

# Università di Cagliari



Corso di Laurea in Economia e Gestione Aziendale

Corso di Laurea in Economia e Finanza

## Lingua Inglese

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# STRATEGY

English words connected with STRATEGY

What words come to your mind when thinking about **Strategy**?



# Glossary

**opportunity** *n* [C] a situation with future potential: *Japan represents a great opportunity for our new brand.*  
**opportunità** **Collocations** *lose / seize / take an opportunity*

**resources** *n* [C] this includes the capital, personnel and knowledge that an organisation has at its disposal:  
*A key element of the new strategy is the more effective use of our resources.* **risorse** **Collocations** *human resources, financial resources*

**sales** **1** *n* [plural] the value of the goods and services sold during a period: *The company reported sales of \$42 million during the first quarter.* **2** the department responsible for the activity of selling goods and services to customers: *I'll put you through to our sales department.* **vendite** – **salesman/woman** *n* [C] **venditore/venditrice** – salesclerk *n* [C] **AmE venditore/venditrice** **Collocations** *sales agent, sales call, sales conference, sales department, sales drive, sales figures, sales forecast, sales manager, sales outlet, sales pitch, sales promotion, sales representative, sales talk*

**strategy** *n* [C] a plan of action to enable a firm to compete: *As part of our new strategy we are developing closer links with our suppliers.* **strategia** – strategic *adj* **strategico** – strategically *adv* **strategicamente** **Collocations** *develop / revise a strategy, strategic alliance, strategic management, strategic planning, strategic business unit (SBU)*

**supply** *n* [U] the amount of goods or services available on a market at a certain time: *Improved production techniques will increase the supply of raw materials.* **fornitura** – supply *v* [T] **fornire** – supplier *n* [C] **fornitore** – supplies *n* [C] **forniture, rifornimenti** **Collocations** *order supplies, supply and demand, supply chain management, supply side, oversupply*

**threat** *n* [C] a potential danger to the interests of a company: *Deregulation of the market is a real threat to established telecom operators.* **minaccia** – threaten *v* [T] **minacciare** – threatening *adj* **minaccioso** – threateningly *adv* **minacciosamente**

# STRATEGY

STRATEGIC

PLANNING PROCESS

MISSION

MARKETS

CORE BUSINESS

COMPETITION

PROACTIVE

OPPORTUNITIES FOR GROWTH 

THREATS/THREATEN

STRATEGIC OBJECTIVES

RESOURCES 

STRENGTHS

WEAKNESSES



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# The big picture



## Keynotes

Developing a successful **strategy** is a vital part of the **planning process** for all business organisations. Analysing where a business stands in relation to its **markets** and **competition** enables it to identify potential **opportunities for growth** and potential **threats**. It is then possible to set **strategic objectives** and to predict the human and financial **resources** needed to achieve them.

# STRATEGY....

## OVERALL CORPORATE **STRATEGY**

### **A COMPANY:**

- 1) Defines its **Mission:**** Our mission (mission statement) is... *"We are an independent company.."*
- 2) Defines its **Core Business:**** what a company can do best
- 3) Defines its **Strategy:**** plans how to succeed in this core business



# STRATEGY....

Defining a **strategy** on how to meet objectives can lead to modify them

A **proactive** organisation (acting in advance) needs a **strategy** for effective allocation and use of resources.

For ex.: Marketing or distribution **strategy**

Organizations that lack a clear **strategic direction** tend to fail.

# STRATEGY....

Defining and implementing a **corporate strategy** that distinguishes a company from its competitors is what makes it succeed.

Organizations need to be **proactive**, continuously **reassessing** their own **performance** and the **industry** and the **environment** they operate in.

# **FACTORS**

## **INFLUENCING A STRATEGIC PLANNING**

### **PROCESS ... p. 24**

### **WHY, WHAT, HOW?**

#### **WHY?**

COMPETITION / COMPETITORS / COMPETITIVE  
CURRENT SALES / ECONOMIC FORECASTS  
TECHNOLOGY / FASHIONS & TRENDS

#### **WHAT?**

PRODUCT DEVELOPMENT

#### **HOW?**

HUMAN & FINANCIAL RESOURCES



## Choosing a strategy (p. 24)

### When undergoing a strategic planning process

**First:**

- **Product development**
- **Economic forecasts**

**Then:**

- **Competitors**
- **Technology**

**Finally:**

- **Human & financial resources**
- **Fashion & trends**
- **Current sales**

# SWOT ANALYSIS (p. 24)

A tool commonly used at the start of strategic planning to focus on the situation of the company

**S...**

Strengths

**W....**

Weaknesses

**O...**

Opportunities

**T...**

Threats



Listening 1 

**1** David Drexler is a professor of economics. Listen to him explain one approach to the strategic planning process and draw the diagram he describes.

**2** The Quadrant corporation has prepared a SWOT analysis. Some of the different points that appear in the analysis are listed below. Under which heading would you put them?

- 1 Our prices are higher than the competition but our margins are lower.
- 2 Planned EU legislation will force us to invest in new equipment.
- 3 We have a highly-skilled young staff.
- 4 We have a strong internet presence.
- 5 We have discovered a new and potentially cheaper source of supply.
- 6 Our brands are not recognised internationally.
- 7 New companies are entering our industry.
- 8 Analysis shows our products could be successfully introduced in Asia.

# SWOT

Ex. 2 p. 24

## Strengths

*-highly-skilled young staff*

## Weaknesses

*-our brands not recognized internationally*

## Opportunities

*-our products could be successful in Asia*

## Threats

*-new companies entering our market*

**CRUCIAL OBJECTIVE:**

# Nike's Goddess

Could a famously masculine company finally click with female customers? That was the challenge behind Nike Goddess, whose goal was to change how the company designed for, sold to and communicated with women.

## Reading Comprehension Nike's Goddess (p. 25)

### Phrasal verbs

click with

sell to

communicate with

### PARA I:

-undisputed leader means  
... unquestioned leader

**Strategy**  
**(Reading Comprehension)**  
**Nike's Goddess (p. 25)**

**PARA II:**

Digging into means ... making space into

HQ = Head Quarters

They couldn't afford not to = *they had to*

The word in the text which means introduction, start, is ....  
launch

**PARA III:**

*-signed up (running out, II, keeping up, VI, look like, IV):*

PHRASAL VERBS

*Buddies* = ..... friends

*Sign up* = enrol

*seniority* = experience

*Core attributes* = basic characteristics

# Strategy

(Reading Comprehension)  
**Nike's Goddess (p. 25)**

## PARA IV

What is a **retail icon**? .....

**Pitched** is synonym of ..... *Launched*

Antonym of **Retailer** ..... *wholesaler*

*Whose = of whom*

*it looks like = seems*

## PARA V

- Retail settings means ... *shops*

- a turnoff means ... *not interesting, unpleasing*

**Strategy**  
**(Reading Comprehension)**  
**Nike's Goddess (p. 25)**

**PARA VI**

- a synonym for **update**?
- stay in step with** = **keep up with** (*phrasal verbs*)
- apparel** = *clothing, garments*
- **a turnoff** = *unappealing*

**PARA VII**

- What is a **brand**?
- **galvanise** means ... *motivate, stimulate, excite*
- take off** = *leave, go away*



It had to mean something ...

It was her job to ...

... make that happen

We are at our best ...

It is about changing minds ...

A market that was taking off ...

(Morphological structures: goddess, permission, re-energise. Affixes, p. 27)

**Strengths**

*-leader in sports marketing*

**Weaknesses**

**Opportunities**

**Threats**

**CRUCIAL OBJECTIVE:**

## Strengths

- Leader in sports marketing
- combination of star designer Hoke and newcomer Grossman
- comforting feel of woman's home

## Weaknesses

- Mostly men shoes
- Different production cycles for apparel & shoes
- Men's stores not appealing to women

## Opportunities

- Female customers
- Add new sources of inspiration
- match production cycles
- Re-energise the entire brand

## Threats

- Air Jordan out of fashion
- Teen market inspired by skateboarding (competition)

**CRUCIAL OBJECTIVE:** Double sales to women by the end of the decade

# WHAT CHANGES?

- 1) OPENED STORES SPECIFICALLY FOR WOMEN
- 2) REDESIGNED SHOES AND CLOTHES
- 3) WORKED IN 12-MONTH CYCLES TO KEEP UP WITH FASHION TRENDS

- 3** Read the text again. Who was responsible for the following?
- 1 Nike being seen as a male brand
  - 2 taking market share away from Nike
  - 3 creating a new style of Nike retail outlet
  - 4 persuading Nike retailers to accept the Nike Goddess concept
  - 5 putting sports celebrities under contract
  - 6 communicating more effectively with women

## Nike's Goddess

Ex.3 p. 26

- 3** Read the text again. Who was responsible for the following?
- 1 Nike being seen as a male brand
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  - 4 persuading Nike retailers to accept the Nike Goddess concept
  - 5 putting sports celebrities under contract
  - 6 communicating more effectively with women

1. NIKE's founder Phil Knight and his running buddies
2. Skechers
3. John Hoke
4. Mindy Grossman
5. Phil Knight
6. Jackie Thomas

**1** Replace the *italicised* words with one that has a similar meaning.

- 1 Nike's destiny was controlled by its *founders* ...  
a designers                      b sponsors                      c creators
  - 2 The company had an *Achilles' heel*.  
a strongpoint                      b secret weapon                      c hidden weakness
  - 3 ... a collection of people with different levels of *seniority*.  
a knowledge                      b rank                      c performance
  - 4 Nike has found that it can keep many of its core *attributes* ...  
a origins                      b qualities                      c aspects
  - 5 ... vice president of global *apparel* ...  
a clothing                      b equipment                      c designs
  - 6 Footwear designers worked on 18-month production *cycles*.  
a shifts                      b delays                      c periods
  - 7 'I knew that Goddess could *galvanise* us.'  
a motivate                      b surprise                      c renew
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a motivate                      b surprise                      c renew

1c

2c

3b

4b

5a

6c

7a

# Breaking into a new market



Mario Moretti Polegato is the <sup>1</sup> founder of Geox footwear. In the early 1990s he created a new footwear <sup>2</sup> \_\_\_\_\_ : a special membrane that could be used in shoes to prevent perspiration. He approached Nike, Adidas, Timberland, the <sup>3</sup> \_\_\_\_\_ of the footwear market.

But nobody was interested. So he decided to go it alone and set up his company with five employees. Today the company has 2,800 employees and sales of \$350m. Mario thinks the company's next <sup>4</sup> \_\_\_\_\_ will come from the clothing market and he plans to produce a range of clothes incorporating the same patented material. The only <sup>5</sup> \_\_\_\_\_ that Geox faces is the same for all fashion businesses: a sudden shift in consumer <sup>6</sup> \_\_\_\_\_.

**2** Complete the text with the following words.

leaders trends threat founder opportunity concept

Mario Moretti Polegato is the <sup>1</sup> founder of Geox footwear. In the early 1990s he created a new footwear <sup>2</sup> concept : a special membrane that could be used in shoes to prevent perspiration. He approached Nike, Adidas, Timberland, the <sup>3</sup> leaders of the footwear market.

But nobody was interested. So he decided to go it alone and set up his company with five employees. Today the company has 2,800 employees and sales of \$350m. Mario thinks the company's next <sup>4</sup> opportunity will come from the clothing market and he plans to produce a range of clothes incorporating the same patented material. The only <sup>5</sup> threat that Geox faces is the same for all fashion businesses: a sudden shift in consumer <sup>6</sup> trends.

# Strategy

## Vocabulary 2 – Suffixes p. 27: Morphology

Look at the words from the text on page 25 and how they are formed. How do the suffixes change the form of the word?

PROFITABLE???

Unprofitable,

Profitability

Active (adj.)

activ**ist** (n.)

Custom (n.)

Customer**er** (n.)

Misery (n.)

Miser**able** (adj.)

Resident (n.)

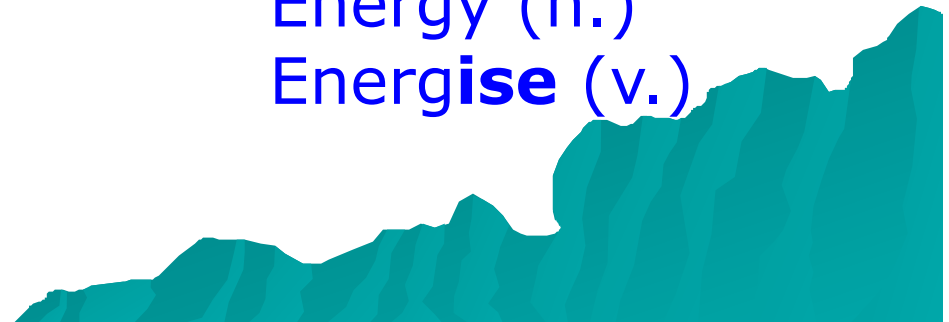
Residential**ial** (adj.)

Senior (adj/n.)

Senior**ity** (n.)

Energy (n.)

Energ**ise** (v.)



## Strategy

### Vocabulary 2 – Suffixes p. 27: Morphology

What affixes can you attach to the following words? How do they change the form of the words? Use a dictionary to help you.

**DIVERSE**

**DIVERSITY**

**DIVERSIFY**

**INSPIRE**

**INSPIRED**

**UNINSPIRED**

**INSPIRATION**

**OPPORTUNE**

**OPPORTUNITY**

**DESIGN**

**DESIGNER**

**DESIGNED**

**PUBLIC**

**PUBLICITY**

**PUBLICIZE**

**PUBLICATION**

**COMMERCE**

**COMMERCIAL**

**UNCOMMERCIAL**

**REVOLUTION**

**REVOLUTIONARY**

**REVOLUTIONISE**

**REPUTE**

**REPUTATION**

**REPUTED**

**REPUTABLE**

**DISREPUTABLE**

**COMFORT**

**DISCOMFORT**

**COMFORTABLE**

**UNCOMFORTABLE**

**RETAIL**

**RETAILING**

**RETAILER**



## Future forms

We use different verb forms to talk about the future:

- a *The marketing department is launching the new campaign this spring.*
- b *We start the visit with a tour of the Indonesian factory.*
- c *I'll forward the report to you by email.*
- d *There is no doubt in my mind. We will succeed.*
- e *We're going to target a new customer profile.*

Which future forms are used to:

- 1 make a prediction
- 2 describe a timetabled event
- 3 talk about a personal intention
- 4 talk about an event arranged for a certain time
- 5 make a spontaneous decision or offer

# FUTURE FORMS p. 27

Which future forms are used to:

- 1 make a prediction
- 2 describe a timetabled event
- 3 talk about a personal intention
- 4 talk about an event arranged for a certain time
- 5 make a spontaneous decision or offer

1. Will
2. Present simple
3. Present continuous
4. Be going to
5. will

1. We will succeed
2. We start the visit with a tour
3. The MD is launching the new campaign
4. They are going to target a new customer profile
5. I'll forward the report

## Future forms

**will + infinitive** has the following uses.

- predictions  
*The budget **won't be** finalised until next week.*  
***Will** the report **be** ready in time?*
- spontaneous decisions or offers  
*There's no answer so I'll **try** again later.*  
*Don't worry, I'll **make** all the arrangements.*
- things that we want to make happen  
*I'll **finish** everything before I leave on holiday.*  
*Don't worry. We'll **make** our targets this year.*

**will + present perfect** has the following uses.

- events completed before a future time  
*The meeting **will have finished** by six o'clock.*  
*How long **will** you **have been** here by then?*

**going to + verb** has the following uses.

- personal intentions  
*We're **going to look** for a new business partner.*  
*What **are** you **going to do** about it?*
- predictions  
*The new product's **going to win** us market share.*  
*It's **not going to be** easy with the dollar so low.*

### **will or going to?**

Often either verb phrase is possible with no change in meaning.

*I think it'll **rain** later.*

*I think it's **going to rain** later.*

However, **will** usually has a more spontaneous feel, whereas **going to** suggests present evidence.

*We're late so we're **not going to hit** our deadline.*

*He's late but I'm sure he'll **be** here soon.*

**The present simple** has the following uses.

- timetabled events  
*The plane **leaves** at 7:30 am tomorrow.*

**The present continuous** has the following uses.

- events arranged for a certain time  
*We're **meeting** the suppliers next Monday.*

**Modal verbs** have the following uses.

- predictions  
*We **might have to** lower our prices in future.*  
*It **could be** a difficult strategy meeting tomorrow.*

# Phonetics

Match column A with column B

A

- financial
- core
- plan
- strength
- strategy
- mission
- opportunity
- competition
- weakness
- threat

B

- /strenθ/
- /'wɪ:kni:s/
- /θret/
- /,ɑpə'r'tju:nəti/
- /fai'nænsɪ/
- /'mɪʃn/
- /kɔ:/
- /,kɒmpɪ'tɪʃn/
- /'strætɪdʒɪ/
- /plæn/

# Phonetics

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- /kɔ:/
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- /'strætɪdʒi/
- /plæn/

# Vocabulary.

## Complete the sentences with a, b, or c

- 1- Nike was \_\_\_\_\_ in the seventies.  
a) designed                      b) founded                      c) branded
  
- 2- We're still profitable but have a hierarchical structure which is a \_\_\_\_\_ in this century.  
a) weakness                      b) weapon                      c) strongpoint
  
- 3- The expansion of markets in Asia offers incredible \_\_\_\_\_ for everyone.  
a) performances                      b) ranks                      c) opportunities
  
- 4- Our production \_\_\_\_\_ are from twelve to eighteen months.  
a) cycles                      b) workers                      c) lines

# Vocabulary.

## Complete the sentences with a, b, or c

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3- The expansion of markets in Asia offer incredible **OPPORTUNITIES** for everyone.

- a) performances                      b) ranks                      c) opportunities

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- a) cycles                      b) workers                      c) lines

# Vocabulary.

## Complete the sentences with a, b, or c

5- Our women-only store will be a completely new \_\_\_\_\_ for our customers.

- a) weapon                      b) concept                      c) trend

6- The \_\_\_\_\_ group makes all our clothes and shoes.

- a) marketing                      b) sponsor                      c) apparel

7- The biggest \_\_\_\_\_ we face is global change.

- threat                      b) delay                      c) aspect

8- The danger from competitors \_\_\_\_\_ us into finding a solution.

- a) made                      b) impressed                      c) galvanised

9- The problem is to keep up with \_\_\_\_\_ trends which are constantly changing.

- a) shift                      b) fashion                      c) creator

# Vocabulary.

## Complete the sentences with a, b, or c

- 5- Our women-only store will be a completely new **CONCEPT** for our customers.  
a) weapon   b) concept   c) trend
- 6- The **APPAREL** group makes all our clothes and shoes.  
a) marketing   b) sponsor   c) apparel
- 7- The biggest **THREAT** we face is global change.  
a) threat   b) delay   c) aspect
- 8- The danger from competitors **GALVANISED** us into finding a solution.  
a) made   b) impressed   c) galvanised
- 9- The problem is to keep up with **FASHION** trends which are constantly changing.  
a) shift   b) fashion   c) creator

# Vocabulary.

Write in the missing vowels (a, e, i, o, u) in these sentences.

1- My s\_\_n\_\_ \_r manager is very \_\_ct\_\_v\_\_.

2- The IT r\_\_v\_\_l\_\_t\_\_ \_n never stops!

3- We had \_\_ct\_\_v\_\_sts outside the company and received lots of bad p\_\_bl\_\_c\_\_ty.

4- I don't know where these d\_\_s\_\_gn\_\_rs get their \_\_nsp\_\_r\_\_t\_\_ \_n from!

5- C\_\_st\_\_m\_\_rs choose us for our r\_\_p\_\_t\_\_t\_\_ \_n.

6- We need to re-\_\_n\_\_rg\_\_s\_\_ our entire br\_\_nd.

7- R\_\_t\_\_ \_\_l\_\_rs are reporting m\_\_s\_\_r\_\_bl\_\_ sales results this year.

# Vocabulary.

Write in the missing vowels (a, e, i, o, u) in these sentences.

1- My sEnIOr manager is very ACTIVE.

2- The IT rEvOlUtIOn never stops!

3- We had ActIvIsts outside the company and received lots of bad pUbIcItY.

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5- CUstOmErs choose us for our rEpUtAtIOn.

6- We need to re-EnErgIsE our entire brAnd.

7- REtAILERs are reporting mIsErAbLE sales results this year.

## Complete the phrases from presentations with these verbs. Change the verb form if necessary.

bring / hope / give / like / ask / see / discuss

- 1- I'd \_\_\_\_\_ to start by telling you about my company
- 2- Do you mind \_\_\_\_\_ that question at the end?
- 3- This \_\_\_\_\_ me to my next point.
- 4- This chart \_\_\_\_\_ an idea of the problem.
- 5- I'll \_\_\_\_\_ each point and then make a recommendation.
- 6- On this slide you can \_\_\_\_\_ our results.
- 7- I \_\_\_\_\_ you have found my comments useful.

## Complete the phrases from presentations with these verbs. Change the verb form if necessary.

bring / hope / give / like / ask / see / discuss

- 1- I'd **LIKE** to start by telling you about my company
- 2- Do you mind **ASKING** that question at the end?
- 3- This **BRINGS** me to my next point.
- 4- This chart **GIVES** an idea of the problem.
- 5- I'll **DISCUSS** each point and then make a recommendation.
- 6- On this slide you can **SEE** our results.
- 7- I **HOPE** you have found my comments useful.

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intelligent\\_business/resources.html](http://www.pearsonlongman.com/intelligent_business/resources.html)

