

Università di Cagliari



Corso di Laurea in Economia e Gestione Aziendale
Corso di Laurea in Economia e Finanza

Lingua Inglese

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STRATEGY

English words connected with STRATEGY

What words come to your mind when thinking about Strategy?



STRATEGY

STRATEGIC

PLANNING PROCESS

MISSION

MARKETS

CORE BUSINESS

COMPETITION

PROACTIVE

OPPORTUNITIES FOR GROWTH 

THREATS/THREATEN

STRATEGIC OBJECTIVES

RESOURCES 

STRENGTHS

WEAKNESSES



STRATEGY....


OVERALL CORPORATE **STRATEGY**

A COMPANY:

1) Defines its **Mission:** Our mission (mission statement) is... *"We are an independent company.."*

2) Defines its **Core Business:** what a company can do best

3) Defines its **Strategy:** plans how to succeed in this core business



STRATEGY....

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

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

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

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

STRATEGY....

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

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

FACTORS

INFLUENCING A STRATEGY ... p. 24

WHY, WHAT, HOW?

WHY?

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

WHAT?

PRODUCT DEVELOPMENT

HOW?

HUMAN & FINANCIAL RESOURCES



When undergoing a strategic planning process

First:

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

Then:

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

Finally:

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

SWOT ANALYSIS

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

S...

Strengths

W....

Weaknesses

O...

Opportunities

T...

Threats

SWOT

Reading ex. 1 pag. 24

Nike's Goddess

Strengths

Weaknesses

Opportunities

Threats

CRUCIAL OBJECTIVE:

SWOT

Reading ex. 1 pag. 24

Nike's Goddess

Strengths

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

Weaknesses

- Mostly men shoes
- 18-month production cycles for apparel & 12-month cycle for shoes
- Clothes weren't co-ordinated with shoes

Opportunities

- Female customers
- Add new sources of inspiration
- 12-month production cycle
- Re-energise the entire brand

Threats

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

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

WHAT CHANGES?

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

Reading Ex.3 p. 26

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

Reading Vocabulary Ex.1 p. 26

1c

2c

3b

4b

5a

6c

7a

Ex. 2 pag. 26 Intelligent Business

Complete the text with the following words:

leaders

trends

threat

founder


opportunity

concept

A decorative teal silhouette of a mountain range is located in the bottom right corner of the slide.

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

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



Strategy

Morphological structures: affixes, p. 27

PROFITABLE??? → Unprofitable, profitability

Active (adj.) → activist (n.)

Misery (n.) → Miserable (adj.)

Senior (adj/n.) → Seniority (n.)

Custom (n.) → Customer (n.)

Resident (n.) → Residential (adj.)

Energy (n.) → Energise (v.)



Strategy

Morphological structures: affixes, p. 27

DIVERSE

DIVERSITY

DIVERSIFY

INSPIRE

INSPIRED

UNINSPIRED

INSPIRATION

OPPORTUNE

OPPORTUNITY

DESIGN

DESIGNER

PUBLIC

PUBLICITY

PUBLICIZE

publication

COMMERCE

COMMERCIAL

UNCOMMERCIAL

REVOLUTION REVOLUTIONARY

REVOLUTIONISE

REPUTE REPUTATION REPUTED

REPUTABLE

DISREPUTABLE

COMFORT DISCOMFORT

COMFORTABLE

UNCOMFORTABLE

RETAIL

RETAILING

RETAILER

Strategy

(Reading Comprehension)

Nike's Goddess (p. 25)

PARA I:

-“undisputed leader” means ...

PARA II:

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

PARA II, III, IV

signed up, running out, keeping up are...



Strategy

(Reading Comprehension)

Nike's Goddess (p. 25)

PARA I:

-“undisputed leader” means **unquestioned leader**

PARA II:

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

PARA II, III, IV

signed up, running out, keeping up are **phrasal verbs**



Strategy

(Reading Comprehension)

Nike's Goddess (p. 25)

PARA IV

- What is a "retail icon"?
- "Pitched" is synonym of

PARA VI

- What is a good synonym for update, follow?

PARA VII

- What is the noun which indicates the name given to a product or service, a trade name?

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

Strategy

(Reading Comprehension)

Nike's Goddess (p. 25)

PARA IV

- What is a "retail icon"? a representative symbol of the retail trade
- "Pitched" is synonym of launched

PARA VI

- What is a good synonym for update, follow?
stay in step with = keep up with (phrasal verb)

PARA VII

- What is the noun which indicates the name given to a product or service, a trade name? brand

Phonetics

Match column A with column B

A

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

B

- /strenθ/
- /'wɪ:kniːs/
- /θret/
- /,ɒpər'tju:nəti/
- /faɪ'nænsjəl/
- /'mɪʃn/
- /kɔː/
- /,kɒmpɪ'tɪʃn/
- /'strætɪdʒi/
- /plæn/

Phonetics

Match column A with column B

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- mission
- opportunity
- competition
- weakness
- threat

B

- /faɪ'nænsjəl/
- /kɔː/
- /plæn/
- /streŋθ/
- /'strætɪdʒɪ/
- /'mɪʃn/
- /,ɒpər'tjuːnəti/
- /,kɒmpɪ'tɪʃn/
- /'wiːknɪs/
- /θret/

Vocabulary.

Complete the sentences with a, b, or c

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

Vocabulary.

Complete the sentences with a, b, or c

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

Vocabulary.

Complete the sentences with a, b, or c

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

Vocabulary.

Complete the sentences with a, b, or c

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

Vocabulary.

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

1- My s__n__ _r manager is very __ct__v__.

2- The IT r__v__l__t__ _n never stops!

3- We had __ct__v__sts outside the company and received lots of bad p__bl__c__ty.

4- I don't know where these d__s__gn__rs get their __nsp__r__t__ _n from!

5- C__st__m__rs choose us for our r__p__t__t__ _n.

6- We need to re-__n__rg__s__ our entire br__nd.

7- R__t__ __l__rs are reporting m__s__r__bl__ sales results this year.

Vocabulary.

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

1- My sEnIOr manager is very ACTIVE.

2- The IT rEvOIUtIOn never stops!

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

4- I don't know where these dESIgnErs get their InspIrAtIOn from!

5- CUstOmErs choose us for our rEpUtAtIOn.

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

7- REtAILERs are reporting mIsErAbLE sales results this year.

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

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

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

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

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

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

Glossary

Unit 3 Strategy

analysis *n* [C] the work of studying data and information: *Detailed analysis of our results shows that productivity has increased only marginally.* **analisi** – **analyse** *v* [T] **analizzare** – **analyst** *n* [C] **analista**

Collocations *financial analysis*

campaign *n* [C] a planned operation which aims to achieve a particular result: *A new campaign by activists has forced the company to reconsider some of its policies.* **campagna** – **campaign** *v* [I] [+ for/against]

condurre una campagna [a favore/contro] – **campaigner** *n* [C] **militante** **Collocations** *advertising campaign, marketing campaign, political campaign*

growth *n* [U] an increase in the size or quantity of something: *Research suggests that there will be significant growth in the market for women's products.* **crescita** – **grow** *v* [I] **crescere** **Collocations** *growth rate*


industry *n* [C] the production of goods using capital and labour: *The automobile industry is facing increased competition.* **industria** – **industrial** *adj* **industriale** – **industrialise** *v* [T] **industrializzare** – **industrialisation** *n* [C]

industrializzazione **Collocations** *manufacturing industry, service industry, industrial relations*


market share *n* [U] the proportion of the total market that is supplied by a particular company: *Our objective is to increase our European market share by five per cent this year.* **quota di mercato** – **market-sharing** *n* [U]

compartimentazione del mercato **Collocations** *increase / lose / take / win market share*


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

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

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

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

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

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

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YOU CAN DOWNLOAD THE REVIEW TESTS
FOR EACH UNIT AT

[http://www.pearsonlongman.com/intelligent_b
usiness/review_tests.html](http://www.pearsonlongman.com/intelligent_business/review_tests.html)

