



---

# Team up for business

---

Marianne van Vlierden  
Mira Ruiken  
Meta Donk

---

Derde druk



Noordhoff Uitgevers





**Team up for business**





# **Team up for business**

Marianne van Vlierden

Mira Ruiken

Meta Donk

Noordhoff Uitgevers Groningen | Houten

Ontwerp omslag: G2K Designers  
Omslagfoto: PhotoDisc  
Ontwerp binnenwerk: Ebel Kuipers

Eventuele op- en aanmerkingen over deze of andere uitgaven kunt u richten aan:  
Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs, Antwoordnummer 13, 9700 VB  
Groningen, e-mail: [info@noordhoff.nl](mailto:info@noordhoff.nl)

0 1 2 3 4 5 / 13 12 11 10 09

© 2009 Noordhoff Uitgevers bv Groningen/Houten, The Netherlands

Behoudens de in of krachtens de Auteurswet van 1912 gestelde uitzonderingen mag niets uit deze uitgave worden verveelvoudigd, opgeslagen in een geautomatiseerd gegevensbestand of openbaar gemaakt, in enige vorm of op enige wijze, hetzij elektronisch, mechanisch, door fotokopieën, opnamen of enige andere manier, zonder voorafgaande schriftelijke toestemming van de uitgever. Voor zover het maken van reprografische verveelvoudigingen uit deze uitgave is toegestaan op grond van artikel 16h Auteurswet 1912 dient men de daarvoor verschuldigde vergoedingen te voldoen aan Stichting Reprorecht (postbus 3060, 2130 KB Hoofddorp, [www.cedar.nl/reprorecht](http://www.cedar.nl/reprorecht)). Voor het overnemen van gedeelte(n) uit deze uitgave in bloemlezingen, readers en andere compilatiewerken (artikel 16 Auteurswet 1912) kan men zich wenden tot Stichting PRO (Stichting Publicatie- en Reproductierechten Organisatie, postbus 3060, 2130 KB Hoofddorp, [www.cedar.nl/pro](http://www.cedar.nl/pro)).

*All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher.*

ISBN (ebook) 978-90-01-84906-1  
ISBN 978-90-01-76680-3  
NUR 113



## Woord vooraf

Het hoger onderwijs in Nederland is volop in beweging. Nieuwe onderwijsvormen, keuzevrijheid voor studenten en flexibiliteit van programma's zijn enkele van de veranderingen van de laatste tijd.

Ook voor het vak Engels zijn de veranderingen merkbaar. De studenten worden meer en meer aangesproken op hun zelfstandigheid bij het aanleren van de taal en daarbij kan *Team up for business* een belangrijke rol spelen.

In de leerstof wordt er actief beroep gedaan op de reeds aanwezige kennis en vaardigheden: taal- en communicatievaardigheden en kennis uit beroepsgebieden worden geïntegreerd aangeboden. Het uitgangspunt is geweest om zo veel mogelijk het zelfstandig leren van de student te stimuleren en mogelijk te maken.

Het boek is speciaal gericht op studenten uit het hbo die zakelijk Engels nodig hebben voor hun verdere carrière. Daarbij heeft onze jarenlange ervaring met Engels in management- en economische onderwijs ons geholpen een praktische selectie te maken uit de onderwerpen die voor studenten het meest relevant zijn.

Met de laatste vernieuwingen en aanpassingen sluit *Team up for business* nog beter aan op het Business English van deze jaren. Wij hebben met veel plezier en enthousiasme aan het boek gewerkt en wij hopen dan ook dat studenten en cursisten met net zoveel plezier met deze methode zullen werken.

Giethoorn, voorjaar 2009

Marianne van Vlierden  
Mira Ruiken  
Meta Donk







# Inhoud

Inleiding 9

## **Module 1**

### **Marketing Communication 12**

Unit 1 Branding your product 13

Unit 2 Targeting the consumer 21

Unit 3 Retailers and research 28

Unit 4 Complex business 36

Unit 5 Company strategy 44

Unit 6 Know your position 50

Unit 7 Charity begins at home 57

Unit 8 Advertising and all that 64

## **Module 2**

### **Business & Finance 72**

Unit 1 Getting started 73

Unit 2 Investing in business 80

Unit 3 Risky business 89

Unit 4 Crisis management 96

Unit 5 Getting rich quick 102

Unit 6 A single Europe 110

Unit 7 The financial world 116

Unit 8 Interest in banking 123

## **Module 3**

### **Personal Communication at work 131**

Unit 1 Hire or fire? 132

Unit 2 Say the right thing 139

Unit 3 Job searching 148

Unit 4 Job applications 156

Unit 5 First impressions 163

Unit 6 Gender bender 172

Unit 7 Personal development 181

Unit 8 Total quality management 188

## **Module 4**

### **Culture & Communication 196**

Unit 1 Corporate responsibility 197

Unit 2 Going green? 204

Unit 3 What is in a job? 210

Unit 4 Culture or economy 216

Unit 5 Typically British 224

Unit 6 Booming business 230

Unit 7 Everyday life 237

Unit 8 European culture 244

**Grammar manual** 252

**Collection of formats** 313

**Appendices** 333

List of words 334

Irregular verbs 346

Spelling rules 348

Overzicht tijden – actief 351

Overzicht tijden – passief 352

## Inleiding

*Team up for business* bestaat uit vier modules die elk een themaveld beslaan: marketing, financiën, personeel & organisatie en communicatie. Iedere module is opgebouwd uit acht units waarin verschillende aspecten van het thema extra aandacht krijgen.

Iedere unit kent een vaste opbouw waarin zes onderdelen achtereenvolgens aan de orde komen: *Reading, Speaking & Listening, Writing, Language* en *Focus points*. Hieronder geven we enige toelichting op deze onderdelen.

Iedere unit begint met een instapoefening die aanzet tot nadenken over het aangeboden thema.

### *Reading*

De teksten en het andere leesmateriaal (folders, brochures, brieven, advertenties, enzovoort) van het *Reading*-gedeelte zijn actueel (inhoudelijk en thematisch) en afkomstig uit zowel 'quality papers' en tijdschriften als uit 'tabloids'. Reading strategies zijn in de oefeningen verweven. Het vocabulaire uit de teksten wordt in afzonderlijke oefeningen aangeboden.

### *Speaking & Listening*

De opbouw van de opdrachten bij het onderdeel *Speaking & Listening* loopt van geleid naar steeds vrijer. De oefeningen kennen een grote variëteit (roleplays, simulations, pairwork, groupwork, talkshops, panel discussions) en vormen daardoor een uitdaging voor studenten die zelf vorm willen geven aan de inhoud van hun communicatie. In dit onderdeel treft u ook regelmatig tekstblokjes aan met *language functions* (taalfuncties) die de communicatie gemakkelijker maken.

### *Writing*

Bij de opdrachten van het onderdeel *Writing* wordt geen aandacht besteed aan de theorie. In plaats daarvan zijn achter in het boek 'formats' opgenomen: handreikingen voor de opbouw en de lay-out van specifieke tekstsoorten als brieven, memo's, reports, faxen en e-mail.

### *Language*

In dit onderdeel komen allerlei aspecten van taalvaardigheid aan bod. De grammatica wordt hier in zijn meest elementaire vorm behandeld. De oefeningen concentreren zich zo breed mogelijk op directe toepassing en het uitbouwen van aanwezige of verworven kennis. Een zeer uitgebreid grammaticaal overzicht, inclusief additionele opdrachten, is achter in het boek opgenomen (*Grammar manual*).

### *Focus points*

Iedere unit wordt afgesloten met *Focus points*: lijstjes met vakjargon en ander idioom dat direct verbonden is met het thema van de module.


Ten slotte zijn door het hele boek heen 'blokjes' opgenomen die wijzen op typisch Engelse of Amerikaanse gewoonten, gebruiken en 'idiosyncrasies' in het zakenleven.


Achter in het boek is een uitvoerig naslagwerk opgenomen. Naast de *formats* voor de writing-opdrachten en de *Grammar manual* treft u hier ook aan: woordenlijsten, een lijst met onregelmatige werkwoorden, een overzicht van de spellingsregels en overzichten van werkwoordstijden.

Wij wensen u veel plezier met ons boek en staan open voor suggesties.

De volgende symbolen worden gebruikt in dit boek:

 = (business) culture

 = note

 = language functions



# Marketing Communication

## 1

**Unit 1 Branding your product** 13

**Unit 2 Targeting the consumer** 21

**Unit 3 Retailers and research** 28

**Unit 4 Complex business** 36

**Unit 5 Company strategy** 44

**Unit 6 Know your position** 50

**Unit 7 Charity begins at home** 57

**Unit 8 Advertising and all that** 64



# Branding your product

- 1 Reading strategies: to skim or to scan?
- 2 Speaking & Listening: asking questions
- 3 Writing: memo
- 4 Language: word order
- 5 Vocabulary
- 6 Focus points

1

Some people only buy products with well-known names. Are you influenced in any way by brand names? If so, why? If not, why not?

## 1 Reading strategies: to skim or to scan?

Skimming and scanning are both valuable reading techniques. Skimming means going through a text very quickly, skipping parts of it, to get an idea of what it is about (or to see if it is of interest). Scanning means going through a text very quickly to find a specific piece of information.

### 1a Skim Text 1 to find out what it is about

#### Text 1

*Dan Coudreaut, the chef with 25m customers*

## Meet the man who cooks up the big new ideas for McDonald's

*by Matthew Goodman*

Dan Coudreaut secured one of the most influential jobs in the restaurant industry the old-fashioned way, by working his way up from the bottom. These days, Coudreaut is at a well-known brand – McDonald's, the hamburger giant. As the man who runs the company's

10 test kitchen, he has a big say in the eating habits of millions of people all over the world.

Coudreaut, joined McDonald's in 2004, after stints at the Four Seasons in Dallas, where he was responsible for prepared food at all the dining outlets in the hotel. In

1995 he graduated top of the class at the Culinary Institute of America.

20 At McDonald's, he has the title of director of culinary innovation. It is Coudreaut's job to come up with new products to supplement the company's core range – the Big Macs, cheeseburgers, fries and so on that account for about 70% of American sales.

He said that other chefs were often surprised that someone would choose to work for a fast-food company rather than a traditional ►

restaurant. “But when I start talking about the fact that I affect the lives of 25m people, they start asking me how I got the job,” he said.

Coudreaux has endeared himself to his employers with some notable successes, such as the chicken snack wrap. This willingness to try anything once has led to a fair few failures, too – some of them for unexpected reasons. “We tried a product called the McDouble Cruncher,” he said. “It was like a cheeseburger with barbecue sauce and onions. People liked it so much that when we tested it in restaurants they stopped buying quarter-pounders [a core menu item]. That’s not a good thing. The numbers have to fit; we’re a business.”

Coudreaux’s test kitchen is where the cooks meet the money men – his glass-fronted cooking area on an upper floor of the company’s headquarters on the outskirts of Chicago looks out on to a corridor signposted Big Mac Boulevard and, beyond that, to several rows of wood-panelled office cubicles.

Not that Coudreaux worries too much about the accountants, describing his kitchen as “a sanctuary”. He refuses to discard any new proposal initially on cost grounds, despite McDonald’s

reputation for prescription and uniformity. He and his team assess about 1,800 concepts a year, and only a handful make it into the restaurants. Ideas typically take 12 to 18 months to move from drawing board to burger bar.

John Owens, analyst at Morningstar, an equity research firm, said that one of McDonald’s strongest suits in recent years had been its ability to create new items that consumers wanted to eat. “They have been giving their customers more reasons to visit the restaurants more often.” He said that, as well as new products, the company had been boosted by extending its opening hours and improving its breakfast and coffee offerings. The financial results have been encouraging. Its third-quarter figures published last month showed that same-store sales worldwide had increased by 7.1%. In Europe they were up by 8.2%.

Some products do not work well in overseas markets. The McGriddle, a new breakfast item, has sold well in America but drew little interest on this side of the Atlantic. Denis Hennequin, the Frenchman who runs McDonald’s in Europe, said: “Because the Big Mac was universally successful, we think every product that McDonald’s

introduces should be universal. That’s a mistake.” He argues that the company should aim to be more creative. “You cannot be a leader if you don’t innovate. McDonald’s has been very good for the past 50 years at duplicating the same [thing]. Now it’s time to take a step ahead again.”

The company’s biggest project right now is moving its range of drinks upmarket, with premium coffee to be introduced at all 14,000 of its American restaurants by next summer, and smoothies to follow later. Some observers have questioned the wisdom of such a move at a time when the world is moving into recession and when there are rumours that franchisees are unhappy about financing the changes. The company denies any problems, insisting the implementation is on schedule and that it is well placed to weather the recession.

In Europe, Hennequin said there was no sign of a slow-down, but he thought the group would have to raise its game to maintain its share in a tougher market. “Consumers’ purchasing power may be shrinking so you have to give them more,” he said. “It’s the only way to keep them coming.” ■

Source: *The Sunday Times*

**1b Read Text 1 more carefully and answer the following questions.**

- 1 Explain in your own words what Dan Coudreaux’s job is at McDonald’s.
- 2 Mention some of Dan Coudreaux’s successes and his reason for working at McDonald’s.
- 3 What does he mean by describing his kitchen as ‘a sanctuary’? (line 64)
- 4 Not everything McDonald’s sells is universally liked. Mention one of their failures and explain why this product didn’t catch on outside America.
- 5 Describe McDonald’s financial results in the past year.
- 6 What can McDonald’s do to keep sales up when a recession hits the customer?



### 1c Match the following words and phrases

- |                 |                                   |
|-----------------|-----------------------------------|
| 1 to secure     | a to make exact copies of it      |
| 2 incorporated  | b where you design new ideas      |
| 3 cubicle       | c to state your opinion           |
| 4 drawing board | d to evaluate                     |
| 5 to argue      | e to get it after a lot of effort |
| 6 to assess     | f are part of it                  |
| 7 slowdown      | g high quality                    |
| 8 to duplicate  | h small enclosed space            |
| 9 premium       | i a reduction in speed or growth  |

### 1d Skim text 2

#### Text 2

#### Interview

## Not any old Joe Bloggs: He's 32, worth £ 45m, and lives with his Mum in Lancashire. Meet Shami Ahmed, the self-made Mr Big of British jeans

by Hunter Davies

SHAMI AHMED is 32, pretty ancient, really, as fashion goes, but legendish in his shortish lifetime. His company, The Legendary Joe Bloggs Inc Co (world HQ: the Legendary Building, Manchester), has a hundred staff; another thousand depend on his talents. After eight years in business, it turns over £ 30m year. He himself is probably worth £ 45m. What does Shami Ahmed do? In short, he makes jeans. Of the 60 million pairs bought in Britain each year, 2 per cent are made by Joe Bloggs. All-British, all made-in-Britain jeans getting into the top 10 from scratch, from nowhere. A small round of applause, please. Don't say you haven't heard of them: Shami is big on stunts. There were the diamond-encrusted jeans, worth £ 150,000, worn by a model at various trade launches, which were billed as the Most Expensive Jeans in the World. They are currently in a safe, then there were one-sized jeans,

ventilated jeans, ridiculously flared jeans. The latter did well at the height of the Manchester club scene of the late Eighties, when flares came back. Well, at least in Manchester. For about half an hour. The latest stunt was in August, when you got a free packet of condoms with every pair of Joe Bloggs jeans. That was a tie-up with Durex, part of National Condom Week. Don't say you missed it. Despite his Lancashire vowels, his Lancashire background and fierce Britishness, Shami was born in 1962 in Karachi, Pakistan. 'No, my father wasn't an immigrant,' he says, 'not in the usual sense. In Pakistan, he was an aeronautical engineer. He came to Britain in 1964, when I was two, because he was offered a job with the RAF.' After four years, he gave it up, pushed by his wife, so Shima says, to start his own business. He took a stall in a street market in Lancashire, selling clothes, without knowing anything about clothes, but he did well enough and soon

opened a shop. Shami, as the eldest child – with three younger sisters and a brother – was soon helping out, manning the till from the age of eight. 'I'm not actually very good at figures. I just liked pressing the keys and seeing £ 2.99 go up.' At the age of 14, he became his father's buyer. 'I'd run straight from school and catch the 3.10 bus to Manchester, getting there at 4.20, then walk for 20 minutes to the wholesalers' showrooms. By 1980, with Shami giving his all, business was booming. In 1986, he persuaded his father that manufacturing, or at least establishing an 'own brand', was where the future lay. Enter Joe Bloggs. Deciding on a product, that was easy. Jeans had always been their best-selling line. Picking a new brand name, that was harder. Call something, say, Madonna Jeans, and she'd have you, charging a fortune. Or pick a dead name, like, say, Beatrix Potter Jumpers, and whoosh, Frederick Warne, the copyright holders, would be on the blower. Getting a household name, which nobody happens to own – that takes great thought. 'What I was looking for was a very British name, which everyone would recognise as being British.' They thought of Nelson, Windsor, Churchill, but couldn't decide. 'Then someone said, it doesn't really matter, call them after any old Joe Bloggs – and I thought, that's it.'

100 They didn't spend anything on advertising at first, not till the jeans had started selling locally. 'Then one day I was told there was some advertising space going cheap at

105 Old Trafford. Traditionally, the rag trade hadn't used football hoardings, as it was thought to be the wrong image. I took the space – and all it said was "Joe Bloggs". We

110 ran it at other grounds, when the matches were on telly, till people all over were saying: "Who the hell is Joe Bloggs?" Then we started proper promotion.' (abridged) ■

Source: *The Independent on Sunday*



Manchester: city in the NW of England, which used to be well-known for its wool and cotton industries (Manchester is a name used for a special cotton). After the decline of this industry it took some time for the city to revive. Now it is a cultural and financial centre for the region.

**1e Which of the following statements about Text 2 are true and which are false?**

- 1 1100 people work directly for Shami Ahmed.
- 2 You get a free packet of condoms, if you buy a pair of Joe Bloggs jeans.
- 3 Shami learned the trade from his father at a very early age.
- 4 A household name is a name which nobody happens to own.
- 5 Football hoardings (i.e. fences surrounding football pitches) are not a proper form of promotion.



Joe Bloggs, also known as Joe Public or Joe Soap: an average man or male member of the public.



*Lancashire* used to be an Anglo-Saxon administrative district. Today, shires are called counties, i.e. country areas of England away from the big cities. There are more names of British counties which end in "shire", e.g. Leicestershire, Northamptonshire. The Shires are famous for hunting, which was considered a good pastime for the landed gentry (i.e. people who earn a living from their land) but which these days is very controversial.

**2 Speaking & Listening: asking questions**

**2a What's in a question?**

You have already answered a number of questions in this unit. The ability to ask questions is also an important skill. Many questions begin with a so-called *wh-word*: *What, which, who*, etc. or with *do/does...?*

Working in pairs, make questions from the following sentences.

Example:

The marketing mix is made up of four components.

What is the marketing mix made up of?

- 1 Dan Coudreaut is McDonald's director of culinary innovation. What/Who?
- 2 He prefers working for McDonald's to working for a traditional restaurant. Why?
- 3 1,800 new concepts are tried out each year at McDonald's kitchen. How many?
- 4 A new idea takes one to one-and-a-half years to move from idea to the stores. How long?
- 5 Premium coffee will be introduced to McDonald's restaurants next summer? When?



What do you think about ...?  
I think we should consider ...  
What about ...?  
Do you mean ...?

## 2b The name: it's all part of the game.

You work in the marketing department of a traditional shoe company. Sales have not been good over the past few years. You think the company should diversify into sports shoes. Working in groups, think up a Unique Selling Point (see page 20) for the shoes. Also think up a name and an advertisement or publicity stunt.

## 3 Writing: memo

Write a memo (see page 323 for the format of a memo).

### 3a You are still working in the marketing department of the same traditional shoe company where sales have not been good over the past few years.

You have come up with a successful name for a range of sports shoes and you have mentioned your idea to your manager. She was impressed and asked you to put your proposal on paper. First discuss the advantages (and disadvantages; you must be honest) in pairs and then you write it down on paper. You are very enthusiastic so try to make your memo as attractive as you can. You have to sell the idea to your boss! You could consider putting the following information in the memo:

- sales not been good
- time to diversify
- suggestion for sports shoes
- advantages and disadvantages
- marvellous opportunity.

### 3b Design an ad

Your boss was as enthusiastic as you are about your ideas. She is not impressed, however, with your proposal for an advertising campaign and asks you to design a new ad aimed at young children. She feels that if you catch them young they will be forever hooked on your shoes. In groups, design a new ad and also suggest the type of media it will be published in (1 A4).

---

## 4 Language: word order

In the sentences in the following box, the subjects are indicated with a <sup>1</sup>; the verbs (finite verbal forms) with a <sup>2</sup> and the complements with a <sup>3</sup>. The normal word order in English is: Subject<sup>1</sup> – verb(s)<sup>2</sup> – complement<sup>3</sup> (object(s) or adjunct(s))

English	Dutch
Virgin <sup>1</sup> has received <sup>2</sup> advance orders <sup>3</sup> .	Virgin <sup>1</sup> heeft <sup>2</sup> vooruitbestellingen <sup>3</sup> ontvangen <sup>2</sup> .
The latter <sup>2</sup> did <sup>2</sup> well <sup>3</sup> at the height of the Manchester club scene of the late Eighties <sup>3</sup> , when flares <sup>1</sup> came back <sup>2</sup> .	De laatste <sup>1</sup> deden <sup>2</sup> het goed <sup>3</sup> op het hoogtepunt van de Manchester clubs <sup>3</sup> aan het einde van de jaren tachtig <sup>3</sup> , toen wijde pijpen <sup>1</sup> weer in <sup>3</sup> kwamen <sup>2</sup> .
... Iceland grocery group <sup>1</sup> , which is backing up <sup>2</sup> the launch <sup>3</sup> with an advertising campaign <sup>1</sup> starring <sup>2</sup> Mr Branson <sup>3</sup> .	... Iceland grocery group <sup>1</sup> , die de introductie <sup>3</sup> ondersteunt <sup>2</sup> met een advertentiecampagne <sup>3</sup> waarin de heer Branson <sup>1</sup> de hoofdrol <sup>3</sup> speelt <sup>2</sup> .

See Grammar manual page 253, for more information on *word order*.

---

### 4a Translation

Translate the following sentences.

- 1 McDonald's heeft miljoenen hamburgers verkocht.
  - 2 Wie vertelde je dat het merk een maand later elders op de markt wordt gebracht?
  - 3 Het grootste project van het bedrijf is het introduceren van smoothies.
  - 4 McDonald's besloot, toen de McDouble Cruncher een succes was, deze toch niet te verkopen.
  - 5 Waarom krijg je bij iedere spijkerbroek gratis een pak condooms?
  - 6 Nooit eerder was Joe Bloggs gebruikt als merknaam.
  - 7 Nauwelijks waren zij begonnen met plaatsen van de voetbalreclameborden toen iedereen al riep: Wie is Joe Bloggs?
  - 8 Pas daarna begonnen zij echt te adverteren.
-

adverteren	to advertise
artikel	article
begin	start
besluiten	to decide
echt te adverteren	proper promotion/proper advertising
eigen merk	own brand
elders	elsewhere
gratis	free
krijgen	to get
markt (op de ... brengen)	to (put (put-put) on the) market/to launch/to introduce
merk(naam)	brand(name)
nauwelijks ... toen	no sooner ... than
overhalen	to persuade
pak condooms	a packet of condoms
plaatsen	to place
spijkerbroek (een)	(a pair of blue) jeans
uitgeven	to spend (spent-spent)
verkopen	to sell (sold-sold)
voetbalreclameborden	football hoardings
winkel	shop/outlet

**4b The words in the following sentences have been jumbled; please place them in the right order. The first word in each sentence is in the correct position.**

- 1 He – in – Britain – came – 1974 – to
- 2 I – thousands – many – of – have – jeans – sold
- 3 Beer – line – always – been – their – best-selling – had
- 4 It – to – on – decide – was – brand – new – name – easy – a
- 5 The – of – UK – market – recent – Cobra – cola – turmoil – arrival – company – thrown – the – into – has – the – Indian
- 6 We – of – razzmatazz – are – launch – plenty – to – planning – cola – our – on – market – the – new – with
- 7 They – each – with – ferocity – renewed – attacked – other

**5 Vocabulary**

**5a Fill in the correct form of the word in brackets:**

- 1 He will sign a new ... (distribute) deal tomorrow.
- 2 His father is a ... (represent) for Joe Bloggs.
- 3 This story about jeans is very ... (inform).
- 4 She is one of the most ... (ambition) persons I know.
- 5 He is a ... (manufacture) of jeans.
- 6 A brand name should be ... (recognise).
- 7 Selling jeans is a very ... (compete) business.
- 8 Shami is a very ... (industry) person.

**5b Fill in the blanks. Choose from the following words:**

comparison – rival – remove – throwback – official – sponsorship – wear – practice – identified

# Playing the game

## Rival brands, as well as athletes, compete at sporting events

TAKING your hat off at the door may seem like a ... to a more genteel age. But the ... lives on at modern sporting events. Dutch buyers of Heineken beer were given green hats to ... to the recent Euro

2008 football tournament. Anyone who tried to enter a stadium wearing one, however, as many fans did in 2004, was asked to ... it. The hats were an “ambush marketing” campaign, in which companies try

to promote their brands at sporting events without paying ... fees. Heineken's ..., Carlsberg, was an ... sponsor of Euro 2008, paying \$21m for the privilege. A few TV close-ups of fans wearing Heineken hats would have cost very little by ... This was just one of 18 examples of ambush marketing at Euro 2008 ... by researchers at Coventry University Business School. ■

Source: *The Economist* print edition

## 6 Focus points

**Market research:** there are four steps in the market research process: problem definition (what do you need to solve?), developing a research plan (what questions need to be answered?), carrying out the research (using the proper research instruments, eg surveys), and then interpreting the findings (what do the results mean for your company?).

**Market segmentation:** markets can be divided into various segments (groups of consumers). Markets can be segmented on the basis of geography, demography, social class or consumer behaviour.

**Placing and distribution:** this concerns looking at distribution channels: wholesalers and retailers.

**Pricing:** pricing strategies take into account the product, the market, the demand and costs.

**Products:** Branding (giving a product a name) is a vital part of a product's identity. A product can be launched under its own, its producer's or a retailer's name. Branding, product lines and product development are all part of the product strategy.

**Promotion:** a means to attract attention to your product. You have to analyse the product, the target market and the media you use.

**USP = Unique Selling Point:** this is a product feature around which an advertising campaign is constructed, eg a special taste, colour or ingredient.

# Targeting the consumer

- 1 Reading strategies
- 2 Speaking & Listening: telephone call
- 3 Writing: letter and memo
- 4 Language: present tense
- 5 Vocabulary
- 6 Focus points

2

What do you think of the following definition of marketing: 'Marketing is selling as much as you can by all means'? Do you agree that selling is the same as marketing?

## 1 Reading strategies

When you skim a text, you take it in quickly by constantly asking yourself 'What is this about?' A good idea is to quickly read the title, the beginning, the end and the first sentence of each paragraph, as this usually contains the main idea or topic.

### 1a Skim Text 1 as explained. Explain what it is about in one sentence.

#### Text 1

## On your bike

Taichung, Taiwan

**Obesity and high oil prices are good news for the world's biggest bikemaker**

5 THESE are tough times for carmakers, many of which are labouring under high oil prices, slowing demand and financial weakness. For makers of human-

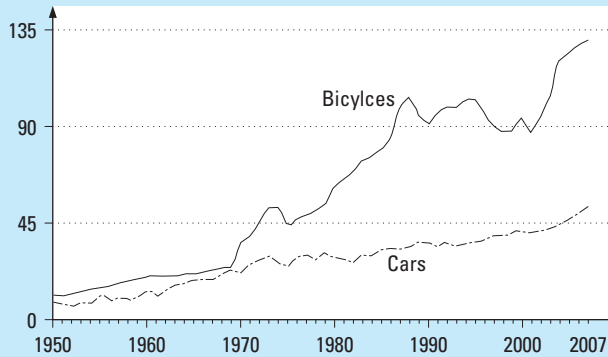
10 powered, two-wheeled vehicles, by contrast, business is booming. Giant Manufacturing, the world's largest bicycle-maker, sold a record 460,000 units last month and is 15 heading for its best year ever. Such is the demand for bikes that shortages were reported in New York earlier this year. In Taiwan, Giant's home market, supply is 20 tighter still: for many models,

buyers put down deposits months before their bikes come off the assembly line.

25 After a slow 2006, sales took off last year in Europe and America as fuel prices shot up. Suddenly a bicycle seems like the remedy for many modern ills, from petrol prices to pollution and obesity. 30 Each market has its own idiosyncrasies. Europeans mainly use bikes for commuting, but have ►

## Two wheels good

World bicycle and car production, m



Source: Earth Policy Institute

the odd habit of ignoring models made explicitly for that purpose in favour of sleeker, faster models which are then expensively modified. Americans prefer off-road BMX trail bikes. Taiwanese demand is led by racing-style bikes used for exercise.

Giant, as the largest producer, makes everything for every market. Its share price has held up fairly well despite stockmarket turmoil and dramatically higher costs for raw materials, notably aluminium. Strong demand and a desire for better bikes have allowed bikemakers to pass higher material costs on to buyers. Since 2004 wholesale prices of bikes have gone up by 23% in Europe, 45% in

America and almost 50% in Asia, even as thousands of low-cost factories in China, including some run by Giant, churn out boatloads of cheap bikes.

Giant began in 1972, taking advantage of low-cost Taiwanese labour to make bicycles for foreign firms as well as domestic buyers. A critical early order came from Schwinn, the dominant American brand of the time, which wanted to reduce its dependence on a factory in Chicago that was beset by poor labour relations and low productivity. After contracting out to Giant proved successful, Schwinn shifted its orders to a factory in southern China. But quality was poor, deliveries were

late and Schwinn slid into bankruptcy. (It is now owned by Dorel Industries of Canada.)

Meanwhile, having started out as a low-cost manufacturer, Giant was moving upmarket. Even its cheapest bikes, which are sold in China, are relatively expensive (at around \$100), yet Giant has the largest market share, at around 7%, according to Deutsche Bank. Globally, Giant is one of a handful of big companies that can make frames and forks (the most important components of a bicycle) out of sophisticated alloys and carbon fibre. Components from other manufacturers are then added to the frame. The resulting bikes are sold under Giant's own name, or under contract to big customers in Europe and America.

Because frame- and component-makers are happy to sell to potential competitors, there are in effect no barriers to entry to the bike business – all that is needed is a brand name. As a result, competition is brutal. Capturing customers at volume, and at ever-higher prices, requires an unending series of improvements. Giant will soon begin distributing a new frame with built-in lightweight shock-absorbers, which should appeal to riders on potholed streets and off-road trails. Details of the design remain a secret, because good ideas are commonly copied within a year. By then, Giant must come up with a further innovation. It is the only way to survive. ■

Source: *The Economist* print edition

### 1b Read Text 1 more carefully and answer the following questions.

- 1 Explain the title 'On Your Bike' and the subtitle 'Obesity and high oil prices are good news for the world's biggest bikemaker' in your own words.
- 2 What are Giant's sales doing in the home market Taiwan?
- 3 What kind of Giant bicycle do Europeans buy most?
- 4 Even though the price of raw materials has risen, bike makers have sold more bikes the past year. How is this possible?
- 5 Explain why there are no entry barriers to the bike market.
- 6 Why is innovation such an important factor in the bike business?



### 1c Find synonyms for the words and phrases from the text.

Example: store – shop

- 1 Tough (line 5)
  - 2 Labouring (line 7)
  - 3 Shortage (line 17)
  - 4 Assembly line (line 23)
  - 5 Commuting (line 32)
  - 6 Taking advantage (line 58/59)
  - 7 Dependence (line 65)
  - 8 Contracting out (line 68)
  - 9 Bankruptcy (line 74)
  - 10 Potential (line 96)
- 

## 2 Speaking & Listening: telephone call

---

### 2a Practise a telephone call.

You work for a well-known bicycle manufacturer and your boss is very interested in finding out what the Dutch bicycle market is doing at the moment. He asks you to call some trend agencies to find out if new bicycle trends have been spotted and what they predict for the coming 5 years in bicycle fashion.

Below you will find a sample telephone call which you should practise in pairs. Role A is for you and role B is for the telephonist / secretary.

---

#### Sample telephone call

Telephonist:	'Trends for you good morning. Can I help you?'
Marketing trainee:	'Good morning. This is Walter Donk. I would like to speak to Mr Nick Brown please.'
Telephonist:	'One moment. I'll see if he's in.'
Secretary:	'Mr Brown's office. Linda Goods here.'
Marketing trainee:	'Good morning. Walter Donk. Can I speak to Mr Brown please?'
Secretary:	'What is it about please?'
Marketing trainee:	'Er, ... I ... I read something about Mr Brown's research on the trends in advertising and I would like to know more about it.'
Secretary:	'Yes, I see. I'm afraid Mr Brown is rather busy right now. Would you kindly fax your request. Then Mr Brown would be able to have a quick look at what you want.'
Marketing trainee:	'Yes. I will do that, thank you. Could I have the fax number please?'
Secretary:	'Well, let me see. It's 5467199. And the area code is ...'
Marketing trainee:	'Area code ... and fax number 5467199. Thank you. Goodbye.'
Secretary:	'You're welcome. Bye-bye.'

---

---

**2b For real now. Cover up the above transcript and conduct the same call using the pointers below.**

- A > Pick up phone and mention name.
- B > Mention name. Mr Brown?
- A > Will check.
- C > Brown's office.
- B > Mr Brown?
- C > Why?
- B > Explain.
- C > Mr Brown not in. Send fax?
- B > OK. Fax number?
- C > Mention fax number.
- B > Repeat fax number. Thanks.
- C > Welcome.

**2c Reverse the roles and try to work out a more satisfactory conclusion:**

- B > Explain you would like to receive some information.
  - A > Possible. Costs \$12. Will fax order form. Fax number?
  - B > Mention name company, fax number. Thanks.
  - A > Welcome. Bye.
- 



If you don't know a person's name, address a man as *Sir* and a woman as *Madam*.



Could I speak to ...?  
Could I leave a message ...?  
Shall I put you through to ...?  
Would you hold please?  
One moment please, I'll check.

**3 Writing: letter and memo**

---

**3a Write an email.**

See page 323 for the format of an email.

You did not succeed in getting in touch with Mr Brown and now you decide to write him an email. Mr Brown is the leading trend predictor in the field of transport and he has written many articles on emerging trends. Introduce yourself in your mail, explain why you would like some of his articles and offer to pay for them.

### 3b Write a memo.

See page 323 for the format of a memo.

You have read several of the articles on the newest bike trends and bike developments. Your company is considering launching a creative campaign (and money-off promotion) for its new product, a mountain bike called Mountain Force. You think you have some great ideas for launching this bike and write a memo to your boss including the following points:

- New product for new target group
- Strong bike but fast
- Easy to carry round
- Expensive but worth it
- Conclusions?

## 4 Language: present tense

Simple present	Ing-form
Refers to an event, action or state in the present denoting: <ul style="list-style-type: none"><li>• a habit</li><li>• a fact.</li></ul> Consumer-goods firms <i>advertise</i> a lot.	Refers to an action or state taking place for a limited period of time.  They <i>are advertising</i> a lot these days.
Form	Form
<ul style="list-style-type: none"><li>• Verb</li><li>• Third person singular: <b>verb + -s</b> Preceded by a consonant: -y changes into -ies -o changes into -oes After -s: <b>verb + -es</b></li></ul>	<ul style="list-style-type: none"><li>• T be (ott) + verb + ing</li><li>• Verbs ending in -ie change -ie into -y: <i>lie – lying</i></li><li>• Double <b>end consonant</b> when preceded by <b>stressed vowel</b>: <i>preferring – permitting</i></li><li>• in <b>BrE</b> always double <b>end-l</b>: <i>cancelliing – travelliing</i></li></ul>

See grammar manual, page 255, for more on the *present tense*.

### 4a Translate the following sentences.

- 1 Het besteedbaar inkomen in dat land neemt elk jaar toe maar nu is het aan het dalen.
- 2 Producenten van consumentenartikelen introduceren veel nieuwe producten.
- 3 Slechts 1% van de nieuwe producten is succesvol.
- 4 Zij geeft goed leiding aan haar afdeling en zij legt zich nu ook toe op communicatieve vaardigheden.
- 5 Tegenwoordig investeren bedrijven veel geld in computerdatabanken.
- 6 Unilever is de gegevens van haar klanten bij elkaar aan het voegen.
- 7 American Express probeert een nieuw systeem uit in België en dat doen ze altijd grondig.
- 8 Detaillisten gebruiken regelmatig technieken om klanten te binden.

afdeling	department
besteedbaar inkomen (het)	disposable income
bij elkaar voegen (hier)	to centralize/to link
communicatieve vaardigheden	communication skills
computerdatabank	computer database
consumentenartikel	consumer good
detaillist	retailer
gegevens	data
grondig	thoroughly
introduceren	to introduce
investeren (veel)	to invest (a lot)
klant	customer/client
klanten binden	to improve customer loyalty
leiding geven aan	to manage/to lead (led-led)
producent	producer
regelmatig	regularly
slechts	only
succesvol	successful
techniek	technique
tegenwoordig	these days/nowadays
toeleggen (zich)	to specialise
toenemen	to increase/to rise (rose-risen)
uitproberen	to try out/to experiment with

**4b Simple present or ing-form? Find the mistakes in the following sentences.**

- 1 Consumer-goods firms are always complaining that they don't sell enough.
- 2 We try similar techniques to theirs at the moment.
- 3 Advertising is increasing sales and profits more than money-off promotions.
- 4 Parents are needing a lot of Pampers for babies.
- 5 V&D are offering many bargains to regular customers every month.
- 6 P&G frequently has problems with its customers.
- 7 KLM loses customers because of other airlines' frequent-flier programmes.
- 8 Airlines are being in a catch-22 situation.



A catch-22 situation is a situation from which a person is prevented from escaping by something that is part of the situation itself (from the title of a book by Joseph Heller): 'I can't get a job unless I have some experience and I can't get experience unless I have a job.'

## 5 Vocabulary

---

**5a Your boss isn't as good at English as you. He doesn't know the difference between the following words. Of course you can help.**

- 1 recipe – prescription
- 2 deliver – supply
- 3 employer – employee
- 4 loose – lose
- 5 key – quay

**5b What is the opposite of the following words and phrases?**

- 1 impressive
  - 2 profit
  - 3 huge
  - 4 valuable
  - 5 rational
  - 6 persuade
  - 7 with ease
  - 8 attach
- 

## 6 Focus points

**Marketing:** there are many definitions of marketing. Here are just a few:  
*'Marketing is finding an answer to a consumer need.'*  
*'Marketing is getting the right goods or services to the right place at the right time with the right communication and promotion.'*  
*'Most people mistakenly think of marketing only as selling and promotion. This does not mean that selling and promotion are unimportant, but rather that they are a large part of a larger marketing mix, a set of marketing tools that work together to affect the marketplace.'* (Philip Kotler).

**Mature market:** a fully grown market in which there is not much space for growth (for a specific product).

**Retailer:** someone who sells goods to the final customer.

**Wholesaler:** a middleman who sells goods to the retailer.

**Subsidiary:** a company controlled or owned by another company (the parent company).

# Retailers and research

- 1 Reading: scanning
- 2 Speaking & Listening
- 3 Writing: using the right words
- 4 Language: past tense
- 5 Vocabulary
- 6 Focus points

3

'Retailers are in the best position to find out what consumers want.' What do you think of this statement? How can retailers find out what consumers want?

## 1 Reading: scanning

Scanning a text means reading a text quickly until you find the specific information you are looking for, eg a subject, a date or a name. It is not necessary to read the text in detail.

### 1a Scan Text 1 and find out why one needs a smart card for this new technology.

#### Text 1

## Virtually super

Buying groceries in the not-so-distant future could involve a PC, the Internet and a smart card. Will the techno-supermarket catch on?

by Helen Hague

YOU MAY not have been smitten by trolley rage, but you have probably felt harassed and pushed for time as you reach the supermarket check-out. Even the

most hardened shopaholic doesn't get much gratification from stocking up on baked beans, toilet rolls and washing powder every week. For stressed 'time-poor' consumers like this, the news is good: the technology exists to take the drudgery out of the supermarket run. Fierce competition among supermarket chains should ensure that, within a year or two, electronic

convenience shopping will arrive at a store near you.

The 'power shopping' concept, devised by ICL Retail Systems and unveiled to shop managers this month, aims to take the slog out of buying groceries. It combines the Internet, smart card technology and interactive in-store systems on a shopping trip that starts at home with the computer screen. Forget lists scribbled on the back of an envelope; this weekly shopping

checklist is stored on a PC. The supermarket web site is then located on the Internet, and compared with the household checklist.

40 At the heart of the system is a smart card – the equivalent of a supermarket loyalty card – on which personal data is stored. When it is inserted in a home PC, a menu

45 pops up based on this information. It might remind you that it is your partner's birthday on Tuesday, or that your toddler turns three next weekend, and will provide a list of

50 items you might need for the event. If selected, any additional goods are automatically added to the shopping list. The complete list is then checked against an 'electronic

55 larder' showing what is in the house already, also stored on the PC. A list of the items needed is then transferred to the smart card, ready for a streamlined shopping trip.

60 At an interactive kiosk near the store entrance, the shopper slips the card into a terminal and is welcomed by a personalised on-screen message. The store suggests

65 amendments and additions to the list, and outlines relevant special offers based on past buying habits. If any are accepted, the list is amended accordingly and printed

70 out, indicating where each item is located in the store and which route

will help you to buy them in the most convenient order. Meanwhile, electronic loyalty coupons are

75 added to your card. Heavy goods are packed ready at the checkout, while other items – including last-minute impulse buys – are scanned and updated and your new spending

80 habits stored on the smart card. Payment is by electronic debit, initiated by the card. A home delivery service is also available. Power shopping sounds too good to

85 be true, but is it all it's cracked up to be? If you enjoy anonymity, the answer is no. Rip up your supermarket loyalty card now. Retailers are hungry for information

90 which will help them target you as a valued customer – and, of course, get you to spend a larger slice of your disposable income in their store. The consumer wants

95 discounts, while the store wants information. 'If the customer is willing to reveal his or her behaviour, stores can begin to form a proper relationship and serve

100 them better. It is all to do with segmenting – offering a tailored service to high-value customers and, using electronic interfacing, getting that relationship back to

105 where it used to be 50 years ago.' Meg Abdy, senior consultant at the Henley Forecasting Centre, believes

digital shopping will only take off if it makes consumers' lives 'easier or

110 more exciting'. Digital shopping, she believes, is never going to replace traditional shopping, but will co-exist and help streamline consumer choice.

115 'The real sticking point is not so much technology as delivery – getting the right product to people at the time they find most convenient.' Graham Freeman, retail director at design consultancy BDG/McColl, thinks technology will enhance the in-store shopping experience. 'Stores will have to be more reactive, dynamic and entertaining places. If

120 you are, say, at a sports club and can access products through technology, why not go to a store and do it? Retailers will have to be more inventive, it will drive up quality.

130 The customer will be the winner.' Not all customers will win, however. As retailers gear up for the next phase of new technology, Alun Roberts at ICL predicts a new

135 underclass: 'a lot of low-income people who will, I'm afraid, be disenfranchised from what is going to happen.' To gain full citizenship in the digital shopping community, you will need a PC, access to the

140 Internet – and, of course, income to dispose of. This, after all, is what the retailer is after! ■

Source: *The Independent on Sunday – Science 50*

### 1b Read Text 1 more carefully and answer the following questions.

- 1 What benefits does new technology offer consumers?
- 2 In what ways does the system explained in the article use personal data?
- 3 What is meant by 'retailers gearing up for the next phase of new technology' (lines 132-133)?
- 4 How do you think should small retailers react to all this?
- 5 Give three examples that show this type of shopping is very personalized.
- 6 Why are you (not) interested in digital shopping?



A larder (esp. formerly) a cupboard or small room for storing food.

---

**1c Match the following words and phrases:**

- |                  |               |
|------------------|---------------|
| 1 check-out      | a real        |
| 2 washing-powder | b improve     |
| 3 drudgery       | c change      |
| 4 larder         | d difficulty  |
| 5 amendment      | e till        |
| 6 proper         | f boring work |
| 7 sticking point | g detergent   |
| 8 enhance        | h entry       |
| 9 access         | i storeroom   |
- 

**2 Speaking & Listening**

---

**2a Pairwork. What kind of shoes do you wear?**

Your company (see unit 2) is trying to break into the sports shoe market for the young. So far it has only produced fashionable men's shoes. Interview each other about what makes you buy certain shoes. Consider fashion, colours, materials, price, place, etc. Then ask other people about their preferences. When you have finished, work out what you would recommend to the shoe firm.

---



Brogues: strong outdoor men's shoes, usually with a pattern in the leather.

Pumps: light soft ladies' shoes.

Trainers: sports shoes.

Please note:

Brown shoes should not be worn by professional men, especially not in the City.



*Please and thank you* cannot possibly be used too much in English.

---

**2b How to book a hotelroom**

You are going to Britain to meet a potential business partner from whom you are thinking of buying shoes. You have to book a room in a hotel in Manchester for two nights next week. Phone the hotel. Work in pairs: one of you is the receptionist. Use your own names and be prepared to spell them. The prompts are short and pretty blunt. Try to make the call sound really nice.

- A > Pick up phone; mention the name of hotel.
- B > Explain who you are and that you want to book a room.
- A > What kind of room: single or double?
- B > Single for two nights.
- A > Name and address?



- B > Give your name and address.  
A > Spell it?  
B > Spell name and address.  
A > Check if you have the right name and address. Which dates?  
B > Monday and Tuesday next week, so the ... and the ...  
A > Continental breakfast or full English breakfast?  
B > Continental and a newspaper in the morning.  
A > What newspaper?  
B > Financial Times.  
A > Anything else?  
B > No.
- 

See the inside back cover for the *spelling alphabet*.



Can I help you?  
I would like to ...  
Which would you like ...?  
Let me see if ...  
Could I have your ...?

### 3 Writing: using the right words

---

#### 3a Some people never learn ...

You have a colleague who always uses difficult and sometimes old-fashioned English words where plain, simple words would do better. She has written a report in which she has used the following words:

- 1 proceed
- 2 humorous
- 3 facilitate
- 4 attempt
- 5 occasion
- 6 signification
- 7 construct
- 8 approximately
- 9 commence
- 10 inform

Of course, you know better, so you replace them by other, more simple words.

#### 3b She's done it again!

Now she's written a letter to a friend who has been promoted to a new position. See if you can do anything with it ...

---

John Peters Esq  
123 Wrinkleton Road  
Harlow  
Essex  
GM20 3JE

Dear John

*I acknowledge receipt of your highly regarded letter in which you inform me of the fact that you have been promoted. With regard to your new position, I would like to say that it is indeed a pleasure to learn that you are now a financial director. What an exalted position! Hereby please receive my sincere congratulations on this promotion. In retrospect, and having a profound knowledge of you as a human being, I cannot say I am utterly bewildered that you have been chosen for this elevated position. Again I offer my sincere felicitations and I remain,*

*Your most esteemed friend*

*Sally Beans*



Inn: a small pub or hotel built in a style of many centuries ago, mostly situated in the country. It used to be a place where coaches stopped overnight so the passengers could rest on long journeys.

#### 4 Language: past tense

Simple past	Ing-form
Refers to a state or action in the past.	Refers to a state or action taking place in the past during a (limited) period of time.
Form	Form
<ul style="list-style-type: none"><li>• <b>Verb + -ed</b></li><li>• Preceded by a <b>consonant</b>: -y changes into: -i: apply – applied</li><li>• double end consonant when preceded by a <b>stressed vowel</b>: admit – admitted</li></ul>	<ul style="list-style-type: none"><li>• to be (ovt) + verb + <i>ing</i></li></ul>

See grammar manual, page 256, for more on the *past tense*.

---

**4a Translate the following sentences.**

- 1 Vorig jaar is het schoenenbedrijf Nike een onderzoek onder jongeren gestart.
  - 2 Ik zat net het artikel over dit onderzoek te lezen toen jij belde.
  - 3 Zij zijn een half jaar bezig geweest erachter te komen wat de jongere beweegt.
  - 4 Zij hebben toen ook een kwalitatieve onderzoeksmethode ontwikkeld.
  - 5 In het bijzonder bleek de relatie tot een bepaald product belangrijk te zijn.
  - 6 Het bleek dat jongeren vroeger een lage waardering voor reclame hadden.
  - 7 Goede merken prezen zichzelf niet aan, maar lieten zien waar ze voor stonden.
  - 8 De Amerikaanse spijkerbroekengigant Calvin Klein beëindigde in september een reclamecampagne in de VS.
- 

aanprijzen (zich)	to recommend
achter komen (er)	to find (it) out
bepaald	certain
bewegen (wat iemand)	to move, to make (made-made) someone tick
ergens voor staan	to personify/embody/represent
gigant	giant
in het bijzonder	especially
jongere	younger
jongeren	the young
kwalitatief	qualitative
merk	brand
onderzoek onder	survey/research of/among
onderzoeksmethode	research method
ontwikkelen	to develop
protest	protest
reclamecampagne	advertising campaign
relatie tot	relation/relationship with
vroeger ... hadden	zin 6: used to have
waardering	zin 6: esteem

---

**4b Put the verbs in brackets in the correct tense.**

- 1 In the seventies, advertisers (find) it increasingly difficult to appeal to the younger generation.
  - 2 It turned out that the media landscape (fragment) over time and young people (appreciate) advertising less and less.
  - 3 As today's youth (grow) up with the new media, they (be able) to analyse commercial communication more easily.
  - 4 More than older people, they (judge) commercials on their credibility.
-

**5a Which of the following pairs of words are in the order in which they are used in Britain?**

- 1 eggs and bacon
- 2 night and day
- 3 them and us
- 4 breakfast and bed
- 5 safe and sound
- 6 bread and butter
- 7 cheese and crackers
- 8 organization and personnel

**5b Fill in the gaps.**

Use the following words: tout – based in – has plunged – is stored – supercheap – suspect – catch on – to track – buzz – run into – travel from – identifying

Text 2

## The IT revolution The best thing since the bar-code

CAMBRIDGE, MASSACHUSETTS  
From *The Economist* print edition

**Smart labels may be about to change the way that companies distribute and sell almost everything they make**

AT A Tesco's supermarket in Cambridge, England, the shelves have begun to talk to their contents, and the contents are talking back. Soon, razors at a Wal-Mart store in Brockton, Massachusetts will begin to let staff know when they ... theft. This spring, a group of firms will attempt to track, in real time, many thousands of goods as they ... factory to supermarket shelf. Consultants ... cost savings and extra sales that could ... tens of billions of dollars a year.

The reason for the sudden ... of excitement is a new, ... version of an old tracking technology called

Radio Frequency Identification (RFID). RFID systems are made up of readers and "smart tags" – microchips attached to antennas. When the tag nears a reader, it broadcasts the information contained in its chip. In the past four years, the cost of the cheapest tags ..., from \$2 to 20 cents. In the next two to three years, prices are likely to fall to five cents or less. Already, RFID tags are made in their millions and used ... pets and livestock, parts in car factories and luggage at airports. Last month, Gillette announced that it had put in an order for half a billion smart tags, signalling the start of their adoption by the consumer-goods industry. If they ..., smart tags will soon be made in their trillions and will replace the bar-code on the packaging of almost everything that consumer-goods giants such as Procter & Gamble and Unilever make.

The inspiration behind the new, cheap tags is a partnership between academic researchers and business called the Auto-ID Centre, ... Cambridge, Massachusetts. Founded in 1999, the centre boasts 87 member companies, including the world's biggest retailers and consumer-goods firms. Traditional RFID tags, says Sanjay Sarma, the centre's research director, carry all their information. That makes them big and costly – fine in small numbers, but expensive in the sorts of quantities that the consumer-goods industry might want. Procter & Gamble, for instance, makes 20 billion products a year. So Mr Sarma has stripped the information his tags carry to the bare minimum – a single serial number. This serial number is unique, ... the exact can of fizzy drink or bottle of shampoo on which it is stuck. But detailed information about the product – what it is, where and when it was made, and so on – ... on a computer elsewhere, to be looked up as needed via the internet. ■

## 6 Focus points

**To (do) research:** to conduct a study of a subject, so as to learn new facts or scientific laws.

**To investigate:** to seek the reasons for something or to check on somebody's character.

**To examine:** to study, especially in a medical sense.

**To go into/look into:** to study something (more thoroughly).

**Qualitative research:** research on a small scale, eg by conducting in-depth interviews.

**Quantitative research:** research on a large scale, eg by means of questionnaires.

**Desk research (secondary research):** gathering data that already exists.

**Field research (primary market research):** collecting information outside of a laboratory or typical workplace.

# Complex business

- 1 Reading: paragraphs
- 2 Speaking & Listening: interview
- 3 Writing: question list for interview
- 4 Language: present perfect tense
- 5 Vocabulary
- 6 Focus points

4

Most firms have a core business. It is what they produce most and are good at. Take Douwe Egberts, the coffee producer, for example. Imagine what would happen if they started producing detergents.

## 1 Reading: paragraphs

It is important to look at how an article is organized. Each paragraph has a main idea, which you can often find in the first sentence. The rest of the paragraph is then used to develop the main idea.

### 1a Read the first paragraph: find out its main idea and how this is supported.

## Ripping off your rivals is no small beer – adapted

by Lucy Barret

Do great advertising minds really think alike? While the odd light-fingered creative idea is nothing new in advertising, rip-offs – or perceived rip-offs – now rarely go unchecked, thanks to the growing ranks of ad-related blogs. And if there's one thing guaranteed to get adland tutting, then it's one agency cloning another's work

and passing it off as its own.

Scamp (scampblog.blogspot.com), is a popular source of this kind of scandal. Recently the blog (and others) has been home to waves of outrage over Carling's iPint application, created for the lager brand by Beattie McGuinness Bungay (BMB). A virtual pint that users could "drink" by tilting their

iPhone, iPint quickly became one of the Apple phone's most downloaded free applications.

25 There was a general feeling of goodwill towards iPint: finally a brand had created something digital that wasn't niche and was talked about by consumers just about everywhere. The only problem is that BMB and Carling's owner, Molson Coors, is now facing a \$12.5m (£7.7m) lawsuit for allegedly ripping off a similar application, iBeer. ▶

Although we don't yet know the result of the lawsuit – and neither BMB nor Carling is officially commenting – the iBeer accusation  
40 is made worse by the fact the iPint won the Silver Cyber Lion award at Cannes. The industry may be generally fairly relaxed when it comes to similarities between  
45 adverts, but when awards are involved, things get a little more agitated.

But is it wrong to borrow creative ideas from other agencies? The  
50 industry shouts “Yes!” – but there is also, perhaps, a small whisper that says “maybe not – just don't get

caught”. With the days of commanding large fees from  
55 advertisers becoming a distant memory, agencies are squeezed. Creatives now have less time to create, and although they would scarcely admit it, this must be  
60 reflected in the work they produce. Could this lead creative departments to seek ideas from their counterparts? Maybe.

The internet is a wonderful source  
65 of inspiration – and many creative ideas for ads pay a debt to random YouTube clips. But the web also has its downside: little anyone does goes unnoticed.

70 So what to do? Perhaps agencies should be more brazen. M&S has been running a “Dine in for £10” offer, with ads offering two main courses, a dessert and a bottle of  
75 wine for £10. According to the executive chairman, Stuart Rose, it has been a “spectacular success”. Waitrose's managing director, Mark Price, was obviously listening to  
80 Rose's boasts, as earlier this month the upmarket supermarket dished up exactly the same promotion. It didn't even pretend it was anything but a copy: Waitrose has admitting  
85 ripping off the idea and said it exceeded its own expectations. ■

Source: *The Guardian*

### 1b Read Text 1 carefully and answer the following questions.

- 1 What does the ‘small beer’ in the title refer to?
- 2 Explain why BMB and Carling are now facing a £7.7m lawsuit and who is suing them?
- 3 What is meant in line 26-28 ‘finally a brand had created something digital that wasn't niche’?
- 4 Describe if an answer is given to the question ‘Is it wrong to borrow creative ideas from other agencies’ (line 48-49).
- 5 What is meant in line 56 ‘agencies are squeezed’?
- 6 Who copied what exactly in the M&S and Waitrose promotions and was it successful?

### 1c Find words in the text that mean:

- 1 competitor
- 2 unnoticed
- 3 supposedly
- 4 a legal charge that someone has committed a crime
- 5 things that are the same
- 6 not often
- 7 person who has a similar position in another organization
- 8 shameless
- 9 talk proudly about something you have done
- 10 to be greater than



**Knight:** a man who has the title Sir (always followed by the first name, e.g. Sir Richard), given to him by the King or Queen. Ladies become Dames (e.g. Dame Margaret).

**2a Imagine that you are going to meet Mr Branson, the famous British entrepreneur, for an interview. For this purpose you have to learn how to introduce both yourself and others. See what you can find about him on the Internet.**

Practise this with one or more partners.



Knighthood a rank of honour given to a person by the British Queen or King because of special achievements; he has from then on the right to be called "Sir", as in "Sir Richard".

### Introductions

If there is no third person to introduce you, say:

*May I introduce myself? My name is Paul de Jong.*

The answer could be:

*How do you do? My name's Richard Branson.*

or:

Lisa Roes:

*Good morning.*

*I'm Lisa Roes.*

*How do you do?*

Richard Branson:

*Oh, good morning.*

*I'm Richard Branson.*

*Pleased to meet you.*

### Third party introduction

Someone could introduce you by saying:

*This is Mr/Mrs/Ms Winters ... This is Ms Johnson*

(at the same time indicating each person with his or her hands)

or:

*May I introduce you to John de Boer?*

*This is Cynthia Johnson.*

The people introduced could say:

*How do you do? or:*

*Pleased to meet you.*

Note: *How do you do?* or *Pleased to meet you* are used only for introductions. The former is **not** a question but a traditional word exchange. It is getting increasingly common to say *How are you?*



The habit of shaking hands is not very common in English-speaking countries, so do not feel embarrassed if the person you meet doesn't shake hands with you.



**2b Work in pairs: You have been invited to dinner by Richard Branson. Have a look at text 2, and then use it to order a meal. One of you is the waiter and the other one is the guest. Then reverse the roles.**

Text 2

## Mustards

60 Long Lane, London. EC1A 9EJ. Reservations: 020 7796 4920

### M E N U

#### Aperitifs Maison

Kir or Kir Rose	£2.95
Kir Royale or Framboise Royale (Champagne)	£5.50

#### Starters

Quick Fried Calves Liver <i>with roast cherry tomato salad and verjuice dressing</i>	£5.50
Filo Parcels of Leek & Roqueforte <i>with a plum compote</i>	£5.95
Avocado, Baby Spinach, Roquette & Bacon Salad <i>with basil vinaigrette</i>	£4.95
Brochette of Seared Scallops, bucatini pasta <i>with a crab cream sauce &amp; crispy pancetta</i>	£6.95
Crispy Duck Salad <i>with a hoi sin &amp; sesame dressing</i>	£5.95
Fresh Home Made Soup	£3.95
Twicebaked Spinach & Cheddar Souffle <i>with anchovy hollandaise</i>	£4.95
Crab & Shrimp Cakes <i>with crispy "seaweed" &amp; sweet chilli sauce</i>	£4.95

#### Main Courses

Escalope of Veal <i>with a marsala &amp; mushroom cream sauce</i>	£11.95
Mustard Roasted Chicken Breast <i>with courgette fritatta, tomato &amp; coriander salsa</i>	£ 9.95
Chargrilled Lamb Cutlets <i>with sauteed spinach &amp; a provencal tomato</i>	£12.95
Chargrilled Swordfish Steak <i>with sauteed king prawns with lime &amp; coriander</i>	£13.95
Butternut Squash & Wild Mushroom Rissotto <i>with parmesan shavings</i>	£10.95
Chargrilled Calves Liver <i>with butter mash &amp; smoked bacon jus</i>	£12.95
Fresh Fish of the Day <i>see blackboard</i>	
Chargrilled Sirloin Steak <i>with plain, pepper or mustard sauce &amp; fries</i>	£13.95
Seared Fillet of Beef <i>with green peppercorn hollandaise &amp; fries</i>	£15.95

#### Side Orders

<i>New Potatoes, Pommes Frites, Sauté Potatoes, Creamed Potatoes, Vegetable of the day, Spinach, Crisp Green Leaf Salad, Mixed Salad, Tomato &amp; Onion Salad,</i>	£ 2.25
<i>VAT is included</i>	
<i>12.5% Optional Service will be added for your convenience</i>	

– Mustards do not use genetically modified products or ingredients –



Remember that, in Britain as well as in many other countries, you should wait until a waiter directs you or leads you to a table.

---

**Dining out: Expressions to use:**

---

**Waiter**

Would you like to order now?  
Can I take your order now, Madam/Sir?  
Would you like a drink first?  
What about something to start with/  
What would you like to start with?  
What main course would you like?  
How would you like your steak, Madam?  
Well done ... medium? Sir?  
Would you like a side order?  
There is a choice of vegetables.  
Any dessert/sweet/cheese?  
Anything to drink?

**Guest**

We'd like a table for two, please.  
I'd like to order now please/could you take our  
order now please/could I have the menu/  
wine list/a beer?  
I'll have ... I'd like to have ...  
Yes please, I'd like that.  
No starter, thank you.  
I'll have some soup.  
I think I'll have the lamb cutlets ...  
The sirloin steak for me please. Rare, thank you.  
Creamed potatoes, please.  
The steak for me, I think.

---



Note that, in some countries (eg the UK and the USA), you do not need to wish your fellow diners a pleasant meal.

---

**2c At the end of the meal:**

- Ask for the bill (AmE: check).
  - Ask the waiter to get you a taxi.
  - The bill arrives but it's incorrect: you had one bottle of wine, not two.  
Ask the waiter for a new bill.
  - You've spilt some sauce on your shirt; you'd like to know from the cook what was in it, so you can remove the stain.
- 



Excuse me, could we have a table for ...  
If you'd just wait a minute ...  
What would you recommend for afters?  
Could we have the ... please?  
I'm afraid there's been a mistake ...

**3 Writing: question list for interview**

---

**3a You have succeeded in getting an interview with Mr Branson, Working in pairs, prepare a list of 15 questions to ask him. You can use the information in Text 3 on page 42 or any other information you can find.**

Note:

- 5 questions should be on Richard Branson (as an entrepreneur and a businessman).  
Example: When did you first realize you were a good businessman?
- 5 questions should be on his current business activities.
- 5 questions should be on problems or future plans.

**3b Write a formal letter (for the format of a letter, see page 314).**

Mr Branson will shortly visit Amsterdam. Write a letter to Mr Branson asking him if you might interview him. Give three reasons which you feel might persuade Mr Branson to see you.

.....

**4 Language: present perfect tense**

**Present perfect**

Refers to an action or state started in the past and continues up to the moment of speaking (often time indicators such as **since last week/month, from June**, etc are used).

Wedgwood *has produced* high quality china tableware since 1759.  
*I have been standing here for ages ...*

**Form**

- have + past participle
- third person singular:  
has + past participle

**Ing-form**

- have + been + verb + ing
- third person singular:  
has + been + verb + ing

See page 258 for more on the *present perfect*.

.....

**4a Translate the following sentences.**

- 1 Sinds vorige week valt de Virgin Groep van Richard Branson de verzekeringsmaatschappijen aan.
  - 2 Virgin cola wordt al een paar jaar door een aantal winkelketens verkocht.
  - 3 Ook verkoopt de firma vanaf april financiële dienstverlening.
  - 4 De opsplitsing van een aantal bedrijven wordt door sommigen als een rage beschouwd.
  - 5 Waarom is Unilever niet succesvol in de kledingbranche?
  - 6 Managementvaardigheden hebben altijd een grote rol gespeeld in de succesfactor van een bedrijf.
  - 7 Vanaf het moment dat zij het bedrijf opgericht hebben, zijn ze al aan het diversifiëren.
  - 8 Managementcultuur en -filosofie zijn al eeuwen belangrijk.
- .....

aanvallen	to attack
branche	business/market
beschouwen	to consider
diversifiëren	to diversify
financiële dienstverlening	financial services
managementcultuur en -filosofie	management culture and philosophy
managementvaardigheden	managerial skills
oprichten	to set (set-set) up/to found
opsplitsing	demerger
rage	fad
rol spelen	to play a role
succesfactor	zin 6: success
vaardigheid	skill
verzekering	insurance
winkelketen	chain of shops

#### 4b Put the verbs in brackets in the correct tense.

#### Text 3

## Cross his heart

by Tom Bower

From *The Economist* print edition  
TOM BOWER, one of Britain's  
best-known investigative  
5 journalists, (set) out in his  
biography of Sir Richard Branson  
to demolish the entrepreneur's  
reputation as an anti-establishment  
hero. Now best known as an owner  
10 of Virgin Atlantic Airways, Sir  
Richard (milk) his victory over rival  
British Airways, which was forced  
to pay compensation to Virgin for a  
"dirty tricks" campaign that was  
15 undertaken against the smaller  
airline in 1991.

For the general public, for whom  
the bearded Sir Richard, who is  
rarely seen in a suit or tie, (retain)  
20 the image of a cheeky chappie, this  
book will be a revelation. Virgin  
may be one of Britain's best-known

brands, but Mr Bower (lay) out just  
how many failures the brand has  
25 been attached to. Virgin Cola,  
which was meant to overtake Coke  
and Pepsi, (flop). Shares in Virgin  
Express, a Belgian-based low-cost  
airline, (collapse). Both Victory, a  
30 clothes and cosmetics operation,  
and V2, Sir Richard's second music  
business, (struggle) to make an  
impression. Most damaging of all,  
Virgin's performance in running the  
35 London to Glasgow train service  
(be) among the worst of all the  
newly privatised train operators  
(and that is truly terrible).

Even previous doubters – the small,  
40 readership, for example, of *Private  
Eye*, a satirical paper which already  
(air) business details Sir Richard  
would rather keep hidden – will be  
interested in his outré business

45 methods: the shameless self-  
publicity; the exaggeration; the love  
of pranks, cross-dressing and  
undressing; the parsimony towards  
loyal staff and the compulsive  
50 flirtations with female cabin crew.  
Many British punters (be) bothered  
by the idea that a man with a  
penchant for managing his cash to  
the bone may yet win the franchise  
55 to run the National Lottery. For all  
that, Sir Richard (emerge) from  
these pages as a tireless deal-maker,  
with remarkable powers of  
persuasion.

60 Indeed, those who also (come) off  
poorly in this book are the  
businessmen, politicians and  
reporters, not to mention those  
responsible for bestowing  
65 knighthoods, who (give) in so  
readily to the Branson charm. ■

## 5 Vocabulary

### 5a Please match the following words in word partnerships (there may be more than one possibility).

- |   |           |   |          |
|---|-----------|---|----------|
| 1 | compound  | a | strategy |
| 2 | driving   | b | feat     |
| 3 | market    | c | rate     |
| 4 | mean      | d | company  |
| 5 | pension   | e | growth   |
| 6 | parent    | f | test     |
| 7 | corporate | g | scheme   |

### 5b Correct the mistakes

#### Text 4

## While stocks lasts

From *The Economist* print edition  
**Thieves versus retailers**

WHICH European country boasts the worse record for shoplifting?

- 5 Step forward Britain, winner of this dubious honour for the second year running, according to a survey released on September 19th. Brittons

not only steal more than their  
10 continental counterparts, they are also less competent employees on the shop floor, resulting in Britain having the worst overall rate of retail “shrinkage” – a measure of losses by  
15 retailers from theft, mispricing and other wastage.

Continental Europeans are not much better. Shrinkage is increasing  
generally on the rise. Consider staid  
20 Denmark. According to the survey, from the Centre for Retail Research at Nottingham University, shrinkage their is 9% up on last year. Danes  
25 remain relatively honest, but are fast closing on their neighbours. ■

## 6 Focus points

**Independent shop:** a shop which is not connected or affiliated with any other shop(s).

**Chain shop:** a shop which is part of a group of shops (selling the same goods under the same name) which belong to a single company.

**Joint venture:** an enterprise undertaken by two or more companies (paid for and run by the participants).

**Personal equity plan:** a financial plan a person makes for his or her personal future (e.g. retirement).

**Commission:** a percentage made on a deal.

# Company strategy

- 1 Reading
- 2 Speaking & Listening
- 3 Writing: write an email message
- 4 Language: past perfect tense
- 5 Vocabulary
- 6 Focus points

5

There are many theories about management and corporate strategies. Consider 'back to the core' versus 'diversification', and 'brand management' versus 'functional management'. Do you know the meaning of these?

## 1 Reading

### Text 1

## Bertolli may be latest Unilever brand for sale

by Katie Allen

Unilever is pondering the future of the Bertolli olive oil businesses as it continues to spin off famous brands in a cost-cutting drive. The food and detergents group yesterday confirmed it was looking at the "best way to extract the best value" out of the world's leading olive oil brand, adding that any move would involve a licensing deal so Unilever could still use the Bertolli name. The group made the comments as it published upbeat results that bucked the trend of food companies squeezed by the rising cost of ingredients.

Plans for a spin-off of Bertolli follow Unilever's recent sale of the Boursin cheese brand under a cost-

cutting and disposal programme that has slashed the workforce and sold off previously untouchable jewels among its brands. The Bertolli business, which has annual sales of about €300m (£236m), was started by Francesco and Caterina Bertolli, from a small shop beneath their home in Tuscany in 1865. It now produces several varieties of olive oil as well as pasta sauces, frozen meals and olive-based spreads.

The brand's possible departure from the Unilever stable follows the announcement last August that the group wanted to make widespread disposals that would wipe about €2bn, or 5%, of turnover. Part of that will be its traditionally core US

laundry detergents and softeners business, which has faced stiff competition from Procter & Gamble. In a quarterly update yesterday, Unilever said it was "progressing" with that disposal process and had received interest from a "number of parties". Overall, the latest results show underlying sales grew 7.2% as it increased volumes and raised prices almost 5% to offset the rising cost of ingredients such as oil and milk.

Unilever's shares jumped 5.4% to £17.52 after Patrick Cescau, the chief executive, said the group, with its family of everyday products and broad geographical footprint, now expected this year's underlying sales growth to beat a previous 3-5% target range despite "challenging conditions". It singled out UK sales as particularly strong and flagged up double-digit sales

65 growth in emerging markets in Asia and Africa. Although the group has raised prices for consumers in the same way as other rivals it said it was also looking at changing recipes and production methods to ease the effects of pricier ingredients.

For example, Unilever said developing lower fat spreads and

dressings, such as Hellmann's new "free range egg" extra light mayonnaise, tapped into rising demand for healthier foods but brought an added bonus of "reducing our dependence on costly vegetable oils". A spokesman said lower fat products meant less vegetable oil was used and that Unilever was also looking at swapping some

ingredients for alternatives where it did not affect taste.

"One key element we look at to try and mitigate some of the commodity costs is reformulation, new technologies. But you only have a degree of flexibility. The base arbitrator is taste – if it doesn't taste the same you can't do it." ■

Source: *The Guardian*

**1a Read the text carefully and answer the following questions.**

- 1 Write down ten words to sum up what you have read in the article.
- 2 What is Unilever trying to do when it was looking at 'the best way to extract the best value' out of Bertolli?
- 3 Unilever published their results. What was so surprising about them?
- 4 What was the reason Unilever shares rose considerably?
- 5 Why is Unilever now looking to produce healthier foods?
- 6 What is meant by 'reformulation' in line 88 and why is Unilever thinking of this?



Company: a business made up of people who work together on a service or product. Public limited liability company (plc): a company whose shares are owned by shareholders and available on the stock market. Private limited liability company (Ltd): a company whose shares are owned by shareholders and which are not available on the stock market.

**1b Write down the correct words or sentences to the following questions.**

- 1 Find three words in the text that are used as 'to sell'.
- 2 Find three words in the text that mean 'to get bigger'.
- 3 Mention three verbs to describe 'slashed workforce'?
- 4 What does 'to buck the trend' line 15 mean?
- 5 What is meant by 'untouchable jewels' in line 23-24?
- 6 Mention two words that could replace 'stiff' in line 42.
- 7 What is a 'broad geographical footprint' in line 57?
- 8 Give two other words to replace 'added' in 'added bonus' line 78.
- 9 Replace 'key' in line 86 by other words that have the same meaning.
- 10 What are 'commodity costs' in line 88?

people   strategies   mission   responsibility   management

## 2 Speaking & Listening

---

### 2a Pairwork: hold a mini-talk to each other on Unilever.

Take a few minutes to prepare your talk. Use the notes you have made as a guideline. Don't forget to structure your talk properly: first introduce the company, then present its management philosophy, its mission, people, etc and end with a conclusion.

See page 331 for the format of a mini-talk or presentation.

---



British people love to make use of understatements, especially as a joke: 'Everybody knows our sales have grown a bit' (when they have soared). You have to be careful with humour, though, and make sure you're not facetious.



I'd like to start with ...  
First ... second ... third ...  
Have a look at ...  
In conclusion ...

## 3 Writing: write an email message

---

### 3a Imagine that you attended an international school.

One of your former classmates is looking for a job. It so happens (s)he is in the running for a good job at Unilever and at Levi's. (S)he has asked for your advice. Send him or her an email message in which you tell him or her which of the two companies (s)he should consider joining. Don't forget to mention your arguments. You may find some of your arguments in the information you have gathered in the speaking exercise. Try to find information on Levi's on the Internet.

### 3b You are surfing on the Internet to find more information on Unilever. You happen to come across their vacancy site on which you notice a very interesting vacancy ... for you!

You're in a bind: on the one hand, this job is just what your friend is looking for, but on the other hand, your own business is not doing too well. Send a second email message in which you explain the situation and tell your friend what you are going to do and why.

---



## 4 Language: past perfect tense

### Past perfect

Refers to an action or state that happened at a time before a specific moment in the past or that started before a certain moment of time in the past and continued up to that moment.

#### Form

- had + past participle  
Unilever *had launched* the product before 1966.

#### Ing-form

- had + been + verb + ing  
What *had he been doing* before I came in?

See page 260 for more on the *past perfect*.

### 4a Translate the following sentences.

- 1 Enkele jaren geleden bracht Unilever een wasmiddel op de markt voordat het grondig getest was.
- 2 In 2008 kondigde Unilever aan dat zij in de ijsbranche al jaren veel winst maakten.
- 3 Vóór het debacle voelde Unilever allang de behoefte om haar ingewikkelde directiestructuur te vereenvoudigen.
- 4 Die actie was maar één van de pogingen die het bedrijf had ondernomen om de Europese productie te verbeteren.
- 5 Daarvoor was “Encore” geïntroduceerd, een programma dat alleen maar veel geld had gekost en weinig resultaat had.
- 6 Voordat Levi’s 5 jaar geleden een industriële omwenteling onderging, was het bedrijf in de Blue Ridge bergen al 40 jaar productief.
- 7 Brenda Burgess, die al 17 jaar lang zomen naaide op de fabriek van Levi’s, zei: ‘Een jaar geleden haatte ik mijn baan nog.’
- 8 Maar sindsdien, verklaarde zij, was er veel veranderd en maakte zij de spijkerbroeken met veel plezier.

aankondigen	to announce
actie	move
afwerpen	to yield
behoefte	need
debacle	debacle
directiestructuur	management structure
grondig	thorough (adj.) or thoroughly (adv.)
ijs	ice cream
ijsbranche	ice cream business
industriële omwenteling	industrial revolution
in productie	in operation
ingewikkeld	complex
nog	still
omwenteling	aboutturn/turnaround
plezier (met veel ... maken)	to take (took-taken) pleasure in making
poging ondernemen	to make (made-made) an attempt
testen	to test
verbeteren	to improve
vereenvoudigen	to simplify
wasmiddel	detergent
winst	profit(s)
zomen naaien	to sew (sewed-sewn) seams

**4b Fill in the missing words by choosing from the following list.**

since – for – until – by – during – ago – yet.

- 1 He has been working for Unilever ... 2002.
- 2 If my boss phones ... my absence, please take the message.
- 3 ... three weeks ago, I had never heard of cost savings.
- 4 Manufacturers have involved suppliers in their business ... a long time.
- 5 I will ask him to have the report ready ... 5 o'clock.
- 6 The last time I saw him was 10 years ...
- 7 I will go and check if he's ready ...

**4c Find and correct the spelling mistakes (12) in the following article.**

Text 3

## Holding the hand that feeds

More and more companies are forming cosy partnerships with their suppliers. Such relationships can be risky. Western companies used to see their suppliers as natural adversaries, out to profit at their expense. Nowadays love is in the air. One inspiration has been Japan, where manufacturers have for a long time involved suppliers closely in their own business. But companies such as Motorola, an American technology firm, and Marks and Spencer, an English retailer, have also been showing for years that the right kind of co-operation can yield cost savings for customer and supplier alike. ■

Source: *The Economist*

## 5 Vocabulary

**5a Fill in the correct words or phrases (all to do with money) by choosing from the following list.**

fee – bonus – commission – fine – salary – bribes – wages.

- 1 He has not received his annual ... yet.
- 2 My ... is transferred into my account every month.
- 3 As a representative one often works on ...
- 4 This doctor charges a very high ...
- 5 I was given a pretty stiff ... for speeding.
- 6 All workers receive their ... on Fridays.
- 7 The politicians were arrested for accepting ...

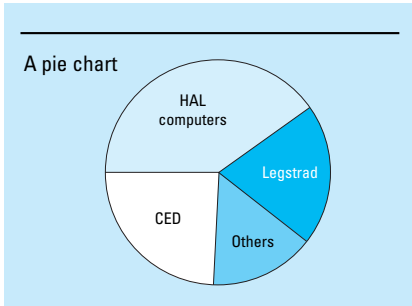
**5b Match the following words and phrases with the correct definition.**

- |                     |                                  |
|---------------------|----------------------------------|
| 1 shakeup/shake-up  | a a manager in a higher position |
| 2 to tempt          | b to recommend                   |
| 3 detergent         | c to manage                      |
| 4 to ease           | d to earn, bring in              |
| 5 senior executive  | e restructuring                  |
| 6 to advocate       | f to lure                        |
| 7 to run a business | g washing powder                 |
| 8 to yield          | h to soften                      |

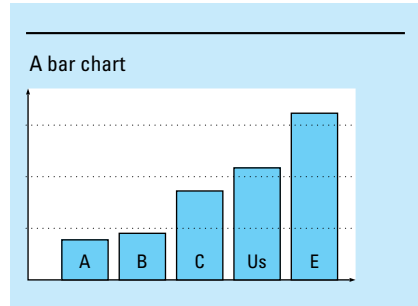
## 6 Focus points

**Charts:** These are used to illustrate or clarify information. They are often more instantly informative than language.

### pie chart



### bar chart

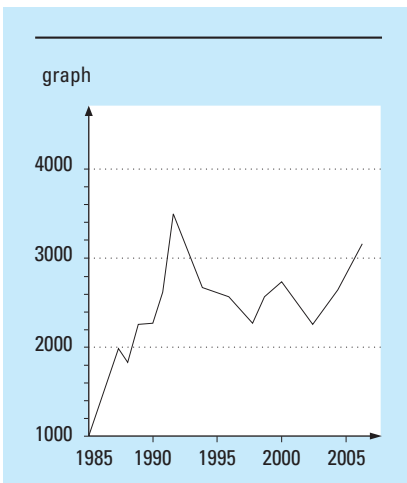


### table

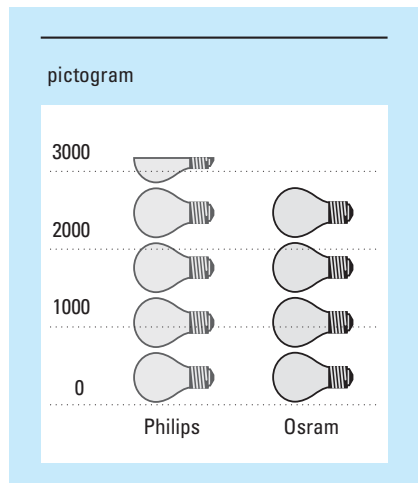
A table

GNP/GPD % change	Average 1994-2004	2005 forecast	2006 forecast
France	1.2	2.8	3.0
Germany (W)	1.1	3.2	3.0
Italy	0.8	3.1	2.8
Japan	3.9	2.5	1.5
UK	1.7	2.6	3.2
USA	2.3	2.5	3.5

### graph



### pictogram



# Know your position

- 1 Reading: summary
- 2 Speaking & Listening: sales talk
- 3 Writing: outline
- 4 Language: future tense
- 5 Vocabulary
- 6 Focus points

6

Positioning a product (i.e. finding a place for it in the consumer's mind) is a very costly business. You have to consider the market, the product, the brand, the name, the price, etc. Many companies put 'new wine in old bottles' (i.e. try to sell a renewed product under an old name). What are the advantages and disadvantages of breathing new life into an old product or an old name?

## 1 Reading: summary

A good summary consists of three parts: an introduction, a body (i.e. the main part) and a conclusion. In fact this goes for all good communication items, whether oral or written. If you wish to write a summary, first identify the main topic or theme, then the supporting paragraphs and finally the conclusions or recommendations.

### Text 1

## Label of the Year: American Apparel

*Our winner is the brand that turned a sexy T-shirt or skinny jean combo into the uniform of Britain's twentysomethings.*

by Polly Vernon

The American Apparel store, in Camden, North London, sits directly opposite the tube. It's an  
5 inconspicuous affair, a small,

discreet shop front nestling between a Footlocker and a Rymans; but it serves as a youth club for the irredeemably cool of the area. They  
10 gather there to browse the

'collection' – and to hang out. The PA system plays the Cure on a loop. The young and beautiful shop assistants jiggle and lip synch along  
15 to songs they can't possibly remember from the first time around – and they sell vast quantities of stock to a loyal and rapidly expanding clientele.

20 American Apparel is the largest clothing manufacturer within the United States; it specialises in very basic, very brightly coloured, ►

ethically-produced jersey cotton  
 25 pieces. Leggings, T-shirts, mini  
 dresses, vintage-look hoodies... It  
 was launched in the US in 1998 by  
 fashion entrepreneur and self-styled  
 'hustler' Dov Charney. It arrived  
 30 here four years ago, when the first  
 store opened on London's Carnaby  
 Street. Since then, it has grown.  
 There are now seven shops in  
 London, and branches in  
 35 Manchester and Nottingham will  
 open before the end of this year.  
 'We are looking at every city in the  
 UK with a decent-sized population',  
 says Brent Chase, spokesperson for  
 40 the brand in Britain.

American Apparel's UK operation  
 is flourishing. Turnover has  
 increased from £7m in 2007 to  
 £14m this year. Its aesthetic is  
 45 flourishing in the UK, too.  
 Catherine Hayward, fashion  
 director of men's magazine Esquire,  
 believes that American Apparel's  
 ascendance in 2008 'very much  
 50 chimes with the credit-crunch  
 times, because it's cheap, and

gleeful. No one wants to be seen to  
 spend huge amounts of money, but  
 80 no one wants to give up on  
 shopping completely. At American  
 Apparel, you can go and buy one T-  
 55 shirt of every colour – lots of little  
 multi-coloured treats to cheer  
 yourself up.'

60 If you haven't heard of it - that's  
 half the point. You're probably too  
 old. American Apparel is  
 unashamedly concerned with  
 dressing the urban-dwelling sixth  
 65 former/early-twentysomething. To a  
 degree, its laid-back, sporty,  
 pretend-vintage, flirty sexiness  
 defines that generation.

One man is responsible for  
 70 everything American Apparel is,  
 and represents; for its successes,  
 and for its cultural impact. Dov  
 Charney is its founder, creative  
 director and chief executive. He is  
 75 39 years old, bearded, sufficiently  
 slim-hipped to fit into his own  
 designs, supremely successful, and  
 as controversial as he is

fashionable. Dov Charney is  
 80 famous. He is uniquely concerned  
 with the ethics of his company.  
 America Apparel's strap-line attests  
 to the fact that the product is  
 'sweatshop free' and made in  
 85 downtown LA, Charney pays his  
 employees twice the minimum  
 wage and offers them significant  
 benefits, including full family  
 medical insurance; he refuses to  
 90 outsource the manufacturing of  
 American Apparel. He does all this  
 because, he says, it makes good  
 business sense. With the same  
 rationale, he's campaigning to  
 95 change US policy on immigration  
 (he runs a campaign to 'Legalise  
 LA' by decriminalising immigrants;  
 his workforce is largely composed  
 of immigrant workers who are  
 100 allowed to make free phone calls  
 home during work hours).

Charney's approach is working.  
 Worldwide, American Apparel turns  
 over close to \$500 million, which  
 105 might not make it Gap, but is still  
 not to be sneezed at. ■

Source: *The Guardian*

**1a Read the text carefully and answer the following questions.**

- 1 Mention five words that describe the American Apparel company.
- 2 How different is an American Apparel shop from any other clothes stores?
- 3 How do we know that American Apparel is doing very well in the UK?
- 4 During economic recessions people spend less money on clothes, although they still buy American Apparel's products. How does the text explain this?
- 5 Who is founder Dov Charney and why is his way of doing business 'different'?
- 6 What could be the reason Dov Charney wants to change US policy on immigration?

**1b Match the words and phrases from the text with their definitions.**

- |                   |   |   |
|-------------------|---|---|
| 1 inconspicuous   | a | a sudden reduction in the availability of loans |
| 2 gather          | b | considerable                                    |
| 3 branches        | c | general manager                                 |
| 4 credit-crunch   | d | not easily seen                                 |
| 5 chief executive | e | the number of people who work for a company     |
| 6 significant     | f | sub division                                    |
| 7 workforce       | g | get together                                    |

## 2 Speaking & Listening: sales talk



When visiting a company, always find out about its dress code first.

### 2a Sales talk

Find yourself a partner. One of you is marketing manager for American Apparel (see Text 1). You are visiting several towns in the Netherlands to find out which ones are suitable for American Apparel stores. At the moment you are in a medium-sized town which looks very promising for the type of store you want to set up.

Your partner is the representative of the town's shopkeeper's association you are visiting and since there already are a lot of cheap clothing stores like H&M, Zara and C&A, the association is not particularly interested in having – another – competitor in that line of business.

Try to persuade your partner of your point of view. You haven't met before, so start with introductions.



Lobby: a hall where members of parliament and the public meet.  
Lobbyists: a group of people who try to influence members of parliament in order to persuade them to support their actions, needs, etc.



A:  
I would like to talk to you about ...  
Would you consider ...  
We have a fabulous deal ...  
The advantages are ...  
Could I interest you in ...

B:  
I must say I don't like ...  
Are these clothes really ...  
I'm sorry, I can't ...  
I'm afraid we wouldn't like to ...  
I don't think, really, that this is the kind of product ...

### 2b Reverse roles

### 3 Writing: outline and e-mail

---

**3a Read text 1 again and try to draw up a structure of the marketing plan which Dov Charney must have written for the positioning of American Apparel. To help you, we have already given the rough structure through the headings. Now add some items under the other headings.**

---

*Outline of marketing plan for American Apparel clothes*

*1 Introduction*

- American Apparel's beginnings*
- American Apparel's expansion*

*2 The product*

*3 Repositioning*

*4 Place*

*5 Promotion*

*6 Merchandising*

*7 Target market*

*8 Recommendations and plans for the future*

---

**3b American Apparel clothes have become a big hit.**

You have heard the company is trying to set up a store in the city where you are currently studying. You are in favour of this and try to persuade the Chamber of Commerce and the city council that this kind of shop is exactly what your town needs.

Write an e-mail to the Chamber of Commerce and use – at least – the following input and add more persuasive ideas.

- 1 International company is good for the town's image.
  - 2 There is a large target group in the area.
  - 3 It is good to have some competition for other large clothing stores.
  - 4 More variety will draw more shoppers.
-

Present future, past future, present future perfect or past future perfect Indicate that an event, action or state is in the future. See page 261.	Ing-form Indicates that an action will be taking place in the future for a limited duration. Modal use is also possible.
<b>Form</b>	<b>Form</b>
<ul style="list-style-type: none"> <li>• <b>present future: shall/will + verb</b> American Apparel <i>will be</i> on sale there.</li> <li>• <b>past future: should/would + verb</b> American Apparel <i>would be</i> on sale there.</li> <li>• <b>present future perfect: shall/will + have + past participle</b> By then American Apparel <i>will have been</i> on sale for a year.</li> <li>• <b>past future perfect: should/would + have + past participle</b> American Apparel <i>would not have been</i> on sale if the name had not been allowed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>shall/will + be + ing</b> We <i>shall not be installing</i> those machines.</li> <li>• <b>should/would + be + ing</b> We <i>would not be installing</i> those machines.</li> <li>• <b>shall/will + have + been + ing</b> We <i>will have been installing</i> those machines for more than a year then.</li> <li>• <b>should/would + have been + ing</b> We <i>would not have been installing</i> those machines, if ...</li> </ul>

See page 261 for more on the *future tense*.

#### 4a Translate the following sentences.

- 1 Volgende week brengt American Apparel haar nieuwste product op de markt.
- 2 Eigenlijk zou de introductie eerder hebben plaatsgevonden maar er waren wat problemen.
- 3 Onafhankelijke detaillisten kunnen de sigaretten vanaf volgende week krijgen bij de groothandelaren.
- 4 Als dat merk niet geflopt was in 2000, zou het nu al heel wat jaren op de markt zijn.
- 5 Het vervelende is dat jongeren waarschijnlijk zullen worden aangetrokken door de naam.
- 6 De oprichter bezit wereldwijd het recht op de merknaam American Apparel; in de derde wereld zal de naam zo mogelijk nog slechter vallen dan hier.
- 7 De heer Charney verwacht dat we na 2015 allemaal al heel lang fan van de kleding zullen zijn.
- 8 Ben and Jerry veranderen hun politiek dat hun ijs nooit te koop zal zijn in de winkelcentra buiten de stad, niet.

aantrekken	to attract
buiten de stad	out-of-town
eerder	earlier/sooner
eigenlijk	actually
floppen	to fail
groothandelaar	wholesaler
nieuwste	latest
onafhankelijk	independent



plaatsvinden  
 slecht vallen  
 vervelende (het)  
 waarschijnlijk  
 wereldwijd  
 winkelcentrum  
 ijs  
 zo mogelijk

to take (took-taken) place  
 to make (made-made) a bad impression  
 the annoying thing  
 probably  
 worldwide  
 shopping centre (AmE mall)  
 ice cream  
 if possible

**4b Put the words in brackets in the following text in the correct tense.**

Text 2

**Old favourites enjoy a new shelf-life**

**Long-moribund brands are being resurrected thanks to a wave of nostalgia – and the risks of new product development**

by Helen Jones

BRITAIN (wallow) in nostalgia. Platform shoes are back, the music of the 1970s singing duo the 5 Carpenters (become) the latest cult sensation, and University Challenge (return) to television. But fashion, music and old TV programmes are not the only things

10 being resurrected. Favourite consumer brands that (seem) to have lived out their spans years ago (make) comebacks. Among the most recent of these 15 (be) Cadbury's relaunch of Old Jamaica, its rum and raisin chocolate bar, to meet what it (call) consumer demand.

The brand first (appear) in the 20 1970s, with a memorable television commercial that (feature) a pirate saying: 'Don't 'ee knock it all back at once.' But it was subsequently dropped. 25 The Cadbury marketing director, Alan Palmer, (say): 'Old Jamaica (be) very popular for many years, and we (bring) it back by popular demand.' It (have) still to be 30 decided whether the old advertising (be revived), but Mr Palmer said: 'It (be) clearly one of the best pieces of advertising in the Seventies and it (be great) to see it return to the 35 screen.' ■

Source: *The Independent on Sunday – Business on Sunday*

**5 Vocabulary**

**5a Fill in the words that have been left out.**

Verb	Noun	Adjective
... ..	manager	... ..
... ..	... ..	productive
to follow	... ..	... ..
... ..	doer	... ..
to organize	... ..	... ..
... ..	... ..	expansive
to manufacture	... ..	... ..
... ..	expectation	... ..
... ..	... ..	explanatory

**5b Fill in the gaps below using the following words and phrases.**

slumped – boost – a product approval request – dismantle – traumatic – centralised bureaucracy – known – fell apart – legendary – take an axe to costs

Text 3

## New formula Coke

From *The Economist* print edition  
**Not much has gone right for Coca-Cola recently. Can the world's biggest soft-drinks firm recapture the fizz that made it great?**

THE past three years have been among the most ... in Coca-Cola's history. Profits ..., competition  
10 investigators circled, deals ... and investors came to suspect that the firm had lost its way. It also lost a boss: in December 1999, two non-executive directors, Herb Allen and  
15 Warren Buffett, forced out Doug Ivester, little more than a couple of years after he had been propelled into Coke's top job by the death of the ... Roberto Goizueta.

20 The board's choice to succeed Mr Ivester was a 56-year-old Australian called Douglas Daft, who had spent so much of his 30 years at Coke in Asia that he was barely ... at the

25 firm's Atlanta headquarters. This lack of ties may have helped Mr Daft in his first task, which was to ... in an Orwellianly named  
30 "realignment". Within weeks he had identified nearly 6,000 employees, many of them senior and middle managers in Atlanta, who could follow Mr Ivester out of the company.

35 The truth was that Coke had become a slow-moving, ..., dangerously out of touch with local market trends. "If I wanted to launch a new product in Poland, I  
40 would have to put in ... to Atlanta," says Mr Frenette. "People who had never even been to Poland would tell me whether I could do it or not." From the moment he took  
45 charge, Mr Daft set out to devolve power to regional and country managers and to ... Atlanta's command-and-control culture.

Having got the blood-letting out of the way quickly, Mr Daft has spent the past year building the foundations for a return to Coke's glory days. The new strategy is to respond faster to changing  
55 consumer tastes by "thinking local, acting local" and to ... growth by selling more of the non-fizzy drinks that are taking market share from traditional sodas. It is a formula that  
60 served Mr Daft well in Asia, where Coke now sells more than 250 different drinks.

The scale of the challenge is evident in the full-year numbers  
65 that Coke released this week. After allowing for the costs of the "realignment" and other write-downs, operating profit is around 7% more than in 1999, its *annus horribilis*. But net profit, at \$2.18 billion, is little more than half the figure for 1997, Mr Goizueta's last year at the helm. ■

### 6 Focus points

**Marketing plan:** a plan defining marketing goals and describing the strategy that will be pursued to reach these goals.

**Target market:** a group of customers at which a firm specifically aims its goods and services.

**Positioning:** placing a product or service in the minds of consumers so that it acquires an image.

**Segmentation:** dividing the market (the customers) into homogeneous subgroups on the basis of shared characteristics: (geographic (region, climate), demographic (age, income, lifestyle) and other factors).

# Charity begins at home

- 1 Reading
- 2 Speaking & Listening: group discussion
- 3 Writing: press release
- 4 Language: ing-form (gerund)
- 5 Vocabulary
- 6 Focus points

7

Many shoppers these days wonder not only about the environment, but also about animal rights, fair trade and child labour. This development has caused companies to focus on ethical aspects in their dealings. Can you mention any examples you have noticed?

## 1 Reading

### Text 1

## Ethical coffee full of beans: Cafe Direct has shown it can pay to do right by growers

by Paul Gosling

'You get coffee. They get vaccines,' say the Cafe Direct posters. To the surprise of the cynics the ethically sound Cafe Direct is nearly two years old and selling well, according to Pauline Tuffin of Twin Trading, one member in the consortium behind the product. 'It has been a success. It has become a recognised brand and is selling in all the leading supermarkets, except Marks & Spencer,' Ms Tuffin said. 'The price we pay gives enough for labour, crops, contingency and profit, and that is so rare.' Although she declined to talk about the product's market share, she

said the partners were happy.

The idea for Cafe Direct arose from a 1990 conference of Latin American farmers, who were angry that international coffee prices had collapsed after production quotas set by the International Coffee Agreement were abandoned. The farmers were facing poverty, but retail prices remained high. It seemed an ideal time for a producer to step in guaranteeing fair prices for the grower. Oxfam, Traidcraft, Equal Exchange and Twin Trading came together to form Cafe Direct. Typhoo Teas, part of Premier Beverages, was pursuing a similar idea at the same time. The company

has pledged that it will only buy from growers which are committed to decent pay and working conditions, and has eschewed tea auctions where direct communication with growers is prevented. Typhoo is in the process of creating a new marketing campaign for its products, which has involved the removal of its fair trade commitment from the front of the packs. However, according to a company spokeswoman, this does not reflect a change of approach. 'We have taken the caring label off the front of the pack because we want to use the space. That doesn't affect the commitment to the policy. Instead, we are to use the back of the pack to explain our fair trading policy.'

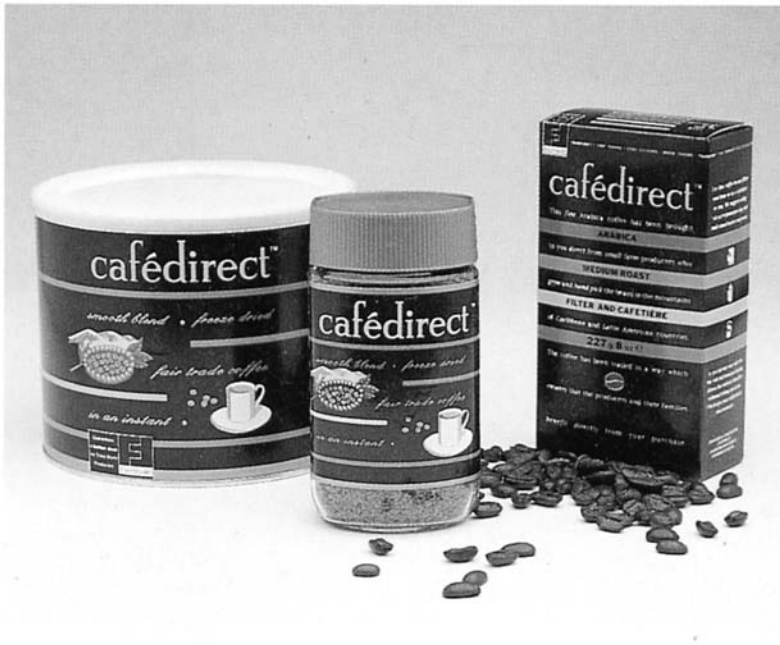
Consumer pressure on tea and coffee buyers could increase this year as a ▶

60 result of the launch of the Fairtrade Foundation, which aims to vet a number of supermarket products. A Fairtrade Mark will be available for producers of coffee, chocolate and clothing that meet minimum standards for conditions of employment and treatment of the

environment, and use fair trading suppliers. Cafe Direct has already met the necessary standards, but Typhoo is not applying until it has received clarification of the criteria. The Fairtrade Foundation is supported by such charities as Oxfam, Christian Aid, Cafod and the

Joseph Rowntree Memorial Trust. It is also partly financed by the European Commission. Ironically, say critics, it is the Commission's support of free trade that is running the risk of causing a fall in world prices for labour and focusing attention on fair trade initiatives. ■

Source: *The Independent on Sunday – Inside Business Page 16*



## THE WORLD COFFEE TRADE

Coffee is one of the world's most valuable crops. Almost all of it is grown in the Third World because it requires tropical conditions. Until 1989, the world's coffee trade was regulated by the International Coffee Agreement. This agreement collapsed and prices plummeted leaving millions of farmers destitute. Frost and drought in Brazil in 1994 led to a temporary price boom, but this was short-lived and the outlook for farmers remains very uncertain. Cafédirect guarantees a minimum price which always covers the cost of production. Cafédirect pays a premium to coffee growers which is used for investing in their organisations and the local community.

---

**1a Read Text 1 and answer the following questions.**

- 1 Explain the title.
- 2 What is meant by 'contingency' in line 15? Give an example of a contingency that can happen in this case.
- 3 Explain why "it seemed an ideal time for a producer to step in guaranteeing fair prices for the grower" (lines 30–31).
- 4 Do you think the public is familiar with Typhoo's caring image? Why (not)?
- 5 Give three examples of pressure put on traders to use fair trading policy.
- 6 Why is there a fairtrade mark especially for producers of tea, coffee, chocolate and clothing?

**1b Scan Text 1 and find out which of the following points support the statements mentioned in the article.**

- 1 Ms Tuffin is very proud of Cafe Direct's market share.
  - 2 Cynics do not believe Cafe Direct is ethically sound.
  - 3 Latin American farmers set up Cafe Direct.
  - 4 Typhoo Tea:
    - a does not want direct contacts with growers;
    - b is still committed to fair trade;
    - c does not want a Fairtrade Mark yet.
  - 5 The European Commission supports free trade and fair trade.
- 



The British drink very strong tea ('one tea bag or spoonful of tea per person and one for the pot') from mugs or cups half filled with milk.



A foundation is an organization established by a company or an individual to provide money for a particular purpose, eg scientific research or charity.

---

**2 Speaking & Listening: group discussion**

**2a Group discussion**

You have formed a *pressure group* (known as Green Alert Students, or GAS for short) as you want to do something about the environment. You are starting a series of annual campaigns focusing on one particular issue every year. This year you want retailers in your home town to become more aware of environmental issues, in particular packaging. Discuss in two groups (retailers and GAS-members) in what respect you would like retailers to change their packaging or to ask producers to change theirs. The two groups have 10 minutes to prepare the discussion. Consider the following information:

- GAS:
- reduction of packaging necessary;
  - some products sold in dual packaging;
  - litter;
  - recycling.

- Group retailers:*
- you don't produce packaging;
  - litter not your responsibility;
  - you cannot do it all by yourself;
  - customer is always right.
- 



We would like to discuss the following ...  
I'd like to stress that ...  
We're sorry but we can't ...  
We are sure you are also in favour of ...  
Don't forget that ...  
You can't expect us to ...  
It's foolish to think that ...  
Of course we are willing to ... but ...



A pressure group tries to influence governments or other organizations, especially by holding public meetings and talking and writing to decision-makers and influential people about their cause.

### 3 Writing: press release

---

#### 3a Write a press release

(See page 328 for the format of a press release.)

You have decided to start your GAS campaign by placing an announcement in a local newspaper to put pressure on local supermarkets. Write a press release including the items which your group decided to use as the basis for the campaign, i.e. its purpose, who and what is involved, etc. The press release should be 150-200 words long.

#### 3b Write a formal letter (for the format of a letter see page 314).

Write a letter to local supermarkets in which you announce your campaign. Make use of the arguments you have mentioned in the group discussion to try and persuade the retailers to reduce their packaging and/or to ask producers to have theirs changed. Try and refute their possible arguments for not doing so by using the counter arguments that came up in exercise 2a.

---



A third-world country is a developing country.

### 4 Language: ing-form (gerund)

This ing-form can be used both instead of a verb and instead of a noun. Please note that the gerund is different from the ing-form you have encountered so far (denoting a process), in that it does not use 'to be' and is used differently.

---

Form: verb + ing

**Verb** Typhoon is in the process of *creating* a new marketing campaign.

**Noun** *Buying* from fair trade growers is very important.

---

See page 263 for more on this *ing-form*.

---

**4a Translate the following sentences.**

- 1 Het Witte Huis slaagde erin een wereldwijde gedragscode voor Amerikaanse bedrijven te bewerkstelligen.
  - 2 Veel Amerikanen waren verbolgen over de lakse houding van de president tegenover zaken doen met het nog steeds repressieve China.
  - 3 Veel bedrijven zijn eraan gewend geraakt ethisch te handelen.
  - 4 Zij geven trainingen in ethisch zaken doen.
  - 5 Sommige bedrijven zijn verdergegaan door een ombudspersoon aan te stellen.
  - 6 Eén heao begon zelfs studenten naar een klooster te zenden voor een paar weken bezinning.
  - 7 Typhoon is net bezig een nieuw marketingconcept voor haar producten te creëren.
  - 8 De laatste tijd is de Europese Commissie zo druk met het bevorderen van de vrijhandel dat zij het risico loopt een loonsverlaging te veroorzaken in ontwikkelingslanden.
- 

aanstellen	to appoint
bevorderen	to promote
bewerkstelligen	to bring (brought-brought) about
bezig zijn	to be (was-were) in the process
bezinning	contemplation
ethisch	ethic(ally)
Europese Commissie	European Commission
gedragscode	code of conduct
geven	zin 4: to provide
gewend raken aan	to get (got-got) used to
handelen	to behave
heao	business school
houding	stance/attitude
klooster	monastery, convent
laks	lax
loonsverlaging	lower wages
nog steeds	still
ombudspersoon	ombudsman
ontwikkelingsland	developing country
repressieve	repressive
slagen (erin)	to succeed in
tegenover	on
verbolgen over	outraged by/at
verdergaan	to go (went-gone) further
veroorzaken	to cause
vrijhandel	free trade
zaken doen	zin 3: doing business
zaken doen	zin 4: business practice

---

**4b Correct the spelling mistakes (13) in the following text.**

---

**Text 2**

---

## Good grief

Having been first to take business ethics seriously, American companies are also first to discover its limitations.

‘The ethical climate of a organization’, observe Messrs Badaracco and Webb, ‘is extremely fragile’. But why? Those interviewed put some blame on middle

managers – people who do not set their firms ethical code but usually end up by interpreting it. Under intense pressure to perform, and locked into financial and family commitments, middle managers, unlike idealistic young Turks of rich top executives – are unable to walk away when ethics and business clash. ■

---

Source: *The Economist*

**5 Vocabulary**

---

**5a Fill in the gaps in the following text using the list of words given below.**

employed – load – French – off – depot – ferry – lorry – regulations – ridiculous – against – for – potty – France – cargo

---

**Text 3**

---

## French go ... over noodles

A British ... driver was ordered out of France because he was carrying a ... of beef-flavoured Pot Noodles.

French officials claimed Tony Key’s pasta snack cargo contravened BSE ... and instructed him to get back onto the ... at St Malo.

‘I told them there was as much beef in a ... apple as there was in Pot Noodles but they wouldn’t listen’, he said last night. ‘It’s ...

British truckers are continually up ... it.

If it’s not BSE we get caught up in French strikes. I won’t be taking Pot Noodles through ... again. It’s not worth the hassle.’

Mr Key, a self- ... driver from Hull, had to leave his load of 2,400 pots at a ... in Portsmouth before setting ... again with the rest of his ... of beer, wine and spirits bound ... Majorca. ■

---

Source: *Daily Mail*



---

**5b Match each of the words in the first column with words in the second column to make word partnerships (sometimes more than one combination is possible).**

- |               |                    |
|---------------|--------------------|
| 1 advertising | <i>a</i> groups    |
| 2 sit         | <i>b</i> against   |
| 3 dump        | <i>c</i> from      |
| 4 pressure    | <i>d</i> watchdog  |
| 5 take        | <i>e</i> up        |
| 6 cause       | <i>f</i> disturbed |
| 7 complaints  | <i>g</i> offence   |
| 8 evidence    | <i>h</i> into      |
| 9 emotionally | <i>i</i> notice    |
- 

## **6 Focus points**

**Attitude:** a person's feeling or opinion about someone or something.

**Commitment:** to feel bound or pledged to do something.

**Rational motive:** a desire based on intellect and reason that moves a consumer to act upon a need.

**Emotional motive:** a desire based on feelings that moves a consumer to act upon a need.

**Reward:** a learning theory principle. Buying a particular product makes you feel good or promises favourable results (losing weight, getting promotion, etc).

**Consumer behaviour:** as a subject means making a study of motives and buying patterns of consumers.

**Factory farm:** a farm in which animals are kept in close confinement in order to produce as cheaply as possible.

**Free range farming:** farm where animals are bred in a more natural way.

**Ethics:** relating to morality of behaviour.

# Advertising and all that

- 1 Reading
- 2 Speaking & Listening
- 3 Writing: formal letter
- 4 Language: Repetition: survey of tenses
- 5 Vocabulary
- 6 Focus points

8

Advertisers can have many different objectives. They may wish to penetrate a new market, promote a new product, remind customers of the product's existence, and so forth. The effectiveness of their efforts has always been disputed. A famous captain of industry once said: 'I know half the money I spend on advertising is wasted, but I can never find out which half.' What kind of advertising is more effective than others in your view?

Scan the first paragraph of Text 1 and find out why 'your correspondent was not sure whether to write this piece'.

## 1 Reading

### Text 1

## Led by the nose

by Jonathan Rosenthal

**Retailers will try out a baffling array of smells, sounds and sights on hapless shoppers**

5 A scent of chocolate wafted through the women's shoe section. That of cut grass floated through the outdoor-furniture department, accompanied by the far-off sounds  
10 of children laughing, jumping into pools and of sausages sizzling on an

open fire. Never a store to do things by half-measures, London's Harrods, went for maximum impact  
15 when it played with scent for a few weeks last month. No fewer than 12 different fragrances permeated its sumptuous departments, in the boldest experiment yet in the use of  
20 aroma in retailing.

In the coming year several other stores will follow the Harrods lead,

in Britain and beyond. They will include at least one large

25 supermarket, the owner of several shopping malls and a fast-food chain. All will try out an array of new smells, sights and sounds on their customers, hoping not just to  
30 entice people in but to make them stay longer, spend more and come back again.

For all its magic, however, the past century of retailing has been  
35 dominated by attempts to appeal to ►

the eye. In Britain, for instance, two Americans threw out the rulebook for running shops and introduced a radical new form of retailing when, in 1909, they opened Woolworths, a cheap general dealer, and Selfridges, a department store offering luxury to the middle classes. Although aimed at very different parts of the market, they transformed shopping in a similar way. Both brought goods out from behind their Victorian counters and put them where customers could see and touch them. "Display was everything," says Kathryn Morrison, an architectural historian.

### A whiff of innovation

Now smell is the new frontier. In response to cheaper internet sites, stores are trying to make shopping more entertaining and to offer customers experiences that they cannot get online, says Ira Kalish, a retailing expert at Deloitte. With

sight and sound easily delivered in bits of data to the home, retailers are now experimenting with the two senses that don't transmit: touch and smell.

This is not entirely new. Canny supermarkets already ensure shoppers are hit with the smell of freshly baked bread as they enter. But now retailers and marketers are playing with a whole bouquet of smells in new and radical ways that often seem unconnected with the products on sale, be they chocolate or women's shoes.

### Get the smell right and you can bypass rational thought

Indeed, a second reason for a smellier future is the innovation that will flow from advances both in our understanding of how different smells affect the mind and in new techniques to deliver them. Some aromas have shown a remarkable ability to get customers to browse

longer, spend more and come back to the store more often, says Eric Spangenberg of Washington State University, who has published several papers on the subject.

Simon Harrop, chief executive of BRAND sense agency, reckons the power of scents comes from their close association with emotion and memory. Field trials in stores have shown that aroma can achieve the holy grail of marketing. It can prompt customers to try new brands, and to stay loyal to them, he says.

But retailers and their marketers are treading a path full of pitfalls. What are the ethics, for instance, of enticing obese people to buy snacks by wafting the smell of popcorn at them? And how much damage will be done to a company's brand if its customers realise that it has, quite literally, been leading them about by the nose? ■

Source: *The World in 2009* print edition

## 1a Read the text carefully and answer the following questions.

- 1 How or why should the smell of chocolate make women want to buy more shoes?
- 2 Woolworths and Selfridges changed consumer behaviour in the early 20<sup>th</sup> century. How did they do that?
- 3 Why is smell now called the new frontier (line 55)?
- 4 What do you think of the statement: 'Get the smell right and you can bypass rational thought.' (line 77-78)
- 5 How can scents in shops achieve the holy grail of marketing?
- 6 What does the text say against using aroma in retailing?



A couch potato is a person who takes little or no exercise, but spends most of his or her time sitting around, especially watching television. A mouse potato is a person who takes little or no exercise, but spends most of his or her time sitting in front of a computer.

**1b Change the following words by adding or replacing a prefix.**

**There may be more possibilities.**

Example: relevant – irrelevant (possible prefixes: un-, con-, dis-, re-, de-, in-, etc)

- |               |               |
|---------------|---------------|
| 1 increase    | 9 traditional |
| 2 turn        | 10 similar    |
| 3 decline     | 11 direct     |
| 4 usual       | 12 design     |
| 5 accountable | 13 try        |
| 6 prove       | 14 effective  |
| 7 generate    | 15 connect    |
| 8 play        | 16 develop    |

**2 Speaking & Listening**

**2a Find two advertisements for mobile phones.**

**Comparing (work in pairs)**

- 1 Which do you consider more successful? Exchange ideas on your first impression.
- 2 Mark the ads (on a scale of 1 to 10) in terms of the aspects listed in the following table and calculate the average score for each ad.
- 3 Does the outcome differ from your first impression?

Aspects	Shell ad	Nokia ad
Design		
Pictures		
Language		
Brand name		
Creativity		
Innovation		
Goal		
Media		
Attention-drawing		
Company culture		

**2b Panel discussion**

Divide the class into four panels. Each panel nominates three current ads or tv commercials which they consider very successful. The ads should be for three different product groups and the choice should be well-reasoned. Compare the groups' choices.



My first choice is ...  
Ad x is undoubtedly superior in that ...  
Let's first make a list of ...  
What are your reasons for ...  
Would you please listen to ...  
I can't possibly understand ...  
That's very much what I think ...



Madison Avenue is a street in New York where the biggest and most famous advertising agencies are located. Wall Street is a street in New York where the big financial institutions are situated.

### 3 Writing: formal letter

#### 3a Write a formal letter

See page 314 for the format of a formal letter.

The Institute of Practitioners in Advertising is going to award a prize to the most successful, creative and innovative ad and has asked you for your opinion on those ads which are currently the most successful. Write them a letter in which you:

- thank them for thinking of you;
- give a short list of your *personal choice* (three ads);
- give arguments for your decision (two aspects for each ad, see Speaking & Listening);
- ask to be informed of the result.

#### 3b Your company's advertising campaign is one of the winners (second runner-up).

As its managing director you will be handed the trophy. Write out a small thank-you speech. Don't forget to also thank the person who came up with the idea for the campaign.



Madison Avenue: a street in New York where the big advertising firms are located.

past perfect	past	perfect	present	present future	perfect future	past future	past perfect future
Before that date they had been ...	Last week he told me ...	She has worked there for ...	I estimate that ...	We will extend ...	They will have been living there for ...	I would be very interested ...	She would have been involved if ...

#### 4a Translate the following sentences.

- 1 Adverteerders zijn in het verleden lang niet altijd duidelijk geweest over hun doelstellingen.
- 2 Zij verborgen hun werk al jaren achter een onbegrijpelijke woordenstroom en zogenaamde creativiteit.
- 3 De laatste jaren moeten zij echter aantoonbaar maken wat de toegevoegde waarde van het adverteren is.
- 4 Doordat er veel meer informatie over kopers beschikbaar is gekomen, konden fabrikanten gemakkelijk overstappen van adverteren naar verkooppromotie.
- 5 Zou jij hebben verwacht dat iedere advertentiecampagne slechts voor de helft 'werkt'?
- 6 De belangrijkste overweging bij het adverteren is, en dat is in het verleden altijd zo geweest en dat zal ook altijd zo blijven, dat een campagne aantrekkelijk moet zijn voor het publiek.
- 7 Het probleem bij het meten van het effect van adverteren is dat je nooit zeker zult weten wat nou precies een bepaald effect veroorzaakt.
- 8 Mevrouw Barry van Ogilvy & Mather zei dat er nooit een magische formule zou zijn en vervolgens zei zij dat als we er een hadden, we allemaal miljonair zouden zijn.

aantoonbaar maken	to prove
beschikbaar komen	to become (became-become) available
meten	to measure
miljonair	millionaire
onbegrijpelijk	incomprehensible
overstappen	to change over/to switch over
overweging (belangrijkste)	bottom line/the most important factor
precies	exactly
toegevoegde waarde	added value
verdoezelen achter	to disguise with
verkooppromotie	sales promotion
vervolgens	subsequently
woordenstroom	flood of words
zeker	for sure, for certain

**4b Fill in the forms of the verbs in brackets (do not spend more than five minutes on this exercise).**

Text 2

## The secret of perfect pitch

**The media explosion (saturate) our age with messages. In a new book, Winston Fletcher (unveil) the state of the art of (drive) advertising through our highly selective mental defences.**

5 *by Winston Fletcher*  
THE BEST way to think about how  
advertising (work) (be) to imagine a  
crowded street. Each time you  
(walk) down a crowded street you  
10 (see) hundreds, maybe thousands,  
of people and almost every single  
one of them (pass) by unnoticed.  
You (not remember) the majority of  
them 30 seconds later – let alone 30  
15 minutes or 30 days later. It (be)  
much the same with advertisements.  
A few of the people you (pass), a  
tiny handful, (make) some impact  
on you. Why you (notice) those you  
20 (notice)? Why you (remember)  
those you (remember)? Naturally  
you (tend) to notice people who  
(be) unusual, people who by  
definition (stand) out in a crowd.  
25 Perhaps they (stand) out because  
they (be) inherently, physically  
different from others. They may  
30 (be) strikingly beautiful, or ugly, or  
(look) funny or charming, or  
especially aggressive. Perhaps they  
(stand) out because they (make)  
themselves (seem) different.  
They may be (dress) stylishly or  
eccentrically, or be made up  
35 garishly. They may be (shout), or  
(sing), or (move) strangely.  
Perhaps, on the other hand, they  
(do) not (stand) out for other people  
at all. To other people they (look)  
40 quite ordinary, but you (notice)  
them because something about  
them (have) particular relevance for  
you, personally. Perhaps they  
(wear) something that especially  
45 (interest) you, maybe something  
you (search) for, or something you  
particularly (like). Maybe you  
(know) them already, or they  
(remind) you of somebody else. Or  
50 maybe you seem to keep (see)  
them, and they (begin) to (impinge)  
on your consciousness.  
And there (be) another occasion  
when you (pick) out a face in the  
55 crowd: when it (be) a face you  
(look) for. When you (search) for  
someone in a throng it often (seem)  
as though you can see everyone else  
but them. In reality your eyes  
60 rapidly (skim) across dozens and  
dozens of faces, without (take)  
them in, until finally they alight on  
the correct one – if it is there to be  
found.  
65 These interactions and relationships  
are exactly (replicate) in people's  
reactions to advertisements. And  
they reveal that there are only four  
basic reasons why people (notice)  
70 and (remember) advertisements:  
When the product (be) itself  
inherently different;  
When the advertisement itself (be)  
sufficiently unusual;  
75 When the advertisement (have)  
some particular, personal relevance  
(they may even have been (search)  
for it);  
When they seem to keep (see) it,  
80 and eventually it (penetrate) their  
consciousness. ■

Source: *The Independent on Sunday – Inside Story*

### 5 Vocabulary

**5a Fill in the appropriate word.**

Choose from: revealing – prize – effectiveness – devised – anybody –  
measured – second-tier – to indulge

## It's a dog's life

From *The Economist* print edition

ON JUNE 21st everybody who is ...  
in advertising will gather on the  
French Riviera for the annual  
5 Cannes Lions awards, the most  
glamorous in the industry. The  
setting, the home of a film festival,  
is no coincidence. The Lions, which  
celebrate creative brilliance, are a  
10 way for copywriters and art  
directors ... their fantasies of being  
real film makers.

For those more pedestrian souls,  
sometimes known as clients, who  
15 bankroll these escapades, a more ...  
assessment of the industry's worth

was held in a slightly drab Marriott  
hotel in New York on June 10th.  
The "Effies" reward  
20 "effectiveness", as ... by the extra  
sales an ad campaign generates.  
This year there was a clear  
message: small is effective.

The main ... went to TBWA/Chiat  
25 Day, a medium-sized agency, for its  
work for Taco Bell. These  
admirably witty ads, which feature  
a talking chihuahua, spearheaded  
the fast-food chain's best-ever  
30 product launch and reversed a five-  
year sales decline. The loudest  
applause greeted a Volkswagen  
Beetle spot ... by a small Boston-

based shop called Arnold  
35 Communications. In all, two-thirds  
of the gold Effies went to the  
industry's ... (agencies outside the  
top ten in terms of gross income);  
such big names as J. Walter  
40 Thompson and Grey Advertising  
won no first prizes at all.

The idea that the best creative work  
is done in small hot shops is  
something of a cliché in the ad  
45 world. But ... is something that big  
agencies, with all their research  
teams, are supposed to be good at.  
Indeed, the awards pose a big  
question over the rapid  
50 consolidation of the advertising  
industry. ■

### 5b What's the difference?

agenda	diary
principle	principal
affect	effect
isolation	insulation
price	prize
warehouse	department store
consequently	consistently

## 6 Focus points

**Print media:** newspapers and magazines, principally.

**Headline:** the prominent, beginning statement in a print advertisement.

**Logo:** a name or symbol visually identifying a company, store or brand.

**Caption:** a brief heading or description (often in small type) accompanying an illustration.

**Circulation:** the number of copies of newspapers, etc sold or the number of households exposed to broadcast media.

**Broadcast media:** TV and radio.



**Drive time:** the time of day when people are driving to and from their work. This is important for radio advertising.

**Jingle:** a tune or song used in a commercial.

**Commercial:** a broadcast advertisement.

**Prime time:** the time of day when the radio and television audience is largest; the most expensive time to advertise.

**Fringe period:** the period before and after prime time.