

# 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....

## 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:**** plan 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.

# STRATEGY



## STRATEGIC

### PLANNING PROCESS

### MARKETS

### COMPETITION

### OPPORTUNITIES FOR GROWTH



### THREATS/THREATEN

### STRATEGIC OBJECTIVES

### RESOURCES



### STRENGTHS

### WEAKNESSES



# **FACTORS INFLUENCING A STRATEGIC PLANNING PROCESS ... p. 24 WHY, WHAT, HOW?**

## **WHY?**

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

## **WHAT?**

PRODUCT DEVELOPMENT

## **HOW?**

HUMAN & FINANCIAL RESOURCES



# When undergoing a strategic planning process

p. 24

**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

(p. 24)



<h2>Strengths</h2> <ul style="list-style-type: none"><li>- Leader in sports marketing</li><li>- combination of star designer Hoke and newcomer Grossman</li><li>- comforting feel of woman's home</li></ul>	<h2>Weaknesses</h2> <ul style="list-style-type: none"><li>- Mostly men shoes</li><li>- 18-month production cycles for apparel &amp; 12-month cycle for shoes</li><li>- Clothes weren't co-ordinated with shoes</li></ul>
<h2>Opportunities</h2> <ul style="list-style-type: none"><li>- Female customers</li><li>- Add new sources of inspiration</li><li>- 12-month production cycle</li><li>- Re-energise the entire brand</li></ul>	<h2>Threats</h2> <ul style="list-style-type: none"><li>- Air Jordan out of fashion</li><li>- Teen market inspired to skateboarding (competition)</li></ul>

**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
1. Skechers
2. John Hoke
3. Mindy Grossman
4. Phil Knight
5. Jackie Thomas

## Reading Vocabulary Ex.1 p. 26

1c

2c

3b

4b

5a

6c

7a

# Breaking into a new market

## Vocabulary Ex.2 p. 26

Complete the texts with the following words:

leaders

trends

threat

founder

opportunity

concept

# Strategy

## Vocabulary 2 – Suffixes p. 27: Morphology

PROFITABLE???

Unprofitable,

Profitability

Active (adj.)  
activist (n.)

Custom (n.)  
Customer (n.)

Misery (n.)  
Miserable (adj.)

Resident (n.)  
Residential (adj.)

Senior (adj/n.)  
Seniority (n.)

Energy (n.)  
Energise (v.)



# Strategy

## Vocabulary 2 – Suffixes p. 27: Morphology

**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 ....

Digging into means ...

HQ = Head Quarters

The launch = ...



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

## PARA III:

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

*Baddy* = .....

*Sign up* = enrol

*make / take a decision*

## PARA IV

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

*Retailer* = .....

*Whose* is ...

*it loos like* = ...

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

## PARA V

- Retail settings means ...
- Was a turnoff ...not interesting, unpleasing

## 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?



It had to mean something ...

It was her job to ...

... make that happen

We are at our best ...

It is about changing minds ...

A market that was taking off ...

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

# Phonetics

Match column A with column B

A

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

B

- /strenθ/
- /'wi:knis/
- /θret/
- /,apə'r'tju:nəti/
- /fai'nænsɪ/
- /'mɪʃn/
- /kɔ:/
- /,kɒmpɪ'tɪʃn/
- /'strætɪdʒɪ/
- /plæn/

# Phonetics

Match column A with column B

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- /,kɒmpɪ'tɪʃn/
- /'strætɪdʒi/
- /plæn/

# Vocabulary.

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

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

# Vocabulary.

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

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.

threat   b) delay   c) aspect

8- The danger from competitors **GALVANISED** us into finding a solution.

a) made   b) impressed   c) galvanised

9- The problem is to keep up with **FASHION** trends which are constantly changing.

a) shift   b) fashion   c) creator

# Vocabulary.

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

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

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

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

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

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

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

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

# Vocabulary.

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

1- My sEnIOr manager is very ACTIVE.

2- The IT rEvOLUtION never stops!

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

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/controllo]** – **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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