facturas	Ofertas	Envío de mercancías y acuse de recibo	Cartas relacionadas con incumplimientos



## Quotation

 "Success is not final; failure is not fatal: it is the courage to continue that counts."

*Winston Churchill.*

## 2. Filling out common documents in different formats.

**Commercial and administrative documents** are written supporting documents in which the operations carried out by a company and any document that is delivered to the client or supplier is recorded.

Let's analyse the main characteristics of commercial correspondence, both in the form and in the style that must prevail, regardless of the relationship we have with the recipient of the same.

Commercial documents have many very varied forms and modalities depending on the culture or country to which each company belongs, but they share some common elements that give them unity and make them stand out from the rest of the informal correspondence.



### Translation

Show Feedback

Vamos a analizar las principales características de la correspondencia comercial, tanto en la forma como en el estilo que debe prevalecer, independientemente de la relación que tengamos con el destinatario de la misma. Los documentos comerciales tienen formas y modalidades muy variadas según la cultura o el país al que pertenece cada empresa, pero comparten algunos elementos comunes que les dan unidad y los hacen destacar del resto de la correspondencia informal.

The style that should prevail, regardless of the relationship we have with the recipient, is as follows:

Clarity (Claridad)	Accuracy (Precisión)
Brevity (Brevedad)	Simplicity (Sencillez)
Suitability (Léxico apropiado)	Correctness (Corrección)

### 3. Budgets and quotations.

A **budget** is an estimation of revenue and expenses over a specified future period of time and is usually compiled and re-evaluated on a periodic basis. Revenue is the income generated from normal business operations and includes discounts and deductions for returned merchandise.

Budget is an **internal** estimation of revenue.

Budgets can be made for a person, a group of people, a business, a government, or just about anything else that makes and spends money. Revenue is also known as sales on the income statement. It is vital for a startup to get positive revenue early.

$$\text{Sales Revenue} = \text{Sales Price} \times \text{Number of Unit Sold}$$

#### Budget expressions.

We need to increase the budget for salaries if we want to hold onto our key employees.

*Necesitamos aumentar el presupuesto para salarios si queremos retener a nuestros empleados clave.*

What's the budget for the marketing department for the next quarter?

*¿Cuál es el presupuesto para el departamento de marketing para el próximo trimestre?*

Everybody's working late this evening because they have to finish preparing the budgets for the next financial year.

*Todo el mundo está trabajando hasta tarde esta tarde porque tienen que terminar de preparar los presupuestos para el próximo año fiscal.*

The company has budgeted one million pounds for its advertising campaign.

*La empresa ha presupuestado un millón de libras para su campaña de publicidad.*





[Company Name]		2011 Budget		
	Actual	Budget	Difference	
<b>INCOME</b>				
Operating Income				
Sale - Q1 1	23,800	25,000	(1,200)	
Sale - Q1 2	31,800	30,000	1,800	
Sale - Q1 3	24,200	25,000	(800)	
Sale - Q1 4	30,000	25,000	5,000	
Other				
<b>Total Operating Income</b>	<b>110,600</b>	<b>105,000</b>	<b>5,600</b>	
Non-Operating Income				
Interest Income	345	400	(55)	
Rental Income				
Gifts Received				
Donations				
Other				
<b>Total Non-Operating Income</b>	<b>345</b>	<b>400</b>	<b>(55)</b>	
<b>Total INCOME</b>	<b>110,945</b>	<b>105,400</b>	<b>5,545</b>	
<b>EXPENSES</b>				
Operating Expenses				
Accounting and Legal	600	600	-	
Advertising	800	1,000	(190)	
Depreciation				
Fees and Commissions	305	305	-	
Insurance	4,200	4,200	-	
Interest Expense	2,130	600	1,530	
Maintenance and Repairs	240	400	(160)	
Office Supplies	10,200	10,200	-	
Postage	60	75	(15)	
Rent	12,000	12,000	-	
Research and Development	50,000	50,000	-	
Salaries and Wages	1,205	1,000	205	
Taxes and Licenses	780	800	(20)	
Telephone				
Travel				
Utilities	240	240	-	
Web Hosting and Domains				
Other				
<b>Total Operating Expenses</b>	<b>82,140</b>	<b>80,840</b>	<b>1,300</b>	
Non-Recurring Expenses				
Furniture, Equipment and Software	180	300	(120)	
Gifts Given				
Other				
<b>Total Non-Recurring Expenses</b>	<b>180</b>	<b>300</b>	<b>(120)</b>	
<b>Total EXPENSES</b>	<b>82,320</b>	<b>81,140</b>	<b>1,180</b>	
Tax Income Before Taxes	18,365	9,740	8,625	
Income Tax Expense				
<b>NET INCOME</b>	<b>18,365</b>	<b>9,740</b>	<b>8,625</b>	


A **quote or quotation** is the last price at which a security or commodity traded, meaning the most recent price to which a buyer and seller agreed and at which some amount of the asset was transacted. The bid or ask quotes are the most current prices and quantities at which the shares can be bought or sold.

**Quotation** is an **external** estimation of income.



which they believe there is a demand.

Startups are companies that  are focused around a single product or service that the founders want to  bring to market. These companies typically  don't have a fully developed business model and, more importantly,  lack adequate capital to move on to the next phase of business. Most of these companies are initially funded by their founders.

Many startups end up turning to others for more funding—family, friends, and  venture capitalists.

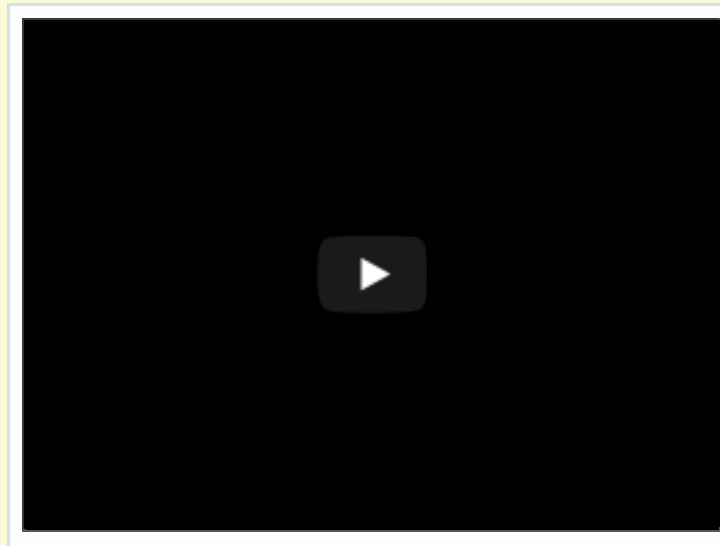


## A Step Ahead

### Have you watched "The Intern"?

We recommend watching this movie titled "The intern" starring Robert De Niro and Anne Hathaway.

*Jules is under pressure to give up her post of **CEO** (Anne Hathaway) to someone outside of the **startup** and a much older **intern** (Robert De Niro) comes to work at the company ...*







This document is delivered at least in duplicate and must appear in the list of the goods that are delivered. On numerous occasions they are carried out in triplicate, so that the carrier can record the operation carried out.



## Now it's your turn

**The price of the goods must be included in the delivery note.**

True  False

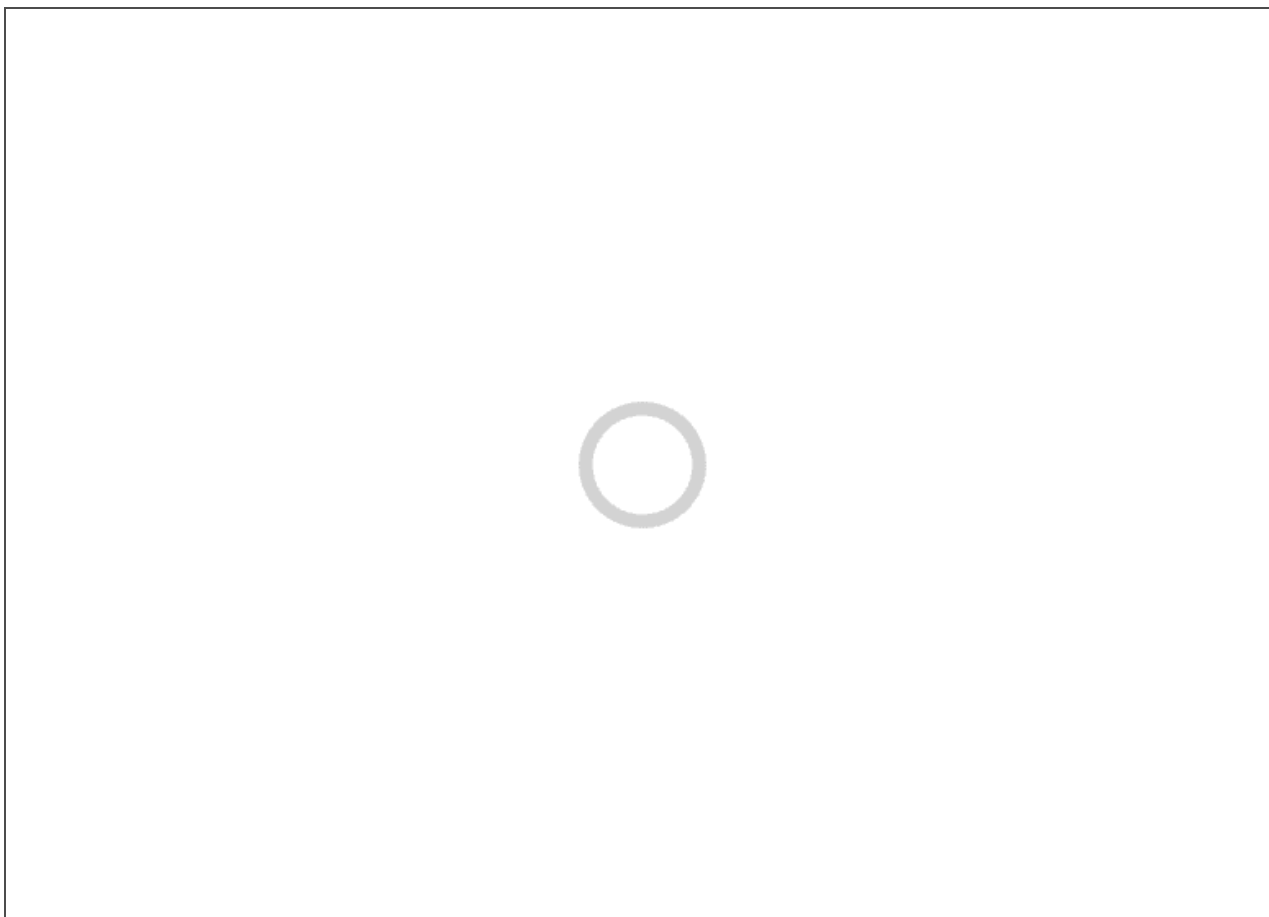
**False**

## 3.1.1. What should be included in a delivery note?

Although delivery notes are optional, each delivery note that is sent should still follow a set of requirements for information in order to ensure clear communication to both the sender and the customer receiving the goods. A few other fields that need to be filled out are:

### Common fields in delivery notes.

<b>1. Orden date.</b>	Fecha de emisión del albarán.
<b>2. Order number.</b>	Número de pedido de referencia.
<b>3. Despatch date.</b>	Fecha de entrega de mercancía.
<b>4. Delivery method or means used to deliver the goods.</b>	Medio usado para entregar la mercancía: SEUR, UPS, Correos,...
<b>5. Company name or seller's name and address.</b>	Nombre y domicilio del vendedor.
<b>6. Name and contact details of the customer or buyer's name and address.</b>	Nombre y domicilio del comprador.
<b>7. A description of the goods contained in the order. The quantity of each type of goods Optional: signature and stamp of the customer confirming the delivery was received.</b>	Descripción de la mercancía entregada en el pedido. Cantidad de cada tipo de mercancía entregada. Opcional: firma y sello del cliente confirmando que la mercancía ha sido recibida.
<b>8. Shipping Address</b>	Dirección de envío (puede ser el mismo o diferente al domicilio de la empresa)
<b>9. Buyer's signature and stamp (optional)</b>	Firma del comprador y sello (opcional)




## 3.2. Offers.

Companies offer **products or services** to clients which are the key elements to design a marketing plan.

All company employees must participate in the fulfillment of the marketing plan to sell the products or services based on the commercial strategy previously established by the company.

The response to any request for information on the offer of our products, together with the closed budget, must be a brief and simple document, containing only the prices and the information requested. We can also attach any document that we consider appropriate to stimulate our client's interest in our articles or services, always assuring them that they will receive personalised attention.



### Translation

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Las empresas tienen productos o servicios que ofrecen a los clientes y estos son la clave para diseñar un plan de marketing. Todos los empleados de la empresa deben participar en el cumplimiento del plan de marketing para vender los productos o servicios en función de la estrategia comercial establecida previamente en la empresa.

La respuesta a cualquier solicitud de información sobre la oferta de nuestros productos, junto con el presupuesto cerrado, debe ser un documento breve y simple, que contenga solo los precios y la información solicitada. También podemos adjuntar cualquier documento que consideremos apropiado para estimular el interés de nuestros clientes en nuestros artículos o servicios, siempre asegurándoles que recibirán atención personalizada. Aprendamos algunas estructuras que nos serán útiles en este tipo de documentos:

Let's learn some structures that will be useful in these type of documents:

### Useful expressions in offers.

<b>Thank you very much for your inquiry about/ interest in ...</b>	Muchas gracias por su consulta / interés en ...
<b>We are pleased to submit our lowest prices / to enclose our latest price list.</b>	Nos complace presentar nuestros precios más bajos / adjuntar nuestra última lista de precios.
<b>We can make you a firm offer..</b>	Podemos hacerle una oferta firme.
<b>Kindly remember: this offer expires on ...</b>	Recuerde amablemente: esta oferta vence el ...
<b>The goods you inquired about are sold out, but we can offer you a substitute.</b>	Los productos que solicitó están agotados, pero podemos ofrecerle un sustituto.
<b>Please let us have your order as soon as possible, since suppliers are limited.</b>	Permítanos tener su pedido lo antes posible, ya que los proveedores son limitados.

<b>We look forward to receiving your order: 452.</b>	Esperamos recibir su pedido: 452.
<b>Your initial order is subject to a special discount of 2%.</b>	Su pedido inicial está sujeto a un descuento especial del 2%.
<b>We can allow you a 5% discount on all orders of \$ 650 in value / on repeat orders.</b>	Podemos permitirle un descuento del 5% en todos los pedidos de \$ 650 en valor / en pedidos repetidos.
<b>We can grant you a 4% discount on orders exceeding \$ 100 in value and over.</b>	Podemos otorgarle un descuento del 4% en pedidos superiores a \$ 100 en valor.

## 3.2.1. Dossiers and promotional material.

A **dossier** is a file containing detailed records on a particular person or subject. A dossier may also be defined as "the accumulation of records, reports, miscellaneous pertinent data and documents bearing on an individual's subject of study or investigations."

There are several types of dossiers: promotional dossier, customer dossiers, financial dossiers, sales dossiers, etc.

### What is a promotional dossier?

The main objective of a **promotional dossier** of a company is to try to approach any client that represents growth for our business. It may be directed to potential investors if what is sought is an injection of funds, to our clients to achieve the expansion of our company or to our employees that help us to solve or improve some aspects that we find weaker within the organization or the services we offer. Some of them are: **leaflets, brochures, posters, flyers, banners, etc.**



### What is a customer dossier?

A customer dossier stores and displays all of your customer information that has been gathered and saved in your CRM (Customer Relationship Management) system, or which has been archived. This includes general information such as contact data as well as documents such as reports, orders, purchase history as well as information on current activities like e-mails, phone calls and even call notes.



## Now it's your turn

Fill in the gaps with the correct words: *promotional dossier* / *customer dossier* / *employee dossier*.

- ✓ This digital  details the qualities and characteristics of the products.
- ✓ The  specifies that client has made several returns and has two pending complaints to solve.
- ✓ The  details that he has sold many products and has met his goals.

Submit

## 3.2.1. What should we include in a company profile?

### Useful words to include in a company profile.

Company history.	
Acatur is a company that was created in ...	
Our products are characterized by ...	
Our head office / headquarters is/are located in Valladolid, but we also have branches in Madrid, Santander, Barcelona and Seville.	
Our goals and future projection.	
Our main task is to ...	
According to the growth we have experienced in the last years, we expect to ...	
👤 Our customer profiles	
Some clients with renowned business prestige in different sectors guarantee our professionalism.	
Our products are exported/imported to many different countries all around the world.	
Our employees profiles	
Our specialized personnel will advise you about ...	
More than a hundred employees are working hard for ...	
Our goods are produced with the best materials and great care.	
Company slogan and philosophy	
Thinking of you.	
Essential, the best, unique, comfortable, luxurious, etc.	
Cheaper, offer, sales, economic, profitable, discounts, free shipping, quality control, etc.	
Contact information	
Email address.	
Phone numbers.	
Complete address.	



Web site.	
Fax numbers.	

### 3.2.3. Test yourself.



## Now it's your turn

Looking at the parts that make up a dossier, would you know how to relate each of them to their description?

### Match the letter with the number.

b. Acatur is a company that was created in 2006.	<input type="checkbox"/>	2. Información sobre los objetivos de la empresa.
a. According to the growth we have experienced in the last month, we expect to ...	<input type="checkbox"/>	1. Perfil de trabajadores de una empresa.
d. Some clients with renowned business prestige in different sectors guarantee our professionalism.	<input type="checkbox"/>	4.  Eslogan o lema.
e. More than a twenty employees are working hard for ...	1	5. Información sobre el perfil de los clientes.
c. Connecting people.	<input type="checkbox"/>	3. Información sobre la empresa o compañía.

Submit



## Think About It

Create a slogan for a company.

Remember that it must be brief, attractive and direct.




Show Feedback

- ✓ Just Do It. (Nike)
- ✓ I'm Lovin' It (McDonald's)
- ✓ Finger Lickin' Good (KFC)
- ✓ Melts In Your Mouth, Not In Your Hand (M&Ms)

## 3.3. Dispatch of goods and acknowledgement of receipts.

**Dispatching and Receiving goods** from suppliers is a fundamental part of retailing.

With home or commercial service dispatching, customers usually schedule services in advance and the dispatching occurs the morning of the scheduled service.

Other documents that are very important in terms of  **sales relationships** are those referring to the  shipment of merchandise and  acknowledgment of receipt.

As we have seen previously, the purpose of these documents is to inform our customers that their merchandise is ready to be shipped or has been recently shipped.

The acknowledgments of receipt are adjusted to the merchandise that must be signed by the clients when they receive the merchandise, giving their agreement when receiving it.



### Translation

Show Feedback

El envío y recepción de bienes de proveedores es una parte fundamental de la venta minorista. Con el envío de servicios comerciales o para particulares, los clientes generalmente programan los servicios con anticipación y el envío ocurre la mañana del servicio programado.

Otro de los documentos importante en términos de relaciones de ventas son los que se refieren al envío de mercancías y al acuse de recibo.

Como hemos visto anteriormente, la finalidad de estos documentos es la de informar a nuestros clientes de que su mercancía está lista para ser enviada o ha sido enviada recientemente.

Los acuses de recibo van junto a la mercancía y deben ser firmados por los clientes cuando reciben la mercancía, dando su conformidad al recibirla.

Some of the structures in these type of documents are:

#### Useful structures for the dispatch of goods and acknowledgement of receipts.

<p><b>We are pleased to inform you that the consignment was collected his morning for road/rail/air transport to ....</b></p>	<p>Nos complace informarle de que su mercancía fue recogida esta mañana para su transporte por carretera / tren / aire a ...</p>
<p><b>We have today dispatched four containers of bathroom showers from our warehouse in Valladolid against your order n°: 65.</b></p>	<p>Hoy hemos enviado cuatro contenedores de duchas de baño desde nuestro almacén en Valladolid por su pedido n°: 65.</p>

<b>We trust that the consignment reaches you safely.</b>	Confiamos en que el envío llegue a usted de forma segura.
<b>The following goods were consigned to your address in ... for arrival on 8th February.</b>	Los siguientes productos fueron enviados a su dirección en ... para su llegada el 8 de febrero.
<b>I hereby acknowledge receipt of the following goods from ... (firm name).</b>	Por la presente acuso recibo de los siguientes productos de ... (nombre de la empresa).
<b>Received from ... (sender's data) the amount of ... (goods details). Received by (signature).</b>	Recibido de ... (datos del remitente) la cantidad de ... (detalles de la mercancía). Recibido por (firma).



## A Piece of Advice

Remember, we must know how to properly interpret and fill in this information for the adequate development of our company's activity. Finally, it is worth mentioning the importance of making a good presentation, whether it is administrative or commercial. Factors such as:

- ✔ The correct organization of ideas.
- ✔ Persuasiveness when conveying those ideas.
- ✔ Clarity in information.

## 3.4. Invoices.

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An **invoice** is a document that lists the products and services a business provides to a client and establishes an obligation on the part of the client to pay the business for those products and services.

**Invoices** are used as a source document for business accounting. Invoices are helpful for recording all the sales transactions a business makes with its clients. Invoices are used by businesses for a **variety of purposes**, including:

- ✓ To request timely payment from clients.
- ✓ To keep track of sales.
- ✓ To track inventory, for businesses selling products.
- ✓ To forecast future sales using historical data.
- ✓ To record business revenue for tax filings.

An **invoice ID**, also referred to as an invoice number, is a unique number that's assigned to each invoice a business generates. The invoice number is a crucial invoice element because it allows a business to easily identify and refer to individual transactions with clients.

Maintaining good business records can keep a company on firm financial footing and protect against disputes with customers and creditors. It can also aid in tax preparation and tax audit defense, if necessary. Invoices should be archived in financial accounting.

Keeping your invoices can help you prove the validity of profit and loss statements.



## Translation

Show Feedback

Una **factura** es un documento que enumera los productos y servicios que una empresa proporciona a un cliente y establece una obligación por parte del cliente de pagarle a la empresa por esos productos y servicios. Las **facturas** se utilizan como documento original para la contabilidad empresarial. Las facturas son útiles para registrar todas las transacciones de ventas que una empresa realiza con sus clientes. Las empresas utilizan las facturas para una variedad de **propósitos**, que incluyen:

- Para solicitar el pago oportuno de los clientes. Para realizar un seguimiento de las ventas.
- Para realizar un seguimiento del inventario, para empresas que venden productos.
- Para pronosticar ventas futuras utilizando datos históricos.
- Para registrar los ingresos comerciales de las declaraciones de impuestos.

La identificación **de la factura**, también conocida como número de factura, es un número único que se asigna a cada factura que genera una empresa. El número de factura es un elemento crucial de la factura porque le permite a una empresa identificar y referirse fácilmente a transacciones individuales con clientes. **Mantener** buenos registros comerciales puede mantener a una empresa en una posición financiera firme y proteger contra disputas con clientes y acreedores. También puede ayudar en la preparación de impuestos y la defensa de auditoría fiscal, si es necesario. Las facturas deben archivarse en contabilidad financiera. Mantener sus facturas puede ayudarlo a probar la validez de las declaraciones de pérdidas y ganancias.



## Quotation

Gratefulness is a payment everyone can afford.

*Michael Josephson.*





If you have any questions about this invoice, please contact  
[Name, Phone, email@address.com]



## Think About It

Could you differentiate the type of invoice of the image according to the assignment of the invoice number?

Show Feedback

It's a **SEQUENTIAL**: Invoice # \_\_\_\_

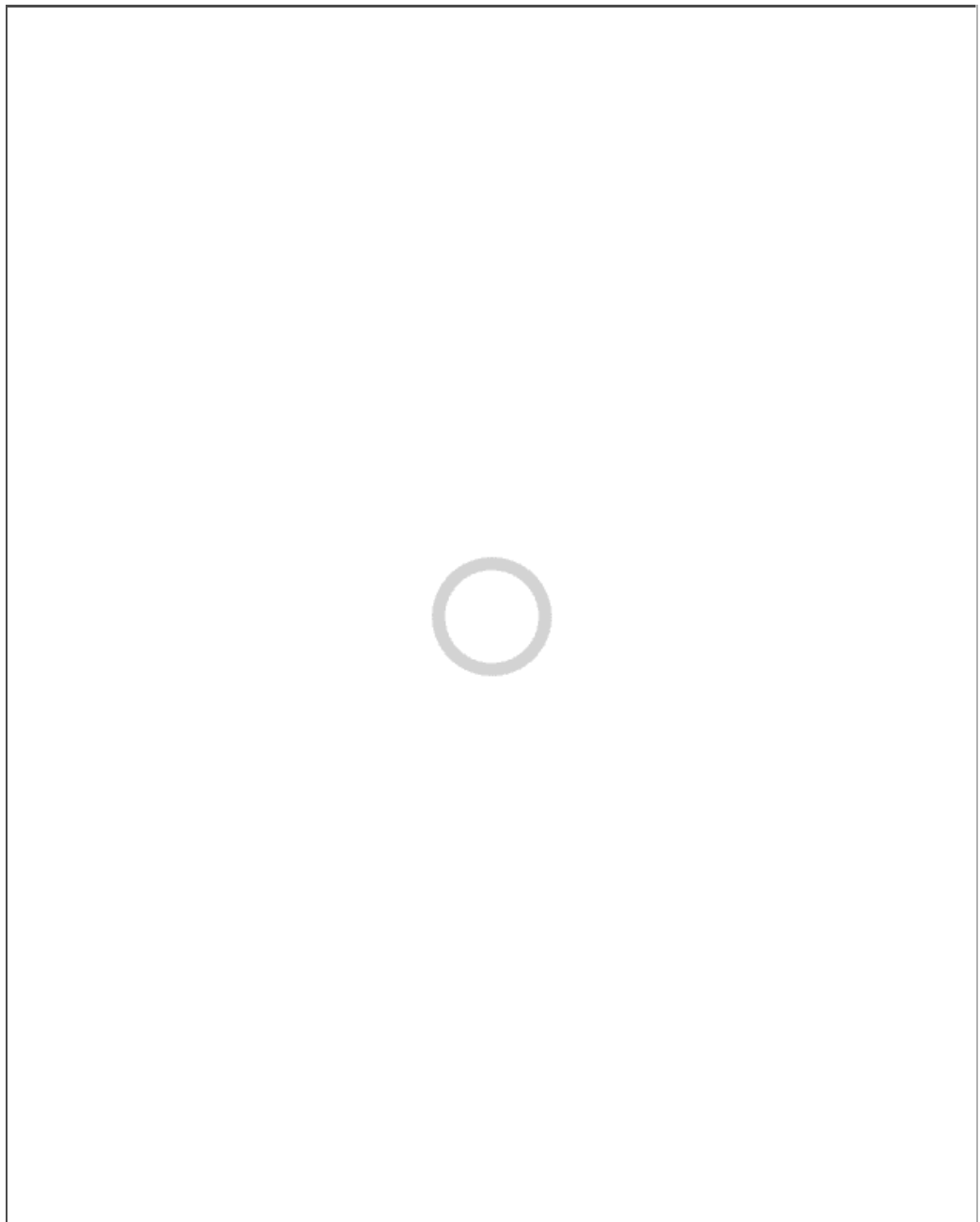


## 3.4.2. What should be included in an invoice?

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There are some essential fields each invoice must include. Let's see them:

1. The word **Invoice**.
2. **Seller's name** and address, contact details and company registration number.
3. **Buyer's name** and address.
4. **Date:** invoice issue date, payment due date, delivery date.
5. **A unique invoice reference number.**
6. **Description of services or products including quantity, cost per unit and total item cost.**
7. **Total amount charged with Tax Information.**
8. Available **payment methods** (optional), including bank account number and a reference code identifying the customer



### 3.4.3. Financial reports.

In the daily administrative work you handle all kinds of documents related to the company, among other financial documents of all kinds. Let's see a general outline of the most important financial reports in every company.

**Financial report** are 📁 formal records of the financial activities and position of a business, person, or other entity. These are written reports that quantify the 📁 financial strength, performance and liquidity of a company. Financial Statements reflect the financial effects of business transactions and events on the entity.

📁 Relevant financial information is presented in a structured manner and in a form which is easy to understand. They typically include four basic financial statements accompanied by a 📁 management discussion and analysis.

The four main types of financial statements are:

#### 1. **Statement of Financial Position:**

Statement of Financial Position, also known as the **Balance Sheet**, presents the financial position of an entity at a given date. It is comprised of the following three elements:



- ✓ Assets: Something a business owns or controls (e.g. cash, inventory, plant and machinery, etc)
- ✓ Liabilities: Something a business owes to someone (e.g. creditors, bank loans, etc)
- ✓ Equity: What the business owes to its owners. This represents the amount of capital that remains in the business after its assets are used to pay off its outstanding liabilities. Equity therefore represents the difference between the assets and liabilities.

#### 2. **Income Statement:**

Income Statement, also known as the 📁 **Profit and Loss Statement** or **statement of revenue & expense**. Income Statement is composed of the following two elements:

- ✓ 📁 Income or Revenue: What the business has earned over a period (e.g. sales revenue, dividend income, etc)
- ✓ 📁 Expense: The cost incurred by the business over a period (e.g. salaries and wages, depreciation, rental charges, etc)

#### **Remember: Income and Revenue are different terms.**

- ✓ Revenue, known as gross sales, is the total amount of income generated by the sale of goods or services related to the company's primary operations.
- ✓ Income or net income is a company's total earnings or profit.

#### 3. **Statement of Changes in Equity:**

Statement of Changes in Equity, also known as the **Statement of Retained Earnings**, details the movement in owners' equity over a period. The movement in owners' equity is derived from the following components:

- ✓ 📁 Net Profit or loss during the period as reported in the income statement.
- ✓ Effects of a change in accounting policy or correction of accounting error.
- ✓ 📁 Share capital issued or repaid during the period.
- ✓ 📁 Gains or losses recognized directly in equity.

#### 4. 📁 Cash Flow Statement:

**Cash Flow Statement**, presents the movement in cash and bank balances over a period. The movement in cash flows is classified into the following segments:

- ✓ 📁 **Investing Activities:** Represents cash flow from the purchase and sale of assets other than inventories (e.g. purchase of a factory plant).
- ✓ 📁 **Operating Activities:** Represents the cash flow from primary activities of a business.
- ✓ 📁 **Financing Activities:** 📁 Represents cash flow generated or spent on raising and repaying share capital and debt together with the payments of interest and dividends.



## Translation

Show Feedback

Los informes financieros son registros formales de las actividades financieras y la posición de una empresa, persona u otra entidad. Estos son informes escritos que cuantifican la fortaleza financiera, el rendimiento y la liquidez de una empresa. Los estados financieros reflejan los efectos financieros de las transacciones comerciales y eventos en la entidad. La información financiera relevante se presenta de manera estructurada y en una forma fácil de entender. Por lo general, incluyen cuatro estados financieros básicos acompañados de un análisis de la dirección y su gestión. Los cuatro tipos principales de estados financieros son:

**1. Estado de situación financiera:** El estado de situación financiera, también conocido como el balance general, presenta la posición financiera de una entidad en una fecha determinada. Se compone de los siguientes tres elementos: Activos: algo que una empresa posee o controla (por ejemplo, efectivo, inventario, planta y maquinaria, etc.) Pasivos: algo que una empresa le debe a alguien (por ejemplo, acreedores, préstamos bancarios, etc.) Equidad: lo que el negocio debe a sus dueños. Esto representa la cantidad de capital que queda en el negocio después de que sus activos se utilizan para pagar sus pasivos pendientes. Por lo tanto, la equidad representa la diferencia entre los activos y los pasivos.

**2. Estado de resultados:** Estado de resultados, también conocido como estado de pérdidas y ganancias o estado de ingresos y gastos. El estado de resultados se compone de los siguientes dos elementos: ingresos o ganancias: lo que el negocio ha ganado durante un período (por ejemplo, ingresos por ventas, ingresos divididos, etc.) Gastos: el costo incurrido por la empresa durante un período (por ejemplo, sueldos y salarios, depreciación, cargos de alquiler, etc.) Recuerde: la ganancia y los ingresos son términos diferentes. La ganancia, conocida como ventas en bruto, es la cantidad total de ingresos generados por la venta de bienes o servicios relacionados con las operaciones primarias de la compañía. Los ingresos o ingresos netos es la cifra de negocio o beneficio total de una empresa.

**3. Estado de cambios en el patrimonio:** El estado de cambios en el patrimonio, también conocido como el estado de ganancias retenidas, detalla el movimiento en el patrimonio de los propietarios durante un período. El movimiento en el patrimonio neto se deriva de los siguientes componentes: Beneficio neto o pérdida durante el período como se informa en el estado de resultados. Efectos de un cambio en la política contable o corrección del error contable. Capital social emitido o reembolsado durante el período. Beneficios o pérdidas reconocidas directamente en el patrimonio.

**4. Estado de flujo de efectivo:** Estado de flujo de efectivo, presenta el movimiento en efectivo y saldos bancarios durante un período. El movimiento en los flujos de efectivo se clasifica en los siguientes segmentos:

- ✓ Actividades de inversión: representa el flujo de efectivo de la compra y venta de activos que no sean inventarios (por ejemplo, la compra de una fábrica).
- ✓ Actividades operativas: representa el flujo de efectivo de las actividades principales de una empresa.
- ✓ Actividades de financiación: representa el flujo de efectivo generado o gastado en la recaudación y el pago del capital social y la deuda junto con los pagos de intereses y dividendos.



## Now it's your turn

Is it true or false?

**"Revenue" is a company's total earnings or profit.**

True  False

**False**

**Income or net income** is a company's total earnings or profit.

## 3.5. Letters requesting payment.

As a general rule, most clients settle their debts according to the payment terms and terms that are normally established at the beginning of the transaction. However, some overlook these dates and it is our obligation to remind them of their non-payment.

The first reminder must always be written using a friendly tone, since the delay may be due to a mere mistake in the dates or to any serious reason. If he persists in his attitude and we are forced to send a second reminder, then it is legitimate to use a firmer tone, although never rude.

Some of the structures or expressions that we can use in these circumstances are the following:

### Useful expressions in requesting payments.

According to our conditions of sale, your remittance was due on 25th August.	De acuerdo con nuestras condiciones de venta, su pago debía realizarse el 25 de agosto.
We may remind you that your payment has been overdue since 11th May last.	Le recordamos que tiene un atraso en su pago del 11 de mayo.
We must insist on receiving payment by 21st January, failing this we shall be compelled to take legal action.	Debemos insistir en recibir el pago antes del 21 de enero, de lo contrario nos veremos obligados a emprender acciones legales.
We have frequently reminded you of the outstanding amount, but have not received a reply or remittance from you.	Con frecuencia le hemos recordado el monto la cantidad pendiente, pero no hemos recibido una respuesta o pago de usted

Let's see an example to see how these administrative documents are written:

Dear Sirs,

We would like to draw your attention to the enclosed statement, which shows a balance in our favour of € 5.250 as at September 27st, 2021. May we remind you that our terms are 30 days?

Please kindly send us your remittance as soon as possible. Should you however have settled the account since this letter was written, please disregard our reminder.

Yours faithfully,

Mr. Johnson  
Sales Department.



## 3.6. International Trade documentation.

**International trade** is an economic activity between countries/companies.

**Trade documentation** is considered a critical constituent of international sales as export transactions involve much complex documentation work. Trade documentation facilitates international transactions, protecting interests of exporters and importers located in two different countries governed by different statutory and legislative frameworks.

This type of documents include proforma invoice, commercial invoice, freight invoice, weight note, packing list, manufacturer's analysis certificate, certificate of inspection, certificate of origin, etc. These essential documents in more details:



- ✓ **Proforma invoice:** Proforma invoice is an offer form which exporter provides it to importer. It includes all information regarding importer and shipper's identity/address, price of commodity, quantity, transportation type, freight cost and type of delivery, insurance and date of loading, weight of commodity, types of packing, number of boxes, offer price and validity date.
- ✓ **Commercial invoice:** Commercial invoice is the first official document when commodity is about to get ready and before shipping. If importer agrees on all information on the proforma invoice, commercial invoice will be same as proforma invoice as well. If any of the information changes on the proforma invoice such as quantity of goods, types of packaging, price, etc... commercial invoice has to be revised base on chances.
- ✓ **Freight Invoice:** Freight is the price of transportation cost. Freight is either prepaid in origin or collected at destination. If the freight is paid to forwarder/ or carrier on date of loading, the type of freight is prepaid. If the freight is collected, the payment will be paid after vessel sail.
- ✓ **Packing List:** Packing list includes quantity, description, and weight. This document helps customs broker during customs entry process and carrier to determine piece count.
- ✓ **Certificate of origin:** The certificate of origin shows the country of origin of the merchandise being shipped. The certificate of origin may be required because of Treaty arrangements, and duty rates.

To sum up, as a freight forwarder I understand how transportation process and costs are important for all parties to the transactions. To avoid additional costs or delay on cargo arrival, **these documents are crucial and should be prepared carefully.**



### Translation

Show Feedback

El comercio internacional es una actividad económica entre países / empresas.

La documentación comercial se considera un componente crítico de las ventas internacionales, ya que las transacciones de exportación implican un trabajo de documentación muy complejo. La documentación comercial facilita las transacciones internacionales, protegiendo los intereses de los exportadores e importadores ubicados en dos países diferentes regidos por diferentes marcos legales y legislativos. Este tipo de documentos incluyen factura proforma, factura comercial, factura de flete, nota de peso, lista de bultos o de embalaje, certificado de análisis del fabricante, certificado de inspección, certificado de origen, etc. Estos documentos esenciales con más detalles:

- ✓ **Factura proforma:** La factura proforma es un formulario de oferta que el exportador lo proporciona al importador. Incluye toda la información sobre la identidad /

dirección del importador y del remitente, el precio del producto, la cantidad, el tipo de transporte, el costo del flete y el tipo de entrega, el seguro y la fecha de carga, el peso del producto, los tipos de embalaje, el número de cajas, el precio de oferta y la validez. fecha.

- ✔ **Factura comercial:** la factura comercial es el primer documento oficial cuando el producto está a punto de prepararse y antes del envío. Si el importador acepta toda la información en la factura proforma, la factura comercial será igual a la factura proforma también. Si alguna de la información cambia en la factura proforma, como la cantidad de bienes, los tipos de embalaje, el precio, etc., la factura comercial debe revisarse en función de las posibilidades.
- ✔ **Factura de flete:** el flete es el precio del costo de transporte. El flete es de prepago en origen o se cobra en destino. Si el flete se paga al transportista / transportista en la fecha de carga, el tipo de flete es prepago. Si se recoge el flete, el pago se pagará después de que el barco zarpe.
- ✔ **Lista de bultos/embalaje:** la lista de embalaje incluye cantidad, descripción y peso. Este documento ayuda al agente de aduanas durante el proceso de ingreso en aduana y al transportista a determinar el recuento de piezas.
- ✔ **Certificado de origen:** el certificado de origen muestra el país de origen de la mercancía que se envía. El certificado de origen puede exigirse debido a los acuerdos del Tratado y los tipos de leyes.



## A Step Ahead

Let's check Import/Export documents and templates.

 [Import/Export documents and templates.](#)



## Quotation

“The most powerful element in **advertising** is the truth.”

*Bill Bernbach.*

## 3.7. Shipping documents

**Shipping documents** are forms that accompany a shipment listing the date, the customer, the method of shipment, and the quantities and specifications of goods shipped.

There are different shipping documents:


### Useful shipping documents.

Advice of dispatch.	Aviso de entrega.
Air shipping.	Envío aéreo.
Dock receipt.	Recibo de muelle de carga.
Bill of Lading. B/L	Conocimiento de embarque (detalla lo que hay dentro del envío y de dónde procede).
Freight account.	Cuenta de flete es la factura enviada por una compañía de transporte marítimo detallando los costes.
Certificate of origin.	Certificado de origen. Documento que certifica que las mercancías son originarias del país exportador.
Waybill	Carta de porte de envío terrestre es el equivalente de la nota de envío en el transporte aéreo.
AFB Air Freight Bill.	Documento de transporte aéreo.



### A Step Ahead

This is a link about shipping services for your China imports where you can check the most accurate documentation is the most important in international logistics and customer clearance.

 [Shipping services for your China imports.](#)



## 3.7.1. Air shipping.

Here is an **air shipment** example in which we can see that the structure is the one that we have learned and only the details change depending on what we want to add in this specific case.

**RED BREEDER PRODUCTS**  
St. Piccadilly Circus.  
London

Catt Import Company  
Gotthengor Center  
Holland

Ref. Your Order N°. 9273/23Y on 4<sup>th</sup> February 2021 4<sup>th</sup> February 2021

Dear Sirs,

We are pleased to inform you that the products you ordered 4<sup>th</sup> February 2021 were dispatched by rail this morning. Despite taking care in packing, it sometimes happens that items are damaged in transit. Should there be any breakages, please do not hesitate to contact us and inform us about them.

The goods have been consigned for shipment by SEUR Transports and will arrive in Holland on 8<sup>th</sup> February 2021. We enclose the invoice in duplicate with information about packing and marks.

We expect to receive your first payment by bank transfer on arrival of those goods.


Yours faithfully,

Robert Peterson  
Sales Department.



### A Step Ahead

Go to this link to check the useful commercial shipping documents that are required for international freight:

 [Commercial shipping documents.](#)

## 3.7.2. Test your listening skills.



### Now it's your turn

Below you will hear some of the following transport documents that exist in relation to shipping documents:

🎵 [LISTENING](#)

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ING07\_SHIPPING.jpg

Submit

## 4. Common abbreviations.

---

Some of the most used abbreviations are the following:

### Common abbreviations.

Enc. / encl.: enclosure.	Documento adjunto.
P.p.: per pro. Signing on behalf of.	Por orden.
Co.: Company.	Empresa.
Ps.: postscript.	Postdata.
Rsvp: please reply.	Por favor, se espera respuesta.
Pto: please turn over (informal).	Se suele reseñar cuando la carta está escrita a dos caras.
Cc.: carbon copy.	Con copia.
Re.: reference.	Con referencia a.
Et al: and other people.	Y otras personas.
Approx.: approximately.	Aproximadamente.
i.e.: in others words.	Es decir.
VAT: Value Added Tax.	IVA añadido.
Amount with TAX excluded /TAX not included or Taxable base.	Importe con IVA excluido/ no añadido o Base imponible (BI).
TAX	Impuesto.
VAT	IVA



### A Step Ahead

Go to this link about abbreviations and improve your knowledge of them:

 [Abbreviations.](#)

## 5.- Business documents- Vocabulary. Summary.

**Business documents** are often part of your enterprise's image and its marketing and contain information for enterprises and for enterprises' external contacts.

The content of business documents can also form the basis of the contracts that your enterprise enters into with customers, suppliers and other parties, invoices, payment reminders, order confirmations, clients or customers lists, project details, financial records, transactional documents, business plan and business reports, design ideas, business insurance documents, so on.

### Business documents vocabulary.

Invoice (factura)	A list of goods sent or services provided, with a statement of the sum due.
Pro-forma Invoice (factura proforma)	A financial statement showing potential or expected income or costs.
Business letter (carta comercial)	Sent in commercial activities.
Quotation (presupuesto)	A written response.
Reply (respuesta)	That letter used to answer to a previous letter.
Complaint (queja)	That letter used to express dissatisfaction.
Credit (crédito)	The ability of a customer to obtain goods or services before payment.
Insurance (aseguradora/seguro)	Provides protection against any possible eventuality.
Memorandum (memo)	A written message in business and diplomacy.
Catalogue (catálogo)	A complete list of items presented in a systematic way.
Trade discount (descuento comercial)	A discount on a retail price allowed or agreed between traders or to a retailer by wholesaler.
Order (pedido)	List of items the customer wants to buy.
Quantity discount (descuento por cantidad)	Certain amount of money reduced from the price for buying in large volume.
Sample (muestra)	A small part or quantity intended to show what the whole is like.
Terms of trade (condiciones de venta)	Conditions for the sale of something.
Subsidiary (empresa filial)	Controlled by a holding or parent company.

Customer (cliente)	The person who buys goods or services from a shop or business.
Showroom (sala de exposiciones)	A room used to display goods for sale.
Estimate (presupuesto)	An approximate value of quantity or extend of of a product.
Tender (presupuesto, oferta)	Offer
Prospectus (prospecto con las condiciones de emisión de acciones)	A document detailing share issue.
Wholesales (al por mayor)	The selling of goods in large quantities to be retailed by others.
Shipment (envío)	A consignment of goods.



## Quotation

“**Business** opportunities are like buses, there's always another one coming.”

*Richard Branson.*

## 5.1. Economic terms.

In the daily administrative tasks of a company you have to be used to reading and understanding economic terms. Let's see some of these usual economic terms.

### Economic terms.

Increasing returns / Diminishing returns.	Rendimientos crecientes / decrecientes.
Interest rate.	Tasa de interés o interés.
Exchange rate.	Tipo de cambio.
Inflation rate.	Tasa de inflación
Labour force.	Mano de obra.
Tax incentives.	Incentivos fiscales.
Government bureaucracy.	Burocracia gubernamental.
GPS (gross domestic product).	PIB (producto interior bruto).
Unemployment rate.	Tasa de desempleo.
Foreign investment. /Foreign debt.	Inversión extranjera. /Deuda externa.
Balance of trade.	Balanza comercial.
Consumer prices.	Precios para el consumidor.
Public spending.	Gasto público.
Consumer spending	Gasto del consumidor.
Unemployment.	Desempleo.
Profits increase.	Aumento de beneficios.
Sales increase.	Incremento de ventas.
Job losses.	Pérdidas de empleo.
Workforce reduction.	Reducción de la mano de obra.
Interest rate reduction.	Reducción de la tasa de interés.
Economic growth.	Crecimiento económico.
Recession.	Recesión.
Subsidies.	Subsidios.
Foreign debt.	Deuda externa.
Trade surplus.	El superávit comercial.
Trade deficit. / Trade offs.	Deficit comercial. / Compensaciones.

Scarcity.

Escasez.



## Now it's your turn

Is it true or false?

The unit of inflation is percentage (%)


True  False

True



## A Step Ahead

In this link you can practise some useful economic terms and improve your knowledge in listening and reading activities:

 [Economic terms.](#)

## 5.2. Clues to understand some verbs at work.

In the following chart you are given some clues to understand how they are formed and how they work.

MULTIWORD VERBS + preposition (examples)	USED TO	EXAMPLES OF USAGE (in a sentence)
<ul style="list-style-type: none"> <li>✓ Carry + on</li> <li>✓ Find + out</li> <li>✓ Break + down</li> <li>✓ Come+up+with</li> <li>✓ Set + off</li> <li>✓ Run + away</li> <li>✓ Go + away</li> <li>✓ Talk + over</li> <li>✓ Clear + up</li> <li>✓ Look + after</li> <li>✓ Look + forward</li> <li>✓ Look + round</li> <li>✓ Take + out</li> <li>✓ Take + part</li> <li>✓ Take + up</li> <li>✓ Turn + up</li> <li>✓ Turn + down</li> </ul>	<ul style="list-style-type: none"> <li>✓ Express an action but instead of being expressed by just a single verb, they use the combination of a verb and one or more preposition or adverb</li> <li>✓ Their meaning can in some cases be inferred from the general meaning of the verb and the preposition whilst in others, the preposition modifies or tinges the meaning of the verb and therefore this one has to be learnt by heart.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The company will find out its performance figures tomorrow.</li> <li>✓ Managers wanted to clear up the matter so everything came back to normality.</li> <li>✓ CEO set off at 8 o' clock for his Japanese visiting tour.</li> <li>✓ The marketing team needs to carry on with their good work.</li> <li>✓ After the meeting, they came up with a decision.</li> </ul>

In most of the cases the verb and the preposition/adverb go together as in the following example:

- ✓ The clerk turns off the lights every night.

However, in other cases, verb and preposition/adverb can be separated, especially if the Direct object is given as a pronoun as in the following example:

- ✓ The clerk turns them off every night.



### Translation

Show Feedback

In the following chart you are given some clues to understand how they are formed and how they work.

MULTIWORD VERBS + preposition (examples)	USED TO	EXAMPLES OF USAGE (in a sentence)
<ul style="list-style-type: none"> <li>✓ Continuar</li> <li>✓ Descubrir, analizar,</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expresan una acción, pero en lugar de ser expresados por un solo verbo, usan la</li> </ul>	<ul style="list-style-type: none"> <li>✓ La compañía descubrirá sus cifras de rendimiento</li> </ul>



<p>derrubarse, ocurrise.</p> <ul style="list-style-type: none"> <li>✔ Subir</li> <li>✔ Partir</li> <li>✔ Huir, escaparse, marcharse, irse.</li> <li>✔ Hablar sobre</li> <li>✔ Aclarar, mejorar</li> <li>✔ Cuidar de</li> <li>✔ Esperar</li> <li>✔ Estar deseando inspeccionar, registrar.</li> <li>✔ Eliminar</li> <li>✔ Participar</li> <li>✔ Comenzar</li> <li>✔ Aparecer</li> <li>✔ Rechazar</li> </ul>	<p>combinación de un verbo y una o más preposiciones o adverbios</p> <ul style="list-style-type: none"> <li>✔ Su significado puede inferirse en algunos casos del significado general del verbo y la preposición, mientras que en otros, la preposición modifica o matiza el significado del verbo y, por lo tanto, este debe aprenderse de memoria.</li> </ul>	<p>mañana.</p> <ul style="list-style-type: none"> <li>✔ Los gerentes querían aclarar el asunto para que todo volviera a la normalidad.</li> <li>✔ El CEO partió a las 8 en punto para su gira de visita japonesa.</li> <li>✔ El equipo de marketing necesita continuar con su buen trabajo.</li> <li>✔ Después de la reunión, se les ocurrió una decisión.</li> </ul>
<p>En la mayoría de los casos, el verbo y la preposición / adverbio van juntos como en el siguiente ejemplo:</p> <ul style="list-style-type: none"> <li>✔ El empleado apaga las luces todas las noches.</li> </ul> <p>Sin embargo, en otros casos, el verbo y la preposición / adverbio se pueden separar, especialmente si el objeto directo se da como pronombre como en el siguiente ejemplo:</p> <ul style="list-style-type: none"> <li>✔ El empleado las apaga todas las noches.</li> </ul>		

## 5.3. Test yourself.



### Did you know the economic terms?

Match the economic terms to their definitions.

Match the economic terms.

3. Recession.	<input checked="" type="radio"/>	a. The total amount of money spent by a government on school, roads, the army, etc.
5. Trade deficit.	<input checked="" type="radio"/>	b. Money that a country owes to lenders abroad.
6. Trade surplus	<input checked="" type="radio"/>	c. Situation when a country sells more goods to other countries than it buys from other countries.
4. Subsidies.	<input checked="" type="radio"/>	d. Situation when a country pays more money for imports than it gets from exports.
2. Public expenditure.	<input checked="" type="radio"/>	e. Money that a government pays to make something cheaper to buy.
1. Foreign debt.	<input checked="" type="radio"/>	f. A period when trade and business activity decreases.

Submit



### Now it's your turn

Complete the sentences with the suitable economic term: "subsidies", "foreign debts" or "recession" in each case.

1. The country was able to repay some of its loans from abroad and so reduce its \_\_\_\_\_.

- subsidies.
- foreign debts.
- recession.

Correct Option

Wrong

Wrong

## Solution

1. Correct Option
2. Wrong
3. Wrong

2. Industrial production is still decreasing. It seems that the country is heading for a \_\_\_\_\_.

- subsidies
- foreign debts
- recession

Wrong

Correct Option

Wrong

## Solution

1. Wrong
2. Correct Option
3. Wrong

3. To help farmers, the EU has given out millions of euros in agricultural \_\_\_\_\_.

- subsidies
- foreign debts
- recession

Wrong

Wrong

Correct Option

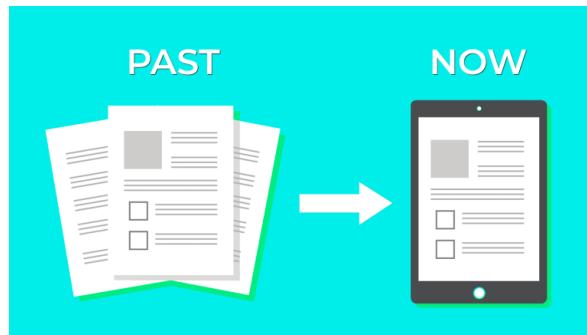
## Solution

1. Wrong
2. Wrong
3. Correct Option

## 6. What does it mean to go paperless?

**Paperless** is a concept that involves the elimination of all paper use in the home, office, or school environment. While the use of paper has decreased, the user of paper is still prevalent, and there are not many companies that are completely **paperless**.

Before printing anything, decide if what you are printing can be used in its electronic format. So, **Think before you print**, anything can be printed to a PDF file, save on the cloud, use your smartphone, digital signatures, print two-sided.



### Think About It

Why should we go paperless?

Show Feedback

**It saves trees**

It may seem obvious, but the average tree produces less than 100,000 sheets of paper, which is not much. Trees produce oxygen, and although they are a vast resource, it is still a resource that can be depleted.

**It saves ink and toner**

Your printer ink and toner are the most expensive consumable. Limiting your printing saves ink and toner, which saves you money.

**It saves space**

Storing paper documents, books, magazines, and manuals take space. However, an electronic version takes no space.

**It saves energy**

Your printer uses energy and if you are in a school or business where the printer is on all day it adds up.

**It saves money**

Not printing saves energy, paper, ink, and toner. You also save money in shipping since electronic documents cost nothing to send over the Internet. Also, in the case of books and magazines the electronic version is always cheaper than the paper version.

**It saves time**

When printing a document with dozens of pages, it takes time to print each of the pages. Also, sending and receiving documents, e-books, or other electronic documents can be done in minutes instead of days.



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<input type="text"/>



## Appendix.- Licenses of resources.

### Licenses of resources.

Resource (1)	Resource information (1)	Resource (2)	Resource information (2)
	By: Docpop. License: CC by-nc 2.0. From: <a href="http://www.flickr.com/photos/docpopular/5532459823">http://www.flickr.com/photos/docpopular/5532459823</a>		By: Stevendepolo. License: CC by 2.0. From: <a href="http://www.flickr.com/photos/stevendepolo/3377332163/">http://www.flickr.com/photos/stevendepolo/3377332163/</a>
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