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L I N G U E S T R A N I E R E A F I N I S P E C I A L I

8

Collana diretta da Dario Calimani
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Da molti anni, lo studio della *lingua straniera* — per lo più inglese — *a fini speciali* ha avuto per oggetto primario la lingua commerciale. Ogni altro approccio, anche negli ambiti universitari più diversi, si è spesso dovuto servire di testi di carattere generico, sia sul piano linguistico che su quello dei contenuti.

A rendere pressante, per ogni ambito professionale e culturale, la necessità di comunicare nelle maggiori lingue europee con precisa cognizione dei diversi lessici specialistici, è l'ormai diffusa realtà del “villaggio globale” e delle sue più dirette implicazioni.

Da queste considerazioni, e da esperienze pluriennali di insegnamento universitario, deriva l'esigenza di agili strumenti didattici, improntati a fini pratici e funzionali piuttosto che genericamente culturali, per un insegnamento della lingua più funzionale alle aree disciplinarie dei diversi Corsi di laurea. Una nuova strategia didattica che, coniugando insieme competenze linguistiche diverse, ha come scopo primario la concentrazione dell'impegno e l' incisività del risultato.

La presente collana intende rispondere a queste esigenze. Lo studente adulto potrà così acquisire rapida padronanza di strutture grammaticali, lessico di base e forme idiomatiche, appropriandosi al tempo stesso del lessico specialistico del suo specifico campo di interesse.

Una finalizzazione sempre più mirata della didattica delle lingue straniere sembra ormai il passaporto d'obbligo per chi si affaccia alle porte dell'Europa.

Dario Calimani

Volumi della collana:

English for the Arts

English for Economics

English for History and Philosophy

English for Welfare Services

English for Communication Science

English for Cultural Heritage

Le français de l'économie

Maria Rees

English for Business



Maria Rees, *English for Business*

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INTRODUCTION

One of the most important aspects of the introduction of three-year first degree courses into the Italian higher education system has been the emphasis placed on the acquisition of work-oriented skills. A few years ago, internships were organised only for students enrolled in university diploma courses such as Foreign Trade, Tourism and Statistics; now they are an integral part of all undergraduate courses.

As a result of the reform, the content and length of many undergraduate language courses have also changed. Students are expected to acquire specific language skills in their chosen area of study, and they have to consolidate these skills as rapidly and efficiently as possible. *English for Business* has been designed with these needs in mind.

Whereas many of the Business English course books on the market are aimed at professional students, many of whom will already have been working for several years, *English for Business* is intended to be used by students whose work experience is limited and whose language skills have not yet progressed beyond the requirements of a General English course.

English for Business provides an introduction to business issues and business vocabulary for students at B1/B2 level.

The book is divided into two parts, with a total of 20 reading texts. All the reading material is taken from web sites. Although a few texts have been shortened for the purposes of this book, no other changes have been made. Each reading passage is followed by a glossary and explanatory notes.

The business issues include marketing, advertising, mergers, franchising, corporate identity, customer intelligence, e-commerce and business etiquette. Topics such as globalisation, trade organisations, immigration, fair trade and consumerism are also covered.

Although *English for Business* focuses primarily on business vocabulary and collocations, the first ten units also contain brief grammar review sections and exercises highlighting some of the aspects of English grammar that cause problems for students at pre-intermediate or intermediate level.

Each unit of *English for Business* ends with a series of suggestions for activities related to the subject in question. In the first part of the book, as well as topics for discussion, web site addresses are provided to encourage

students to find out more about the people and institutions mentioned directly or indirectly in the reading texts. The suggestions in the second part focus more on practical writing activities and oral presentations.

As well as a comprehensive list of irregular verb forms, the Appendices also deal with "false friends"; numbers; the language used in describing trends, and the grammar of newspaper headlines.

A Key is provided for the exercises, which makes *English for Business* suitable for self-study purposes.

An online course in Essential English for Business (written by Suzanna Miles) is available at <http://venus.unive.it/ecoling/eeb>. As well as providing a wide variety of listening and reading comprehension activities related to the topics covered in *English for Business*, this course also covers the practical aspects of business correspondence and telephone skills.

Maria Rees

UNIT 1

TRADE ORGANISATIONS

The economic case for an open trading system based upon multilaterally agreed rules is simple enough and rests largely on commercial common sense.

But it is also supported by evidence: the experience of world trade and economic growth since the Second World War. Tariffs on industrial products have fallen steeply and averaged less than 4% in industrial countries by 1 January 1999.

During the first decades after the war, world economic growth averaged about 5% per year, a high rate that was partly the result of lower trade barriers. World trade grew even faster, averaging about 8% during the period.

The data show a definite statistical link between freer trade and economic growth. Economic theory points to strong reasons for the link. All countries, including the poorest, have assets — human, industrial, natural, financial — which they can employ to produce goods and services for their domestic markets or to compete overseas. Economics tells us that we can benefit when these goods and services are traded. Simply put, the principle of “comparative advantage” says that countries prosper first by taking advantage of their assets in order to concentrate on what they can produce best, and then by trading these products for products that other countries produce best.

Firms do exactly that quite naturally on the domestic market. But what about the international market? Most firms recognize that the bigger the market the greater their potential — they can expand until they are at their most efficient size, and they can have access to large numbers of customers. In other words, liberal trade policies — policies that allow the unrestricted flow of goods and services — multiply the rewards that result from producing the best products, with the best design, at the best price.

But success in trade is not static. The ability to compete well in particular products can shift from company to company when the market changes or new technologies make cheaper and better products possible. Experience shows that competitiveness can also shift between whole countries. A country that may have enjoyed an advantage because of lower labour costs

or because it had good supplies of some natural resources, could also become uncompetitive in some goods or services as its economy develops. However, with the stimulus of an open economy, the country can move on to become competitive in some other goods or services. This is normally a gradual process.

When the trading system is allowed to operate without the constraints of protectionism, firms are encouraged to adapt gradually and in a relatively painless way. They can focus on new products, find a new “niche” in their current area or expand into new areas.

The alternative is protection against competition from imports, and perpetual government subsidies. That leads to bloated, inefficient companies supplying consumers with outdated, unattractive products. Ultimately, factories close and jobs are lost despite the protection and subsidies. If other governments around the world pursue the same policies, markets contract and world economic activity is reduced. One of the objectives of the WTO is to prevent such a self-defeating and destructive drift into protectionism.

From: www.wto.org

GLOSSARY

steeply = vertiginosamente
***decade** = decennio
link = legame, nesso
asset = risorsa
overseas = all'estero, oltremare
goods and services = beni e servizi
reward = ricompensa
***ability** = capacità
to shift = spostare, spostarsi
constraint = restrizione

painless = indolore
niche = nicchia
subsidy = sovvenzione
bloated = sovradimensionato
***ultimately** = in definitiva
***factory** = fabbrica
to pursue = perseguire
self-defeating = controproducente
drift = inclinazione, tendenza

NOTES

Protectionism is a system of import controls set up by a government to protect the country's industry or agriculture from foreign competition.

An *average* is an amount calculated by adding together several figures and dividing by the number of figures added.

Average can also be used to describe something that is standard or usual:

Her qualifications were above average. The average man or woman.

On average is the result after the average has been calculated: *They send on average 500 packages a month.*

In marine insurance, *average* refers to the accidental or deliberate loss or damage arising from an event at sea: *Cargo can be insured free of particular average.*

An *asset* is something or someone considered to be useful for the success of a group or organisation: *Her managerial skills make her a great asset to the company.*

The *assets* of a person or a company are all the things that they own: *His personal assets amounted to \$10m. The group had assets of over £150m.*

WORD STUDY

There is a large group of two-syllable words that exist both as a verb and noun (or adjective). The stress falls on the first syllable of the noun/adjective and on the second syllable of the verb.

	<i>a 'contract</i>		<i>to con'tract</i>
	<i>the 'perfect job</i>		<i>to per'fect</i>
<i>export</i>		<i>transport</i>	<i>decrease</i>
<i>import</i>		<i>content</i>	<i>survey</i>
<i>discount</i>		<i>permit</i>	<i>protest</i>
<i>record</i>		<i>progress</i>	<i>extract</i>
<i>produce</i>		<i>increase</i>	<i>conduct</i>

Exercise 1 Read the sentences and mark where the stress falls.

- 1) P&Q, which *exports* dairy *produce*, posted a big *increase* in profits in 2001.
- 2) The results were in sharp *contrast* with the previous year's sales figures, which showed *record* losses for the company.
- 3) There had been *protests* from customers after the *contents* of an entire consignment of Gift Boxes were found to be covered in mould.
- 4) Our design team are making *progress* in their attempts to devise better packaging.

- 5) A new fleet of refrigerated lorries is making *transport* of our goods quicker and more efficient.
- 6) *Extracts* from P&Q's latest Customer *Survey* can be found on the company's website.
- 7) We cannot *permit* this kind of *conduct* in our firm.
- 8) The price of vegetables and other agricultural *produce* is bound to rise because of the heatwave.

Exercise 2 Use the words in the box to complete the sentences.

<i>economy</i>	<i>economize</i>	<i>economist</i>	<i>economies of scale</i>
<i>economics</i>	<i>economical</i>	<i>economic sanctions</i>	<i>economy</i>

- 1) The company is going to _____ by reducing the number of staff.
- 2) Units costs are too high. We'll have to find a more _____ production method.
- 3) _____ are the reductions in unit cost and increase in profit obtained when goods are produced in large quantities.
- 4) The government aims to reduce inflation and strengthen the _____.
- 5) The organisation's chief _____ has analysed consumer spending patterns over the past five years.
- 6) _____ is the study of the processes involved in the production, distribution and consumption of goods.
- 7) Many Americans want the US government to lift _____ on Cuba.
- 8) Why don't you buy the _____ size packet of Cornflakes? It's much cheaper.

GRAMMAR IN FOCUS

COMPARATIVES AND SUPERLATIVES

The comparative and superlative forms of one-syllable adjectives are formed by adding *-er* and *-est*:

The country enjoys an advantage because of lower labour costs.

All countries, including the poorest, have assets.

Adjectives of three or more syllables have *more* and *the most* before the adjective itself:

It's more expensive than the old model.

It's the most expensive model in the range.

Possessives can be used instead of *the* in front of a superlative:

The oldest *car manufacturer in Italy*. Italy's oldest *car manufacturer*.

This is the most recent catalogue. Our most recent *catalogue*.

Note other uses of the superlative:

The second largest city in Britain. *The third most frequent cause of death*.

This is the best model we have ever produced.

The latest *model is the best ever!*

The idea of parallel increase is expressed by *the + comparative ... the + comparative*:

Most firms recognize that the bigger the market, the greater their potential.

Exercise 3 Identify the mistake in each sentence and correct it.

- 1) Workers in export sectors enjoy the greater job security than those in other sectors.
- 2) Finding a job can take much more longer in some countries than in others.
- 3) Holland has virtually lowest unemployment rate among OECD countries.
- 4) The XTB is the more economical model available on the market today.
- 5) The higher the price, less likely you are to buy.
- 6) The Britain's most trusted retailer is Marks & Spencer.

- 7) Fylson's has just reported its most bad results since 1989.
 8) Is Bill Gates still the richest man of the world?

Exercise 4 Use the comparative form of the adjectives in the box to complete the passage.

happy strong resilient small low comfortable safe close

Global flight numbers are now just 4% (1) _____ than in the period before September 11 2001. Transport analysts say the recovery has been much (2) _____ than expected. The UK airline market has proved (3) _____ than the American industry. Experts say that after the September attacks, British passengers were reluctant to fly long distances and were (4) _____ flying (5) _____ to home. These sentiments benefited the short-haul operators that concentrate on UK and inter-European routes, which passengers felt (6) _____ using. Passengers also said they felt (7) _____ on (8) _____ aircraft, again benefiting the low-cost operators such as EasyJet and RyanAir.

GRAMMAR IN FOCUS

DEFINITE AND INDEFINITE ARTICLES

The definite article *the* is used to indicate a particular thing or things. *The* is invariable for both singular and plural reference.

The is **not** used when making generalised statements with uncountable nouns (*assistance*) or plural nouns (*profits*):

Assistance is provided in case of need.

Profits have risen to a record high.

The is used with uncountable and plural nouns when the reference is specific:

The profits of that company have risen to a record high.

The assistance provided by Alitalia was excellent.

The is **not** used

- (a) with possessive adjectives: *They produce goods for their domestic markets;*
- (b) with the names of meals: *She has breakfast at 6.30;*
- (c) with the names of games/sports: *I like playing snooker and billiards;*
- (d) with vehicles referred to as means of transport: *I always travel by train;*
- (e) with the names of countries or cities, unless plural: *He has houses in France, Germany and the US. (But note: the United Kingdom, the City);*
- (f) before months, years and percentages: *He was born in January. The Second World War ended in 1945. World economic growth averaged about 5% per year.*

Note that *the* is used when referring to decades: *The boom started in the 1980s.*

The indefinite article *a* or *an* is used before singular countable nouns.

A is used before words beginning with a consonant, or a consonant sound:

a country a product a university a European

An is used before words beginning with a vowel, or a vowel sound:

an advantage an area an IMF loan an MP

The indefinite article is also used in expressions of ratio: *I go to New York at least twice a year. She earns less than €10 an hour.*

Note the construction with *half*: *They lived in Boston for a year and a half / for one and a half years.*

Exercise 5 Put *the*, *a* /*an* or – in the spaces.

(1) ___ weak sales and (2) ___ strength of (3) ___ euro are hurting (4) ___ profits of Wella, (5) ___ German hair products company bought this year by Procter and Gamble, (6) ___ leading household products group in (7) ___ US.

Wella's earnings fell by (8) ___ fifth in (9) ___ second quarter of 2003.

(10) ___ company's sales fell by (11) ___ 4 per cent.

Wella's weak profits will be (12) ___ hard blow for Procter and Gamble,

which is working hard to improve (13) ____ performance of Clairol, (14) ____ US hair products business it acquired (15) ____ last year.

Exercise 6 Correct the mistake in each of the following sentences.

- 1) India is a country where almost all of world's religions are honoured.
- 2) In the 2002 India's 20 million public sector workers were all entitled to 201 days of paid holidays.
- 3) Indian government plans to cut down on the number of public holidays.
- 4) The move will please those who argue that urgent steps are needed to raise productivity of India's civil servants.
- 5) However, economic reformers say that reducing religious holidays will not be enough to raise the public sector productivity.

Exercise 7 Translate the following phrases.

- 1) ... entro la fine dell'anno.
- 2) Il 4% delle vendite dell'azienda ...
- 3) ... uno dei nostri prodotti migliori.
- 4) All'inizio della prima guerra mondiale ...
- 5) Nella prima metà del mese ...
- 6) Il disavanzo commerciale della Gran Bretagna ...
- 7) Le donne sono più creative degli uomini.
- 8) ... nel sud della Francia e nell'Italia settentrionale.

Exercise 8 Complete the sentences using an appropriate form of PRODUCE.

- 1) Individual _____ levels have risen since the company purchased new machinery.
- 2) Arden's best-selling _____ is their 8-hour Beauty Cream.
- 3) Atkins Ltd. is the only _____ of electrical components in the North-East.
- 4) Output is another word for _____.
- 5) Prices of agricultural _____ rose sharply as a result of the drought.

- 6) Iraq and Saudi Arabia are major oil- _____ countries.
- 7) You are not entitled to a refund unless you can _____ proof of purchase.
- 8) Our meeting was very _____ ; the dispute should be resolved within a matter of days.

Exercise 9 Underline the word in each group that has a completely different meaning from the others.

- | | | | |
|----------------|--------------|-------------|---------------|
| 1) home | domestic | national | foreign |
| 2) to raise | to increase | to lower | to soar |
| 3) to sustain | to stimulate | to maintain | to support |
| 4) engaged | involved | employed | interested |
| 5) commodities | goods | comforts | manufactures |
| 6) to purchase | to acquire | to buy | to keep |
| 7) to destroy | to eliminate | to set up | to get rid of |
| 8) effect | consequence | cause | impact |

VOCABULARY

Exercise 10 Complete the sentences with the most appropriate alternative.

- 1) His parents weren't rich, but they were quite _____. They never had to worry about money.

well-off / well-bred / well-disposed

- 2) She made a small _____ by selling her house at the height of the property boom.

treasure / patrimony / fortune

- 3) The Duke of Devonshire's home is full of valuable antique furniture and _____ works of art.

pricey / priceless / worthless

- 4) As a result of the financial crisis, Argentina's _____ consumers are finding it more and more difficult to make ends meet.

hard-hitting / hard-headed / hard-pressed

- 5) A _____ is someone who lives by asking people for money or food.

beggar / broker / bargainer

- 6) If a company _____, it loses money and cannot continue in business or pay its debts.

breaks down / goes broke / goes off

- 7) We were given _____ tickets, so we saw the concert for free.

bargain / complimentary / concessionary

- 8) I got a real shock when I looked at the price _____. The shoes cost over €400!

tag / index / sign

DISCUSSION

- 1) The term “comparative advantage” was first used by David Ricardo (1772-1823) in his *On the Principles of Political Economy and Taxation*. Find out more about Ricardo on www.bized.ac.uk or www.geocities.com
- 2) Why do some countries stop imports of certain goods? What are the disadvantages of protectionism?
- 3) What factors have the most influence on success in business?

UNIT 2

FOREIGN TRADE

The Italian Institute for Foreign Trade (ICE., Istituto Nazionale per il Commercio Estero) is the Italian public agency entrusted with the promotion of trade, business opportunities and industrial co-operation between Italian and foreign companies. It supports the internationalisation of Italian firms and their consolidation in foreign markets.

The Italian Institute for Foreign Trade's activities are financed by public and private funds from:

- the Ministry of Productive Activities, which establishes directives and has a supervisory role;
- the companies, which use its services for advice, information and assistance.

The acquisition of information about the Italian market and business opportunities is the first step foreign companies must take in order to select areas and forms of intervention in Italy. The Italian Institute for Foreign Trade, with its network of 104 offices in 80 countries around the world, can provide information and assistance to all those foreign companies that wish to develop business with their Italian counterpart.

In particular the Italian Institute for Foreign Trade provides: the Italian economic outlook (an overview of the fundamentals of the Italian economy), information on Italian foreign trade and national trade policies and, in collaboration with AGI (Italian Press Agency), a selection of the most relevant daily news about Italy. Another very important task which the Italian Institute for Foreign Trade aims to achieve is to provide the most up-to-date information on Italian laws and regulations to attract foreign investments and give assistance to foreign investors.

Another way to get in touch with Italian partners is to consult the specialized website dedicated to the major sectors of Italian production. The Italian Institute for Foreign Trade is therefore working on an official directory of Italian companies, which is accessible both by sector and geographical market of interest. The Italian Institute for Foreign Trade gathers offers and requests coming from foreign companies interested in developing business with Italian partners. All submitted requests and offers are stored in a database that can be accessed by sector and market enabling Italian companies to consider the various proposals.

Foreign companies can also find details of trade fairs and exhibitions held in Italy throughout the year.

Information

Faced with the task of enhancing the presence and the role of the Italian economic and productive system in the global market, the Italian Institute for Foreign Trade has acquired a new tool: SINCE (Italian Information System for Foreign Trade). This information system provides instruments of analysis to Italian SMEs and institutional users to support companies with their decision-making processes. This information service is provided in different ways and in various degrees of detail: statistical data, information on the economy and specific sectors, customs, fiscal, financial and currency regulations are available. In addition to these services, there is a constantly updated collection of over 600 publications dealing with economic trends, country profiles, investment reports, country-risk analysis, monographic research and sectorial publications.

Promotion

Through international fairs, missions of exporters, exhibitions, congresses, communications and other initiatives in the Public Promotional Programme, the Italian Institute for Foreign Trade increases business opportunities and supports companies in their entrance into different markets, improves the image of the 'Made in Italy' brand and promotes industrial co-operation and foreign investments in Italy. The Italian Institute for Foreign Trade, therefore, plays the role of an institutional guide for the strategies to be adopted in the approach to foreign markets, meeting the manifold requirements of individual companies.

Multilateral co-operation

The Italian Institute for Foreign Trade assists Italian companies in activities of international co-operation in order to facilitate access to financing by international organizations and to encourage joint-venture opportunities and industrial and technological partnerships with foreign companies. The Italian Institute for Foreign Trade also promotes industrial co-operation through workshops and bilateral meetings, financial and operative advice and specific seminars for companies operating in the services sector.

Training services

In the international trade sector, the development of human resources is essential in any long-term strategy for the internationalization of the Italian economy. Training in the export sector is fundamental to maintain the competitiveness of products in the world markets. The Italian Institute for

Foreign Trade's training activities are based on the following pillars: research, innovation, communication and quality control of training processes, agreements and programmes with Italian Regions and local government for the training of foreigners, students and firms.

From: www.italtrade.com

GLOSSARY

to entrust = affidare
economic outlook = prospettive economiche
overview = visione d'insieme
task = compito
to aim = mirare, ambire
to achieve = realizzare
up-to-date = aggiornato
to gather = raccogliere

to submit = presentare
to enhance = valorizzare
tool = strumento
to deal (dealt, dealt) with = trattare
to improve = migliorare
to meet (met, met) = soddisfare
manifold requirements = varie esigenze
pillars = pilastri

NOTES

Data is information, usually in the form of facts or statistics. The word *data* is today used as a singular or plural, although some people use *datum* for the singular.

Date refers to a specified day: *What's the date today? September 8 was an important date in Italian history.*

If you are *up to date* (*up-to-date*) about something, you have the latest information about it: *He keeps up to date with what's happening at headquarters, even when he's on holiday.*

Up to date also describes the latest thing of its kind: *They use the most up to date production processes.*

Something that is *out of date* or *outdated* is old-fashioned or no longer useful: *The training manual is out of date; it hasn't been revised since 1986.*

WORD STUDY

Business is an uncountable noun when it refers to the level of commercial activity: *Business is very slow at the moment. Strikes are very bad for business. Business is expanding.*

However, when the meaning is ‘firm’ or ‘company’, *business* is countable and can be used with *a/an*, take a plural form (*businesses*) and be used with singular and plural verbs: *He owns a large car-repair business. Business-to-business advertising is aimed at businesses, not at private purchasers.*

Exercise 1 Use the words in the box to complete the sentences.

park cycle correspondent trip hours class school card

- 1) Make sure you give a business _____ to every customer you meet.
- 2) Our normal business _____ are from 10am to 6pm, but we stay open later in the run-up to Christmas.
- 3) Recession is a low point in the business _____.
- 4) Frequent flyers are often upgraded to business _____.
- 5) My sister is in her second year of business _____.
- 6) My boss has just returned from a business _____ to Bratislava.
- 7) The paper’s longest-serving business _____ has just retired.
- 8) Our offices are located in the new business _____ near the motorway exit.

Exercise 2 The sentences in (A) contain expressions with the word *business*. Read the sentences and match each expression with the correct alternative in (B).

(A)

- 1) There’s a lot on today’s agenda, so let’s get down to business as quickly as possible, please.
- 2) He has a really good head for business. Just think, he made £2m in just under twelve months!
- 3) The company has been in business since 1896.
- 4) She built up the business from just one small shop in 1976 to 50 shops in 2001.
- 5) A lot of small firms go out of business in their first year.
- 6) She’s been running the business single-handed since her husband died.

7) Banks can usually give good advice to people who want to go into business on their own.

(B)

- a) to stop trading / to go bankrupt
- b) to set up a company or firm
- c) to be able or skilful in business
- d) to manage a company
- e) to develop or expand a company
- f) to begin a meeting or discussion
- g) to be engaged in commercial activity

GRAMMAR IN FOCUS

UNCOUNTABLE NOUNS

Uncountable nouns are singular in form but usually have a plural meaning in Italian.

The companies use its services for advice, information and assistance.

It is entrusted with the promotion of trade and industrial co-operation.

Uncountable nouns are followed by a singular verb:

The news from Iraq is not encouraging.

The information he gave me was very useful.

Other uncountable nouns include: *advice, baggage, clothing, furniture, information, knowledge, research, money, news, progress.*

If it is necessary to specify the singular, the following expressions can be used: *a piece of furniture an item of news an article of clothing*

Exercise 3 Identify and correct the mistakes in each sentence.

- 1) Our company produces high quality kitchen furnitures.
- 2) Some progress are being made, but we have a long way to go.

- 3) Could you give me an advice about where to start?
- 4) People wishing to set up their own companies need many money.
- 5) The latest news from the stock market aren't very encouraging.
- 6) According to our latest researches, there is great demand for this product.
- 7) They're doing a lot of businesses with Eastern Europe.
- 8) If you want to succeed, you must provide reliable and up-to-date informations.

GRAMMAR IN FOCUS

RELATIVE CLAUSES

There are two main types of relative clause:

a) Relative clauses that define exactly what is being referred to:

The agency provides information to those foreign companies that wish to develop business.

Another important task which the Institute for Foreign Trade aims to achieve is to provide information.

b) Relative clauses that add extra information but do not define the person or thing they refer to. This extra information is separated from the main clause by commas:

John Maynard Keynes, who died in 1946, was a famous British economist.

In *defining* relative clauses (a), *who* and *that* are used to refer to people; *which* and *that* refer to things.

In relative clauses that add extra information, *who* is used to refer to people and *which* to refer to things. It is not possible to use *that*.

In *reduced* relative clauses, *-ing* forms and *past participles* are often used instead of a relative pronoun and full verb:

The Institute promotes co-operation through specific seminars for companies operating in the services sector. (= that operate/that are operating)

It is the Italian public agency entrusted with the promotion of trade.

(= that/which is entrusted with)

The Institute plays the role of an institutional guide for the strategies to be adopted in the approach to foreign markets. (= that/which are to be adopted)

Exercise 4 Correct the mistakes in each sentence. Some punctuation changes may also be necessary.

- 1) Although the meeting what we attended was long, it was very useful.
- 2) The main speaker that was James Browning talked about joint ventures.
- 3) He told us that people which want to start a joint venture should get as much background information as possible.
- 4) Mr Browning's partner, she was also present at the conference, has written several books on the subject.
- 5) Her latest book that was published last August is a mine of useful information and advice.
- 6) There's a certain amount of risk involved in business activities which two or more organisations work together.
- 7) Anyone wants to do business in Italy would do well to consult the ICE database.
- 8) Companies who staff have not received adequate training are likely to fail.

WORD STUDY

SMEs are small and medium-sized enterprises.

Acronyms are almost always written using capital letters: *ILO TUC BBC*.

In English, the letters in the majority of acronyms are pronounced separately.

However, some acronyms — usually those with four or more letters — are pronounced as if they were single words:

NASDAQ UNICEF NATO AIDS

Some English acronyms are used all over the world:

USA CD WAP FBI GMT

Others, however, have an Italian equivalent:

the UN = l'ONU the OECD = l'OCSE the EU = l'UE GDP = PIL

Acronyms are frequently used as modifiers in noun + noun structures. The use of *a* or *an* depends on the sound of the first letter:

an SME advisor an FBI agent an EU directive a UN representative

Exercise 5 Check that you know what these acronyms stand for.

GDP	CEO	R&D	AGM
GNP	CIF	ECB	TQM
FOB	HQ	MBA	IMF
USP	HRM	VAT	OECD

VOCABULARY

Exercise 6 Complete the sentences with the most appropriate alternative.

- 1) My _____ wants to see me first thing on Monday morning.
chief / boss / chef
- 2) He had a long and successful _____ with ESSO.
profession / carrier / career
- 3) About 90% of the factory _____ went on strike.
jobbers / occupiers / workers
- 4) His first job was as a bank _____ with Barclay's.
cleric / clerk / counter
- 5) Tilbury Ltd is still the biggest _____ in the South-East.
employee / employer / employment
- 6) The people you work side by side with are your _____ .
colleges / colleagues / collages
- 7) _____ are people who direct companies and take commercial risks.
employees / executors / entrepreneurs
- 8) A person who does heavy unskilled work is a _____ .
labourer / supervisor / laboratory

UNIT 3

GLOBALISATION

What does 'globalisation' mean?

Globalisation is a term that is frequently used but seldom defined.

It refers to the rapid increase in the share of economic activity taking place over national boundaries.

This goes way beyond the international trade in goods and includes the way those goods are produced, the delivery and sale of services, and the movement of capital.

Is that good or bad?

Globalisation can be a force for good. It has the potential to generate wealth and improve living standards.

But it is not doing that well at the moment. The benefits from increased trade, investment and technological innovation are not fairly distributed.

The experience of the international trade union movement suggests that the reality for the majority of the world's population is that things are getting worse.

Globalisation as we know it is increasing the gap between rich and poor. This is because the policies that drive the globalisation process are largely focussed on the needs of business. The relentless drive to liberalise trade, i.e. to remove trade barriers, promote privatisation, and reduce regulation (including legal protection for workers), has had a negative impact on the lives of millions of people around the world.

In addition, many of the poorer countries have been pressured to orientate their economies towards producing exports and to reduce the already inadequate spending on public services such as health and education so that they can repay their foreign debt. This has forced even more people into a life of poverty and uncertainty.

Are governments powerless in the face of globalisation?

The type of globalisation we are experiencing is sometimes portrayed as an inevitable, technologically-driven process that we must adapt to in order to survive and prosper.

For millions of workers, in the developing as well as in the developed world, this has been translated into living with greater job insecurity and worse conditions.

But the reality is that the globalisation we have seen in recent decades has been driven by a laborious process of international rule-making and enforcement. Governments have made those rules. There has been a conscious political choice to pursue the policies that underpin the process.

Of course, domestic, economic, industrial and social policies also play a crucial role in determining living conditions, though poorer countries are less able to resist globalisation due to their economically weaker position.

Who are the key players?

A number of key players are driving globalisation.

They include

- Multinational enterprises which carry out business across national boundaries;
- The World Trade Organisation (WTO), through which international trade agreements are negotiated and enforced;
- The World Bank and the International Monetary Fund (IMF), which are meant to assist governments in achieving development aims through the provision of loans and technical assistance.

They have championed the trade liberalisation policies mentioned above. Governments and these international institutions are instrumental in determining the outcome of globalisation.

How can globalisation work for people?

Ways need to be found to manage and structure globalisation so that it supports fundamental human rights and sustainable development, and generates prosperity for ordinary people, particularly the poorest.

Left unchecked, globalisation will lead to their further marginalisation and impoverishment.

From: www.tuc.org.uk

GLOSSARY

delivery = consegna

wealth = ricchezza

living standard = tenore di vita

fairly = equamente

trade union movement = movimen-
to sindacale

to drive (drove, driven) = spingere

relentless = inesorabile

in the face of = di fronte a

to portray = rappresentare, descrivere

enforcement = applicazione (di una legge)

to underpin = sostenere (fig.)

to champion = difendere

outcome = risultato, esito

unchecked = incontrollato

NOTES

A *gap* is a space between two things or a hole in the middle of something solid: *She has got a large gap between her two front teeth.*

A *gap* between two groups of people, things or sets of ideas is a big difference between them: *The gap between rich and poor countries is widening.*

Gap also refers to a period of time when someone's normal activity is interrupted: *She returned to her job after a gap of three years.* Students who take a year off between school and university have a *gap year*: *He spent his gap year doing voluntary work in Namibia.*

A *trade gap* occurs when a country imports more than it exports: *Britain's trade gap is widening.*

The *gender gap* is the difference between the sexes. The expression is often used with reference to the disparity of treatment between men and women in the workplace: *Although the gender gap has narrowed, women managers are still earning a lot less than men.*

If you say that there is a *gap in the market*, it means that there is an opportunity to sell a product or service which is needed but which no one has sold before.

GRAMMAR IN FOCUS

-ING FORMS

Note the various uses of the *-ing* form:

As a verb to refer to actions in progress:

Globalisation is increasing the gap between rich and poor.

For the majority of the world's population things are getting worse.

As a noun:

They have to reduce the already inadequate spending on public services.

As an adjective:

Social policies determine living conditions.

After a preposition:

The World Bank and the IMF assist governments in achieving development aims.

Replacing a relative clause:

Globalisation refers to the rapid increase in the share of economic activity taking place over national boundaries.

Exercise 1 Complete the sentences using either the (*to*) infinitive or the *-ing* form of the verbs in the box.

<i>lose</i>	<i>hear</i>	<i>empty</i>	<i>smoke</i>	<i>wear</i>
<i>drive</i>	<i>keep</i>	<i>drink</i>	<i>meet</i>	<i>laugh</i>

- 1) _____ is forbidden in almost all government office and buildings.
- 2) I look forward to _____ from you again in the near future.
- 3) They have so many debts that they now risk _____ their house.
- 4) Staff are reminded _____ protective clothing when _____ the canisters.
- 5) They stopped _____ as soon as I told them the bad news.

- 6) When you travel by plane, you are not allowed _____ knives or scissors in your hand luggage.
- 7) It would be stupid _____ anything if you want _____ home after the party.
- 8) His illness has forced him to postpone _____ the President.

Exercise 2 Complete the sentences with the most appropriate word.

<i>stressing</i>	<i>working</i>	<i>operating</i>	<i>running</i>
<i>openings</i>	<i>adding</i>	<i>breaking</i>	<i>performing</i>

McDonald's France is the (1) best- _____ European subsidiary of the US food group in terms of (2) _____ income per restaurant.

France will account for 10% of McDonald's (3) _____ this year. The French subsidiary has benefited by (4) _____ with normal group practices to adapt to French tastes, (5) _____ with companies such as Danone to include dairy products in its menus, (6) _____ seating areas to create more of a French restaurant atmosphere and even (7) _____ a media campaign (8) _____ that overindulgence can cause obesity.

Exercise 3 Choose the most suitable alternative to complete each sentence.

- 1) Retail _____ have fallen for the third month running.
sells / sales / sellers
- 2) Trade was so bad that he had no _____ but to close down.
chose / choose / choice
- 3) Local authorities are responsible for the _____ of childcare services.
provided / providence / provision
- 4) Please pay our representative on _____ of the goods.
delivery / deliverance / deliver

- 5) Data _____ systems are essential for companies doing business on the Net.

protect / protection / protectiveness

- 6) Government _____ will be given to those who lost their homes in the earthquake.

assist / assistants / assistance

- 7) Industrial _____ zones are areas where governments want to encourage people to build factories.

developer / develop / development

- 8) The treaty allows the free _____ of workers and goods.

movers / movement / moving

Exercise 4 In each group identify **one** verb that cannot be used with the noun in brackets.

- 1) do / implement / formulate (POLICY)
- 2) fill / close / empty (GAP)
- 3) fulfil / make / pursue (AIM)
- 4) follow / break / decline (RULE)
- 5) take / negotiate / enforce (AGREEMENT)
- 6) keep / offer / require (ASSISTANCE)
- 7) place / play / define (ROLE)
- 8) generate / carry / bring (PROSPERITY)

Exercise 5 Choose the most suitable verb from each group in Exercise 4 to complete the sentences.

- 1) The opposition's housing POLICY is excellent, but the high costs involved would make it difficult to _____ .

- 2) It will be difficult to _____ the GAP created as a result of the Chairman's dismissal.
- 3) Turkey intends to _____ its AIM of joining the EU.
- 4) Workers who _____ company RULES will face disciplinary action.
- 5) Trade unions usually _____ wage AGREEMENTS with management.
- 6) Please ring the bell if you _____ further ASSISTANCE.
- 7) Voluntary workers _____ a vital ROLE in helping disabled children.
- 8) Although tourism will _____ PROSPERITY to the islanders, the overall number of visitors will have to be limited.

GRAMMAR IN FOCUS

ADVERBS

Adverbs generally follow the verbs they modify: *Prices have risen dramatically. His business is expanding quickly.*

Note that some words ending in -ly are adjectives:
costly ugly likely friendly deadly

Note the main different positions of adverbs:

He spoke very slowly. The price of gold has risen slightly. (manner)

The board of directors is meeting upstairs. (place)

The Chairman rang me last night. (time)

I am rarely late for work. (frequency)

She has always been described as the Iron Lady. (frequency)

They usually stay here in the summer. (frequency)

Exercise 6 Complete the sentences with the correct adverbial forms of the adjectives in the box.

<i>angry</i>	<i>easy</i>	<i>painless</i>	<i>quick</i>
<i>successful</i>	<i>steep</i>	<i>probable</i>	<i>irresponsible</i>
<i>automatic</i>	<i>gradual</i>	<i>unexpected</i>	<i>hard</i>

- 1) He reacted _____ when I accused him of behaving _____ .
- 2) Depilux removes superfluous hairs _____ and _____ .
- 3) She is _____ the best researcher we've ever had, but she _____ won't be staying with us much longer.
- 4) The manager congratulated her team on having worked so _____ and on having resolved the problems so _____ .
- 5) Although prices rose _____ in the first quarter, they are expected to fall _____ over the next three months.
- 6) The machine switches itself off _____ after 15 minutes.
- 7) John turned up quite _____ halfway through the meeting.

Exercise 7 Match the verbs on the left with their equivalents in Italian.

- | | |
|-----------------------|-----------------------------------|
| 1) to get worse | a. migliorare |
| 2) to get ahead | b. rallentare |
| 3) to get sick | c. fare progressi / fare carriera |
| 4) to get better | d. peggiorare |
| 5) to get rich | e. ammalarsi |
| 6) to get old / older | f. invecchiare |
| 7) to get slower | g. dimagrire |
| 8) to get thinner | h. arricchirsi |

VOCABULARY

Exercise 8 Complete the sentences with the most appropriate alternative.

- 1) Most children get _____ from their parents every week, but the actual amount can vary substantially.
pay / earnings / pocket money
- 2) The local council gave them _____ to repair the roof.
an allowance / a grant / a concession

- 3) His net monthly _____ is about £6,000!
wage / stipend / salary
- 4) When workers fall ill they usually get _____.
holiday pay / sick pay / take-home pay
- 5) How much do you think a bank manager _____ per year?
takes / gains / earns
- 6) A lot of senior citizens still collect their old age _____ at the post office.
takings / pensions / dividends
- 7) You won't be able to claim travel _____ unless you provide us with the original tickets.
spends / expenses / expenditure
- 8) Tax is payable on all _____ over £4,000.
income / entrances / gains

DISCUSSION

- 1) Find out more about the World Bank and the International Monetary Fund on www.worldbank.org and www.imf.org
- 2) What is meant by the term 'sustainable development'? What effects do sustainable development policies have on companies?
- 3) Why does the No Global movement object to globalisation?

UNIT 4

FAIR TRADE

For Oxfam, Fair Trade is trade which promotes sustainable development by improving market access for disadvantaged producers. It seeks to overcome poverty and provide decent livelihoods for producers through a partnership between all those involved in the trading process: producers/workers, traders and consumers.

Oxfam Fair Trade is both a development programme and a business which:

- Helps people earn a living from their skills
- Links producers and consumers
- Helps people towards a better future through support and training.

Why Fair Trade

International trade flows have tripled in the last twenty years, but the benefits of this trade are unequally shared. The 48 least-developed countries (LDCs), home to 10 per cent of the world's citizens, have seen their share of world exports decline to a tiny 0.4 per cent over the past two decades. In comparison, the US and EU contain roughly the same number of people, yet account for nearly 50 per cent of world exports.

Trade 'liberalisation', enforced by the World Trade Organisation, makes it increasingly difficult for small traders to compete. 'Free trade' is supposedly in the interests of increased competition, but when multinational companies are able to benefit from subsidies and protections denied to small economies this competition is unfair.

Trade is a powerful engine of economic growth, however, it can also fuel massive inequalities. Changing trade patterns and ways of trading can be a cause of poverty, and also a possible solution. Through trading, campaigning and working with producers, Oxfam aims to enable poor producers to take part in trade and overcome the significant hurdles they face.

A sustainable livelihood

We aim to help craftspeople and farmers to strengthen their organisations by developing their business skills, learning to access local, regional and world markets for their goods, helping to make their livelihoods sustainable

into the future. Oxfam Fair Trade works with over 160 producers in 30 countries.

A team of 9 Programme Co-ordinators, based around the globe, works directly with producers helping them to develop their businesses and product ranges, access new markets and strengthen their voice and bargaining power.

A real difference

By supporting their livelihoods and helping them to develop new skills we aim to make a real difference to producers' standards of living and self esteem. Our programme of monitoring, impact assessment and our network of staff around the world mean that we work in partnership with producers, helping them to identify issues and providing the support they need.

A consumer choice

By building awareness among consumers of the inequalities of trade and the implications of their buying decisions. Fair Trade empowers people to challenge the way trade works and enables them to make socially responsible choices.

A successful business

We seek to promote alternative ways of doing business, working with existing frameworks, developing trade which works for producers, traders and consumers.

A range of over 800 quality, innovative hand-crafted products for the home and 50 food and snack items are sold through selected Oxfam shops in the UK and Ireland.

From: www.oxfam.org

GLOSSARY

to overcome (overcame, overcome)
= superare (un problema)

livelihood = fonte di reddito, sostentamento

to earn a living = guadagnarsi da vivere

roughly = approssimativamente

engine = motore, locomotore

to fuel = alimentare

hurdle = ostacolo

craftspeople = artigiani

bargaining power = forza contrattuale

assessment = valutazione
awareness = consapevolezza
to empower = mettere in grado
to challenge = discutere, contestare

range = gamma
hand-crafted = fatto a mano
item = articolo

NOTES

To account for means to form a part or the total of something: *The US and EU account for 50% of world exports. Housewives account for the vast majority of our viewers.*

If someone has *to account for* an action or policy, they are responsible for it and may have to explain their actions to others: *The PM will have to account for taking the country to war. He was unable to account for his absence.*

If a sum of money is *accounted for* in a budget, it has been put aside for a specific purpose: *We have already accounted for the possible increase in labour costs.*

If something *doubles* or if you *double* it, it becomes twice as large: *Some prices have doubled since the introduction of the euro. His salary was doubled when he got promotion.*

The adjective *triple* describes something consisting of three parts or parts:
a triple jump a triple bill of films The Triple Alliance

If something *triples/trebles* or if you *triple/treble* it, it becomes three times greater in number, size or quantity: *The company has tripled/trebled its output since 1999.*

Exercise 1 What do these numbers refer to in the reading passage?

- 1) 48
- 2) 0.4 per cent
- 3) 50 per cent
- 4) 160
- 5) 30
- 6) 9
- 7) 800
- 8) 50

WORD STUDY

The suffixes *-er* and *-or* can be added to verbs to form nouns that refer to a person or thing that performs the action described by the verb:

producer consumer co-ordinator supervisor trader
refrigerator liquidizer air-conditioner tractor motor

Unfortunately, there is no fixed rule about *-er* or *-or*; sometimes either form is possible: *adviser/advisor protester/protestor*

-er can be used with other words to form nouns:

pensioner (= someone who is entitled to a pension)
foreigner (= someone who comes from a foreign country)

-er and *-or* are also added to words to form nouns that refer to people with a particular job or occupation:

miner computer-programmer baby-sitter bank manager sculptor

Note the following spellings:

law → *lawyer* *finance* → *financier* *compete* → *competitor*

When *-er* is added to the name of some cities and countries, it indicates an inhabitant of those places:

New Yorker Londoner Icelander New Zealander

The suffix *-ee* indicates the person who is affected in some way by the action of the verb:

an employer (= someone who employs people)
an employee (= someone who is employed)
trainer → *trainee* *interviewer* → *interviewee*

The *-ee* ending is common in legal usage:

<i>to lease</i>	<i>lessor</i>	<i>lessee</i>
<i>to franchise</i>	<i>franchisor</i>	<i>franchisee</i>
<i>to consign</i>	<i>consignor</i>	<i>consignee</i>
<i>to license</i>	<i>licensor</i>	<i>licensee</i>
<i>to pay</i>	<i>payer</i>	<i>payee</i>

Exercise 2 Match the words on the left with their synonyms on the right.

- | | |
|----------------|-----------------|
| 1) vendor | a. inventor |
| 2) producer | b. seller |
| 3) buyer | c. writer |
| 4) creator | d. printer |
| 5) author | e. manufacturer |
| 6) typographer | f. adviser |
| 7) backer | g. supporter |
| 8) counsellor | h. purchaser |

Exercise 3 Use the verbs in the box and *-er* or *-or* endings to complete the sentences.

<i>begin / learn</i>	<i>debt / credit</i>	<i>play / speak</i>	<i>translate / interpret</i>
<i>farm / grow</i>	<i>act / direct</i>	<i>run / jog</i>	<i>govern / elect</i>

- The book will be of great help both to _____ and to more advanced _____ of Spanish.
- The European Parliament employs hundreds of _____ and _____.
- The _____ of California will have to keep the promises he made to his _____.
- The _____ all say that she is the most demanding _____ in the British theatre today.
- _____ and _____ throughout the UK have been protesting against the introduction of genetically-modified seeds and animal feed.
- There's something wrong with my cassette- _____; the sound from one of the _____ is very distorted.
- _____ are people who owe large amounts of money; _____ are those to whom money is owed.
- _____ and long-distance _____ will appreciate the new shock-absorbent inner soles of our new range of sports shoes.

GRAMMAR IN FOCUS

PREPOSITIONS: *BY* AND *THROUGH*

The prepositions *by* and *through* can be used to indicate how something is achieved or the means by which it is achieved.

Note that *by* is followed by the *-ing* form of the verb:

Fair trade promotes sustainable development by improving market access.

We aim to help people by developing their business skills.

Through can be used with the *-ing* form of a verb or with a noun:

Through campaigning and working with producers, Oxfam aims to help poor producers to take part in trade.

Oxfam Fair Trade helps people through support and training.

Exercise 4 Use the words in the box to complete the sentences.

<i>switching</i>	<i>buying</i>	<i>producing</i>	<i>increasing</i>
<i>adding</i>	<i>exercising</i>	<i>employing</i>	<i>becoming</i>

- 1) Many firms cut their labour costs by _____ overseas.
- 2) Governments can raise money quickly by _____ indirect taxation.
- 3) You can reduce your stress levels by _____ more often.
- 4) By _____ chemical substances to a food product, manufacturers can prolong its shelf life.
- 5) People with large families can save a lot of money by _____ detergents and cleaning products in bulk.
- 6) It is only by _____ students and immigrant labour that English fruit farmers can cope at harvest time.
- 7) By _____ a member of Amnesty International you will be able to help us defend human rights.

- 8) Our company saved over £2,000 on office stationery by _____ to a different supplier.

Exercise 5 Complete the sentences with the appropriate form of the word in brackets.

- 1) Fair trade organisations do business _____ with producers in the _____ world. (direct / develop)
- 2) Fair trade initiatives have made markets more _____ to small producers. (access)
- 3) Fair trade guarantees _____ for producers by offering them secure, long-term prices. (stable)
- 4) Raw commodity prices have fallen _____ in the last 15 years. (dramatic)
- 5) Fair trade is a possible _____ to the problem of _____ in the least-developed countries. (solve / poor)
- 6) The fair trade _____ is not restricted to foodstuffs. Crafts, clothing and jewellery are also fairly traded. (move)
- 7) The Fairtrade Labelling Organisation monitors _____ standards. (produce)
- 8) _____ can now buy Fairtrade products in all major British supermarkets. (consume)

GRAMMAR IN FOCUS

APPROXIMATION

(a) *The US and the EU contain roughly the same amount of people.*

Note other ways of expressing approximate amounts:

The new factory will cost about / around \$150m.

He earns something like half a million pounds a year.
There are approximately 300 students at that college.
Some 200 illegal immigrants arrived last month alone.
The family owns 700 odd acres of land in Scotland.
The blackout lasted ten minutes or so, but there was total chaos.
They've saved £20,000 or thereabouts.

(b) *The US and the EU account for nearly 50% of world exports.*

Note other expressions which are used to indicate that a number is a maximum and that the actual figure is or may be smaller:

They hope to finish the job in less than 3 months.
We're expecting up to 50 participants.
I don't know how old he is, but he must be under 30.
There will probably be no more than 30 applicants for the job.
We'll get the package to you in 36 hours maximum.
People who want to lose weight should consume 1,200 calories a day or under.

(c) *Oxfam Fair Trade works with over 160 producers in 30 countries.*

Over indicates a minimum figure; the actual figure is or may be larger.

Note other expressions which indicate a minimum number:

He needed a minimum of 16 votes to become Chairman.
The company has more than 2,000 employees.
It costs at least £50 to go there by train.
In her 40 years plus at A&C she never missed a day's work.
He must be 1m.95 or more.

VOCABULARY

Exercise 6 Complete the sentences with the most appropriate alternative.

1) Any candidates caught _____ in the exam will be disqualified.

betraying / tricking / cheating

2) The newspaper has a clear _____ towards the Labour Party.

favour / incline / bias

- 3) Good journalists should be _____ but they don't always manage to give an objective account of events.

uninterested / impartial / rightful

- 4) The company was involved in a series of _____ deals in Latin America. It took a long time for the scandal to die down.

shady / shadowy / shaded

- 5) If you are _____, you say exactly what you think without making an attempt to be polite.

genuine / sly / blunt

- 6) Someone who is _____ is reliable and responsible and will not betray you.

trusting / trustee / trustworthy

- 7) _____ people will do anything to get what they want, even if it is dishonest or illegal.

deceptive / unfaithful / unscrupulous

- 8) Some employers are _____ against disabled job applicants.

prejudiced / prejudged / prevented

DISCUSSION

- 1) Find out more about fair trade in the USA on www.transfair.usa.org.
- 2) What are the advantages of fair trade for producers in the developing world?
- 3) Have you ever bought any fair trade products? How do they compare with other products as far as price and quality are concerned?

UNIT 5

IMMIGRATION

For the past 30 years, the European Union Member States have followed “zero” immigration policies. In recent years, though, relatively significant numbers of third-country nationals have entered the European Union and these migratory pressures are continuing with an accompanying increase in illegal migration, smuggling and trafficking.

The political arena in the EU Member States is characterised nowadays by an increased and often polarised debate on migration and asylum. Political debates evolve around issues related to “genuine” refugees and other groups and often call for a tougher line towards those who have unfounded claims for asylum and who are using the very complicated and contradictory practices of the different EU Member States as a means of evading normal immigration controls.

The analysis of the country national reports shows that racism and discrimination exist in all EU Member States at various levels and tend to create a negative climate for the eventual integration of refugees, asylum seekers and persons with temporary protection status. It appears as well that migration trends have contributed in shaping public perceptions of people in need of protection in most EU countries. The increase in xenophobic attitudes is often linked to a perceived increase in the number of immigrants.

[...]

In **Ireland**, the sharp increase in asylum applications can be explained by the fact that the country has undergone rapid economic growth, but this situation must also be linked to the harmonisation of more restrictive practices applied in other European countries, resulting in increasing numbers of migrants seeking asylum in Ireland. Ireland used to be a country of emigration, it is now a new destination for those claiming to be in need of international protection. Economic issues dominate the public and political debate about migration and asylum issues. Asylum seekers are often presented by the media as a burden on the Irish state and the political debate often focuses on the inadequacy of existing legislation to deal with increased migration flows.

In **The Netherlands**, the idea of a ‘multicultural society’ is commonly accepted. Indeed, the Dutch society consists of people of various ethnic backgrounds, and is often characterised as a tolerant one. The way in which

Dutch people perceive asylum seekers and other migrants is influenced by the economic situation, the level of education, personal experiences and contacts with these groups as well as the level of information available on migration related issues. The confrontation with multiculturalism in local communities is often concerned with uncertainty and anxiety among some parts of the Dutch population. According to one report, racist violence has increased in the last few years. Nevertheless, right-wing extremism does not gain much support in The Netherlands; the popularity of extreme-right parties has even declined over the past years. Several opinion polls mention that with regard to the admission of immigrants, the Dutch are generally supportive of restrictive developments in government policies, but, at the same time, 70% of the respondents agreed with the statement that a country like The Netherlands has a moral obligation to admit refugees.

Portugal has experienced increased immigration in the last fifteen years. Recent flows come particularly from Central and Eastern Europe. Portugal is generally characterised as a society having a 'closed culture' regarding immigration issues. Public opinion tends to perceive immigration flows as a threat. Nevertheless, it should be mentioned that the common perception of the new immigrants from Central and Eastern Europe is more positive. This is also connected to the way this group is presented in the media (as a group with a high level of qualifications who do not want to stay in Portugal on a permanent basis). The common perception of Africans is much more negative due to their social conditions. There is also an important lack of information concerning people in need of international protection, due to the fact that normally the mass media in Portugal deal with this issue in a very superficial way and without context.

In **Sweden**, research indicates that there is a high level of discrimination towards African communities and Yugoslavs. Men more often consider themselves as a target for discrimination than women. Discrimination is registered much more in the labour market than in other areas. Increased contacts between native Swedes and immigrants have created more tolerance. Another point to report is the growing influence of extreme right movements. An important part of the older generations believe distinctions can be made on the basis of the colour of skin, culture and religion. Nevertheless, according to the Eurobarometer Survey 2000, Swedish respondents display rather positive attitudes towards minorities, higher than the EU average. They support their inclusion in the social and political life of the country. They believe in the enrichment of society through minority groups. Attitudes towards the fear of social conflict and loss of welfare are similar to those found in other EU Member States.

[...]

Overall, despite the diversity existing between one European country and another (i.e., very diverse situations regarding the numbers of asylum seekers, people under temporary protection and refugees; different migration traditions: old versus new migration countries; diverse political debates and economic environments), many similarities can be detected:

People with a high level of education are better informed about migration issues and in general have more positive attitudes towards migrants than people with a lower level of education. This is one of the main factors influencing the general attitudes towards foreigners. Most countries have reported this trend;

There is an important need for better information about the countries of origin of people in need of international protection, migration issues, different migrant status and explanations about humanitarian reasons behind the search for asylum in order to counteract the very common prejudice that people come only for economic reasons;

Younger people tend to be more tolerant than older generations;

Direct contact/links with foreigners have a positive impact and tend to facilitate reciprocal understanding;

Racism gets more support in the countryside and in small towns than in big cities;

People who feel themselves at risk in the labour market and who experience unemployment are more inclined than others to adopt racist attitudes.

[...]

From: www.iom.int

GLOSSARY

nationals = cittadini
smuggling = contrabbando
to call for = richiedere
tough = severo
unfounded = infondato
***attitude** = atteggiamento

to undergo (underwent, undergone)
 = subire
burden = peso, fardello
opinion poll = sondaggio
threat = minaccia
refugee = profugo
environment = ambiente

NOTES

An *asylum seeker* is a person who is trying to get asylum in a foreign country. *Refugees* are people who are forced to leave their home country

because of war or political and/or religious persecution. A *migrant* is someone who moves from one country to another, especially in search of work. If people *migrate*, they go to a new place or to another country to live there temporarily. An *immigrant* is someone who has come into a foreign country in order to live there permanently. *To emigrate* means to leave a country permanently and go to live in another one.

Exercise 1 Read the four country profiles and decide if the following statements are True or False.

- | | |
|---|---|
| | T F |
| 1) The Irish media present asylum seekers in a good light. | <input type="checkbox"/> <input type="checkbox"/> |
| 2) Irish immigration laws are less strict than those in other countries. | <input type="checkbox"/> <input type="checkbox"/> |
| 3) Right-wing extremism is increasing in the Netherlands. | <input type="checkbox"/> <input type="checkbox"/> |
| 4) The majority of Dutch people believe their country should not accept refugees. | <input type="checkbox"/> <input type="checkbox"/> |
| 5) The Eastern European immigrants in Portugal are mainly unskilled workers. | <input type="checkbox"/> <input type="checkbox"/> |
| 6) The number of immigrants in Portugal is falling. | <input type="checkbox"/> <input type="checkbox"/> |
| 7) The Swedes are much less worried about social conflict than people in other European states. | <input type="checkbox"/> <input type="checkbox"/> |
| 8) Extremism is on the increase in Sweden. | <input type="checkbox"/> <input type="checkbox"/> |

GRAMMAR IN FOCUS

ADJECTIVES OF NATIONALITY

In English, adjectives of nationality always require a capital letter.

‘Nationality’ also applies to continents and their populations, as well as to the languages spoken:

Our sales manager has gone to Weimar to do a crash course in German.

The Japanese economy has slowed down.

Surveys show that Asian schoolchildren are highly motivated.

Adjectives relating to the inhabitants of major cities and regions also require a capital letter:

Austria's new Minister of Trade is Viennese.

Some would say that Parisian fashions are the height of chic.

Many Sicilian fruit growers lost their crops as a result of the drought.

Exercise 2 Complete the sentences with the appropriate adjective of nationality.

- 1) He's been working in Norway for nearly five years, but his spoken _____ is still pretty bad.
- 2) Although Belgium has many fine cities, _____ food is rather boring.
- 3) One of my students spent a year in Poland studying modern _____ architecture.
- 4) Anna's mother was born in Hungary, so she is entitled to a _____ passport.
- 5) Thousands of Britons go to live in Spain once they have retired, but very few of them have a working knowledge of _____.
- 6) How long do you have to have lived in Switzerland before you can apply to become a _____ citizen?
- 7) I've been to China and I can assure you that the food is quite different from what you get in _____ restaurants here in Italy.
- 8) The standard of health care in Holland is higher than in England, and _____ hospitals are run more efficiently.

Exercise 3 Complete the sentences with the appropriate form of the word in brackets.

- 1) He tried to get into the theatre, but he was refused _____. (admit)
- 2) The scientists are doing research into extrasensory _____. (perceive)
- 3) You are under no _____ to purchase the goods. (oblige)

- 4) The price of the cruise is _____ of all food and drinks on board.
(include)
- 5) People in high-powered jobs often have high levels of _____ and stress. (anxious)
- 6) The present government has a zero _____ policy on gun crime and the use of firearms. (tolerate)
- 7) Tax avoidance is legally acceptable; tax _____ is not. (evade)
- 8) I really wanted to enrol for the advanced course, but my _____ was turned down. (apply)

Exercise 4 Underline the word in each group that has a completely different meaning from the others.

- | | | | |
|---------------|------------|-------------|------------|
| 1) different | diverse | homogeneous | dissimilar |
| 2) issues | quarrels | questions | topics |
| 3) to extend | to limit | to restrict | to confine |
| 4) to shape | to form | to mould | to split |
| 5) tied | isolated | connected | linked |
| 6) threat | danger | immunity | menace |
| 7) persistent | momentary | temporary | transitory |
| 8) available | accessible | scarce | obtainable |

GRAMMAR IN FOCUS

CAUSE AND EFFECT CONNECTIVES

There are several ways of combining related statements which indicate cause and effect.

*The Irish economy is strong. (2) Asylum applications have increased.
because / as / since.*

*Because the Irish economy is strong, asylum applications have increased.
because of / as a result of / owing to / on account of / due to / thanks to.*

Asylum applications have increased as a result of the strong Irish economy.

The / One result of, consequence of, effect of (+ verb + that)
One effect of the strong Irish economy is that asylum applications have increased.

Exercise 5 Use a suitable connective to join causes and effects.

- 1) production had to be stopped / a gas leak in one of the workshops.
- 2) the number of people killed on the roads has fallen / the introduction of back-seat safety belts.
- 3) sales of ice-cream rose steeply / the heat wave.
- 4) the Prime Minister's popularity has declined / the government's immigration policy.
- 5) severe weather conditions / the plane could not land.
- 6) a lot of children's lives were saved / dedicated health workers.
- 7) war or persecution / many people are forced to emigrate.
- 8) better medical care / people are living longer.

Exercise 6 Use the words and expressions in the box to complete the sentences.

<i>illicit</i>	<i>legitimate</i>	<i>law and order</i>	<i>lawyer</i>
<i>law-abiding</i>	<i>lawsuit</i>	<i>law court</i>	<i>illegal</i>

- 1) A _____ is a place where a judge and jury decide on legal matters.
- 2) _____ people are those who accept and respect the laws of a country.
- 3) The company is facing a _____ over alleged cases of racial discrimination.
- 4) The _____ for the prosecution is one of England's leading barristers.
- 5) Ecstasy and amphetamines are _____ drugs.

- 6) _____ workers are those who do not have official permission to work.
- 7) A _____ child is one whose parents were legally married at the time of his/her birth.
- 8) The President imposed martial law to prevent the breakdown of _____.

Exercise 7 The words on the left refer to types of criminal. Match the words with their equivalent in Italian.

- | | |
|----------------|--------------------|
| 1. blackmailer | a. scippatore |
| 2. mugger | b. contrabbandiere |
| 3. burglar | c. taccheggiatore |
| 4. smuggler | d. rapitore |
| 5. shoplifter | e. ricattatore |
| 6. kidnapper | f. ladro |
| 7. thief | g. saccheggiatore |
| 8. looter | h. scassinatore |

Exercise 8 Use the words in the box to complete the sentences.

<i>homesick</i>	<i>home help</i>	<i>home brew</i>	<i>Home Office</i>
<i>home-made</i>	<i>home rule</i>	<i>homework</i>	<i>home shopping</i>

- 1) _____ programmes are usually broadcast on cable TV or on special television channels.
- 2) The Scottish and Welsh Nationalist parties want _____ for their countries.
- 3) Can you tell the difference between _____ mayonnaise and the mass-produced kind?

- 4) _____ beer used to be very popular. It was quite cheap to make but it didn't taste very nice.
- 5) My son is travelling round Europe. He's only been away for a fortnight, but he says he feels _____.
- 6) My grandmother can't do her own housework any more, so she has a _____ twice a week.
- 7) The _____ is the department of the British government in charge of internal affairs, including immigration and the police.
- 8) It pays to do your _____ before you decide where to invest your money. The more information you have, the better!

VOCABULARY

Exercise 9 Complete the sentences with the most suitable alternative.

- 1) Women have not yet achieved _____ in the workplace.
equation / equality / equivalence
- 2) McDonald's French fries are cut to _____ size and thickness.
unique / uniform / unified
- 3) The temperature and humidity are kept at an _____ level in order to protect the paintings.
even / equal / equity
- 4) Although the two girls look _____, they've got very different personalities.
like / likeable / alike
- 5) 2, 4 and 6 are even numbers; 1, 3 and 5 are _____ ones.
strange / peculiar / odd
- 6) Cloned animals are genetically _____ to their parents.
similar / identical / consistent

7) Quite a few companies practise _____ against older job applicants.

differentiation / distinction / discrimination

8) His version of the events was _____ with the eyewitnesses' accounts of the accident.

incoherent / non-conformist / inconsistent

DISCUSSION

- 1) Why do people migrate? What difficulties do immigrants have in the first few years after their arrival in a new country?
- 2) Like Ireland, Italy used to be a country of emigration. Why did the Irish and the Italians emigrate and where did they go? Why are both countries now destinations for migrants?
- 3) What are the effects of immigration on the Italian economy?

UNIT 6

IKEA WOWS THE RUSSIANS

From the outside, the crumbling Soviet-era housing estates of Moscow look as drab and grey as ever. Yet booming sales at IKEA show that like people around the world, Muscovites are embracing the new cappuccino-chic lifestyle embodied by the Swedish furniture giant.

Sales in Russia topped \$100m during the first year of operation alone in 2000, putting it among the company's top ten grossing stores worldwide. A second outlet has since opened and sales from both have doubled in the last twelve months, Lennart Dahlgren, Russia country manager for IKEA, said last week.

Production plans

But it is not just Russia's potentially huge market of aspiring consumers that the company is interested in. IKEA also hopes it will become a significant production centre and supplier of goods to its global network.

Worldwide demand for IKEA merchandise roughly doubles every four years, and maintaining supply volumes has become a serious challenge for the company.

Rich in natural resources, Russia is well placed to help satisfy the strong demand. The country boasts an estimated 25% of the world's hard wood reserves, is a major supplier of petroleum products for plastics, and is a leading producer of aluminium. It also has developed textile and ceramic industries and dozens of mothballed Soviet-era factories capable of producing in huge volumes.

"Today we order \$50m of furniture here from Russian factories. In the future we want to buy at least ten times that amount," said Dahlgren.

"People are surprised when I say it but Russian quality is far above that of many other countries."

Red tape obstacles

In April production is set to start at IKEA's first self-run Russian factory, near St Petersburg. The facility cost about \$15m and will employ 250 people.

IKEA will open a third store in 2003 and has brought forward projects to complete two more outlets after that. IKEA also plans to build a giant \$40m warehouse near Moscow.

But business here has not been all plain sailing for Dahlgren. While production quality may have impressed him, punctuality has not.

“I would say time quality management here is catastrophic,” says Dahlgren, who complains that few producers deliver on time.

Punitive customs tariffs are another headache. Designed to protect Russia’s low quality furniture industry from foreign competition, import duties run as high as 80%.

Russia’s notorious red tape has also caused problems. Commenting on bureaucracy and corruption, Dahlgren said: “I would say I have been frustrated, yes, surprised, yes.”

“If you try to follow every step of the law in this country, nothing would be possible. So many laws here are contradictory, it’s Catch 22.”

“If you have a trusting relationship with authorities — at local, regional or federal level — then almost everything is very quickly possible here, more so than in many other countries in fact.” [...]

From: www.bbc.co.uk

GLOSSARY

to crumble = cadere a pezzi

drab = scialbo, ‘grigio’

booming = in forte espansione

to embody = personificare

to gross = guadagnare al lordo

supplier = fornitore

to boast = vantare

outlet = punto di vendita

duties = dazi, tasse

trusting relationship = rapporto di fiducia

NOTES

Wow! is an informal expression of surprise or pleasure. *To wow* means to perform in such a way that people are filled with enthusiasm and admiration: *Nicole Kidman wowed the audience at London’s Old Vic theatre.*

Cappuccino-chic: There are many places outside Italy where drinking *cappuccino* and *caffelatte* is considered to be the height of fashion. The Starbucks chain of coffee shops has been highly successful in promoting the trendy aspects of coffee drinking, especially among young urban professionals.

Gross refers to the total amount of something, especially money, before any deductions have been made. The opposite of *gross* is *net*.

A *mothball* is a small ball of camphor used to prevent moths from eating woollen clothes. If a government *mothballs* a factory or a piece of equipment, it decides to stop developing or using it. *Mothballed Soviet-era factories* are manufacturing plants which still exist, but no longer produce the same goods as they did until 1989.

A task that is *not all plain sailing* is one that is complicated and problematic.

Official rules and bureaucratic procedures are called *red tape* when they seem unnecessary and/or cause delay.

Catch 22 refers to an impossible situation in which you cannot do one thing until you have done another thing, but you cannot do the second thing until you do the first: *You cannot get a residence permit in Italy until you have a job, but you cannot get a job until you have a residence permit.*

The *top* of something is its highest part or point: *the top of the mountain; the top of the tree.*

Top also means 'most important' or 'highest': *His office is on the top floor. The company's top ten grossing stores are all in Europe. Eliminating waste is our top priority. He worked his way to the top of the company.*

If something *tops* a particular amount, it is larger than that amount: *Sales topped \$100 million in the first year alone.*

Exercise 1 What do these numbers refer to in the reading passage?

- 1) \$100 million.
- 2) 2000.
- 3) 25%.

- 4) \$50 million.
- 5) \$15 million.
- 6) 250.
- 7) 2003.
- 8) 80%.

WORD STUDY

English uses a point (.) and not a comma (,) for decimals:

15.1 16.3 17.5 per cent

The numbers after a decimal point are usually read separately:

6.33 = six point three three 8.134 = eight point one three four

However, if the number after a decimal point represents a unit of money or measurement, it is read as a normal number:

£1.60 = one pound sixty \$7.80 = seven dollars eighty

1m 68 = one metre sixty-eight

Note what happens when numbers are used before nouns:

a course lasting ten weeks → a ten-week course

a woman who is 25 years old → a 25-year-old woman

a waiting list of six months → a six-month waiting list

Exercise 2 Translate.

- 1) un periodo di 9 mesi
- 2) un manager trentasettenne
- 3) una vacanza di 10 giorni
- 4) uno sconto di £50
- 5) un profitto di €20.000
- 6) una passeggiata di 20 minuti
- 7) un camion del peso di 3 tonnellate
- 8) un viaggio in aereo di 11 ore

GRAMMAR IN FOCUS**NOUN + NOUN STRUCTURE**

When two nouns are put together (*furniture industry*, *war film*) the first noun describes the second and has a function similar to that of an adjective:

a test pilot (a kind of pilot) *a pilot test* (a kind of test)
income tax (a type of tax) *a bicycle factory* (a type of factory)

Note the plural forms: *war films* *bicycle factories* *test pilots*

It is possible to put more than two nouns together:

furniture production costs (= costs related to the production of furniture).

The first noun is usually singular in form, even when it has a plural meaning:

a shoe shop (= a shop that sells shoes)
a ticket office (= an office that sells tickets)

Note some of the more common exceptions:

a savings bank *the sales department* *a goods train* *a clothes shop*

The noun + noun structure is commonly found in the names of products:

chocolate mousse *banana milkshake* *toothpaste* *cherry yogurt*

Some brand names also use the noun + noun structure:

Cornflakes *Diet Coke*

Exercise 3 Match the adjectival nouns on the left with the most appropriate noun on the right.

- | | |
|--------------------------------------|----------------|
| 1) cheque / address / cookery | a. company |
| 2) debit / credit / phone | b. manager |
| 3) bus / record / insurance | c. bill |
| 4) tobacco / television / radio | d. spending |
| 5) company / income / sales | e. book |
| 6) area / product / marketing | f. card |
| 7) fuel / gas / hotel | g. advertising |
| 8) consumer / education / government | h. tax |

Exercise 4 Using the words in the box, complete the sentences with the most appropriate noun + noun structure.

<i>research</i>	<i>press</i>	<i>conference</i>	<i>price</i>
<i>margin</i>	<i>course</i>	<i>news</i>	<i>degree</i>
<i>bulletin</i>	<i>benefit</i>	<i>market</i>	<i>unemployment</i>
<i>safety</i>	<i>war</i>	<i>profit</i>	<i>belt</i>

- 1) The university now offers a three-year _____ _____ in marketing.
- 2) Most radio stations broadcast a _____ _____ every hour.
- 3) Jobless people in Britain receive _____ _____ from the state.
- 4) _____ _____ is the activity of collecting and studying information about what people want, need and buy.
- 5) If rival companies are involved in a _____ _____, they each lower their prices as much as possible in order to sell more.
- 6) The _____ _____ is the percentage difference between sales income and the cost of sales.
- 7) The Prime Minister will be holding a _____ _____ late this afternoon. About 100 foreign journalists are expected to be present.
- 8) A _____ _____ is a strong strap attached to a seat in a car or plane.

Exercise 5 Use the noun + noun structure to translate the following.

- | | |
|--------------------------|------------------------|
| 1) studenti universitari | 5) la Banca Mondiale |
| 2) strategie aziendali | 6) tassi d'interesse |
| 3) livelli salariali | 7) imposta sul reddito |
| 4) politiche sindacali | 8) aspettativa di vita |

Exercise 6 Use the words in the box to complete the sentences.

<i>brass</i>	<i>copper</i>	<i>bronze</i>	<i>zinc</i>	<i>steel</i>
<i>silver</i>	<i>iron</i>	<i>aluminium</i>	<i>gold</i>	<i>lead</i>

- 1) _____ is a yellow metal that is used both for making jewellery and as an international currency.
- 2) _____ is a soft, grey, heavy metal that is still used as an additive in petrol and paint.
- 3) Jim and Susan have just celebrated their _____ wedding anniversary. They've been married for 25 years.
- 4) She came third in the 800m and won a _____ medal for her country.
- 5) _____ is used to make electrical wires and drainpipes.
- 6) _____ is a copper and _____ alloy. It is used to make musical instruments such as trumpets and horns.
- 7) _____ is a very strong metal made mainly from _____. It is used in bridge building and construction work.
- 8) The aircraft industry uses a lot of _____. This lightweight metal is also used for making kitchen equipment, such as saucepans.

Exercise 7 The verbs in the box all combine with *supply / supplies*. Complete the sentences with the most suitable verb.

<i>receive</i>	<i>provide</i>	<i>disrupt</i>	<i>limit</i>
<i>lay in</i>	<i>use up</i>	<i>cut off</i>	<i>exceed</i>

- 1) As a result of the fire, we have to _____ supplies to thirty boxes per customer.
- 2) We should _____ a good supply of beer for the party.
- 3) Demand for trained office workers is likely to _____ supply.
- 4) The company is going to _____ the gas supply for 48 hours starting at mid-day on Monday.
- 5) Bad weather may _____ electricity supplies in the south-west.
- 6) Paper & Ink can _____ offices throughout the City with high-quality supplies of stationery.

- 7) The villagers will _____ all the available supplies of fresh water if it doesn't rain soon.
- 8) The animals did not _____ an adequate supply of food, so many of them died.

VOCABULARY

Exercise 8 Complete the sentences with the most appropriate alternative.

- 1) Harrods and Selfridges are two of London's most famous _____.
warehouses / shopping centres / department stores
- 2) The _____ at Piccadilly Circus sells all the major Italian newspapers.
stall / kiosk / press agency
- 3) Sandwiches, drinks and other refreshments are on sale at the station _____.
market / ticket office / buffet
- 4) _____ sell goods to the general public.
marketeers / wholesalers / retailers
- 5) Sign in a supermarket: ' _____ will be prosecuted.'
robbers / shoplifters / burglars
- 6) Americans go to a liquor store to buy wine and beer; in England you go to _____.
a duty-free shop / a vineyard / an off-licence
- 7) A _____ is a person who sells paper, envelopes, pens and other equipment used for writing.
stationer / bookseller / cartographer
- 8) Marks and Spencer and Littlewoods are _____; they have branches in almost all of Britain's major towns and cities.
chain stores / stockholders / trading channels

DISCUSSION

- 1) Find out more about IKEA on www.ikea.com. What are the reasons for IKEA's commercial success?
- 2) Russia and other Eastern European countries are making the transition from centralised command economies to the free market. What difficulties has this caused? What effects will this have on EU enlargement?
- 3) What problems are Italian companies likely to find when doing business in the countries in transition?

UNIT 7

CONSUMERISM

Consumerism is economically manifested in the chronic purchasing of new goods and services, with little attention to their true need, durability, product origin or the environmental consequences of manufacture and disposal. Consumerism is driven by huge sums spent on advertising designed to create both a desire to follow trends, and the resultant personal self-reward system based on acquisition. Materialism is one of the end results of consumerism.

Consumerism interferes with the workings of society by replacing the normal desire for an adequate supply of life's necessities, community life, a stable family and healthy relationships with an artificial and ongoing quest for things and the money to buy them with little regard for the true utility of what is bought. An intended consequence of this, promoted by those who profit from consumerism, is to accelerate the discarding of the old, either because of lack of durability or a change in fashion. Landfills fill up with cheap discarded products that fail early and cannot be repaired. Products are made psychologically obsolete long before they actually wear out. A generation is growing up without knowing what quality goods are. Friendship, family ties and personal autonomy are only promoted as a vehicle for gift-giving and the rationale for the selection of communication services and personal acquisition.

It is an often-stated catechism that the economy would improve if people just bought more things, bought more cars and spent more money. Financial resources better spent on Social Capital such as education, nutrition, housing etc. are spent on products of dubious value and little social return. In addition, the purchaser is robbed by the high price of new things, the cost of the credit to buy them, and the less obvious expenses such as, in the case of automobiles, increased registration, repair and maintenance costs.

Many consumers run out of room in their homes to store the things that they buy. A rapidly growing industry in America is that of self-storage. Thousands of acres of land are paved over every year to build these cities of orphaned and unwanted things so as to give people more room to house the new things that they are persuaded to buy. If these stored products were so essential in the first place, why do they need to be warehoused? An overabundance of things lessens the value of what people possess.

Malls have replaced parks, churches and community gatherings for many who no longer even take the trouble to meet their neighbours or care to know their name. People move frequently as though neighbourhoods and cities were products to be tried out like brands of deodorant.

From: www.verdant.net

GLOSSARY

disposal = eliminazione

huge = enorme

the workings = meccanismo, funzionamento

ongoing quest = caccia continua

with little regard for = con scarsa considerazione

landfill = discarica pubblica

to wear (wore, worn) out = logorarsi

tie = legame

rational = serie di ragioni

registration = immatricolazione

to run (ran, run) out of = rimanere senza

to store = mettere via, tenere

to pave over = lastricare

to house = sistemare

to warehouse = depositare in magazzino

to lessen = diminuire

gathering = riunione informale

to take (took, taken) the trouble = incomodarsi, disturbarci

neighbourhood = quartiere

NOTES

To house means to provide a place for people to live, or a space in which to keep things: *The local council should house young homeless people. There's not enough space to house his collection of china and porcelain.*

A *warehouse* is usually a large building where goods are kept before being exported or distributed. The word can also refer to a place where people can store furniture or household goods, usually for a limited period of time: *We're living in rented accommodation until our new house is ready, so all our own furniture is in a warehouse.*

Warehouse can also be used as a verb: *They're warehousing the goods until the export licence is granted.*

In British English, a *store* or *department store* is a large shop selling a wide variety of things. In America, *store* refers to a shop of any size.

If you *store* things, you put them away somewhere until they are needed:

I've stored my winter clothes and heavy jackets in the cupboard under the stairs.

A *mall* is a very large enclosed shopping area with shops, restaurants, banks and other facilities.

WORD STUDY

self- can be used to form words that indicate that you do something to yourself or by yourself:

a self-service restaurant a self-addressed envelope self-admiration

self- is also used to describe something such as a device or appliance that does something automatically: *a self-cleaning electric oven*.

Exercise 1 The words in the box combine with *self-*. Use the most appropriate alternative to complete the sentences.

<i>access</i>	<i>assembly</i>	<i>confident</i>	<i>explanatory</i>
<i>esteem</i>	<i>sufficient</i>	<i>control</i>	<i>employed</i>

- 1) People with low self- _____ don't like themselves very much.
- 2) My husband used to work for a computer firm but now he is self- _____.
- 3) All MFI's furniture is self- _____. The instructions are very clear.
- 4) If a country is able to produce or make everything it needs, it is self- _____.
- 5) Jane used to be very shy, but she has become much more self- _____ since she started her new job.
- 6) We won't need any more information; the figures you sent us are self - _____.
- 7) I was so angry with my boss that I nearly lost my self- _____.
- 8) Our self - _____ study centre has a wide range of cassettes and videos in all the major European languages.

Exercise 2 Use the words below to complete the sentences. All the words are taken from the reading passage.

<i>goods</i>	<i>supply</i>	<i>lack</i>	<i>value</i>
<i>expenses</i>	<i>storage</i>	<i>fashion</i>	<i>resources</i>

- 1) Prices vary according to _____ and demand.
- 2) Their cleaning products are very good _____ for money.
- 3) Most modern houses have very little _____ space.
- 4) Overpopulation is straining the planet's _____.
- 5) Despite his _____ of experience, he was offered the job.
- 6) They produce luxury _____ for the Middle-Eastern market.
- 7) Medical _____ in the US are very high. Make sure that you're insured!
- 8) With the advent of e-mail, letter-writing seems to have gone out of _____.

Exercise 3 Underline the word that best completes the sentence.

- 1) You only need a very small amount, so one bottle *lasts* / *endures* for ages.
- 2) Cheap clothes usually *run out* / *wear out* very quickly.
- 3) The kitchen sink has a built-in waste *disposal* / *disposition* unit.
- 4) Aerobic exercises improve stamina and *endurance* / *durability*.
- 5) *Mend* / *Repair* costs are extremely high for that type of machine.
- 6) The new suitcases are both attractive and *durable* / *lasting*.
- 7) The house costs a fortune to *keep* / *maintain*.
- 8) She threw *off* / *away* all her old clothes and shoes when she moved house.

GRAMMAR IN FOCUS

THE PASSIVE

The passive form of a verb uses the appropriate tense of the verb *be* plus the past participle:

Consumerism is manifested in the chronic purchasing of new goods and services.

The passive often focuses on an action or its result, rather than on the person or people performing the action:

Financial resources are spent on products of dubious value.

Thousands of acres are paved over every year.

When it is important to indicate who (or what), the preposition *by* is used:

The treaty was signed by all the member states.

Consumerism is driven by the huge sums spent on advertising.

Exercise 4 Identify and correct the mistakes in the following sentences.

- 1) Our car is been repaired. Can we borrow yours until Monday?
- 2) Most small corner shops in the UK are run from Asians.
- 3) The use of vegetable fat in chocolate bans in Australia.
- 4) Big Macs can have bought in virtually every country in the world.
- 5) Consumers should give more information about waste-disposal and recycling.
- 6) Their house completely renovated after the fire.
- 7) More alcoholic drinks consume at Christmas than at any other time of the year.
- 8) The company set up in 1910.

Exercise 5 Put the verbs in brackets into the appropriate passive form.

- 1) Parmesan cheese _____ in much the same way for eight centuries and its production _____ very closely. (make / control)
- 2) The milk that _____ to make Parmesan must _____ locally, partly because it can't _____. (use / produce / refrigerate)
- 3) Semi-skimmed and full-fat milk _____ in equal quantities and the mixture _____ in large copper vats. (mix / heat)

- 4) Once the cheese has formed, it _____ to the storehouse, where the air _____ at 80% humidity to prevent the cheese from becoming too hard. (take / keep)
- 5) After about 18 months, the quality of the finished product _____ by inspectors from the consortium. Metal needles _____ into each cheese and minute samples _____ for tasting. (assess / insert / extract)
- 6) If the cheeses pass the test, they _____ with the Consortium's crown symbol. (brand)
- 7) Generally, the cheese _____ at 16-18 months old, but the best Parmesan _____ for the maximum 24 months to give it the richest possible flavour. (sell / age)
- 8) When the cheeses are ready, they _____ to the packing facility. From there, they _____ to countries all over the world. (transport / dispatch)

WORD STUDY

Exercise 6 Use the words and expressions in the box to complete the sentences.

<i>consumerist</i>	<i>consumer durables</i>	<i>time-consuming</i>
<i>consume</i>	<i>consumer goods</i>	<i>consumer spending</i>
<i>human consumption</i>		<i>consumer watchdogs</i>

- 1) Fridge-freezers, TV sets and bikes are all _____ .
- 2) _____ are organisations that protect consumers by making sure that companies do not act illegally or irresponsibly.
- 3) The Health inspectors found that most of the meat in the restaurant was unfit for _____ .
- 4) _____ societies encourage the consumption of as many goods as possible.

- 5) The research project is fascinating, but collecting the data is very _____.
- 6) The latest range of heaters _____ much less electricity than previous models.
- 7) _____ are things that people buy for their own use.
- 8) German retailers are getting very worried about the downturn in _____.

Exercise 7 Use the words and expressions in the box to complete the sentences.

<i>in need of</i>	<i>necessities</i>	<i>needlessly</i>	<i>needless to say</i>
<i>necessary</i>	<i>necessarily</i>	<i>needy</i>	<i>need</i>

- 1) The house only cost £45,000, but it was _____ some modernisation work.
- 2) My secretary will make all the _____ arrangements for your trip to Manchester.
- 3) The most expensive products are not _____ the best ones.
- 4) UN relief workers are trying to get food and water to the poor and _____.
- 5) I told him I had decided to resign immediately. _____, he was shocked and angry.
- 6) Clean water is one of the basic _____ of life.
- 7) We can use our own generator if the _____ arises.
- 8) Thousands of people die _____ each year because of poor hygienic conditions.

VOCABULARY

Exercise 8 Complete the sentences with the most appropriate alternative.

- 1) _____ bonds have high rates of interest but they are very risky investments.

trash / junk / government

- 2) His latest novel is absolutely dreadful. I've never read such a load of old _____!

rubbish / waste / detritus

- 3) (Sign in a picnic area) 'Please put your _____ in the bin.'

debris / rejects / litter

- 4) Some people just dump their _____ in the river, even though there a municipal tip nearby.

ruins / refuse / cast-offs

- 5) The earthquake happened 3 days ago but there are still people trapped under the _____.

rubble / garbage / lava

- 6) In British English, _____ are the council workers who collect household rubbish.

paper men / aldermen / dustmen

- 7) Consumers have every right to _____ faulty goods and demand a refund.

eliminate / throw up / reject

- 8) _____ from the plane was found within a radius of 30 miles from the site of the explosion.

rubble / dirtiness / debris

DISCUSSION

- 1) The term “conspicuous consumption” was coined by Thorstein Veblen (1857-1929). Find out more about Veblen on www.blupete.com
- 2) Do you think consumerism is dangerous? Why?
- 3) What are the environmental consequences of consumerism? What do you think can be done to resolve the problem?

UNIT 8

ADVERTISING AND CHILDREN

The effect of advertising on children and the use of children in advertisements are sensitive issues. The British Codes of Advertising and Sales Promotion — the self-regulatory guidelines written by the advertising industry — include vital requirements in this area.

The rules

When dealing with complaints about advertisements featuring, or aimed at, children, the ASA is guided by the following basic principle: “Advertisements should contain nothing which is likely to result in physical, mental or moral harm to children, or to exploit their credulity, lack of experience or sense of loyalty.”

Advertising aimed at children

Today’s consumer receives hundreds of advertising messages each day. Adults can view these with a sceptical eye, but children are more vulnerable. The Codes contain special rules for advertisers who target this group:

Pester Power: A crucial requirement of the Codes is that advertisements targeting children should not actively encourage them to make a nuisance of themselves to parents or others. One magazine advertisement for a children’s TV channel was criticised by the ASA for suggesting that children without access to it should complain to their parents.

Easy to understand: Advertisers should clearly state the price of a product featured and should not exaggerate its appeal or performance. A toy, for instance, must not be shown to be larger than it really is. Complex issues should not be over-simplified: in 1998, complaints were upheld about an advertisement which implied that a diet involving breakfast cereal could help to stop overweight children being bullied.

Direct appeals: goods which are considered too expensive for the majority of children to buy should not be advertised to children. An electronics firm advertising computer software at prices starting from £40 in a children’s publication was criticised by the ASA; most children would not be able to afford them.

Nuisance: Advertisements should not actively encourage children to make a nuisance of themselves to their parents or others. Neither should they make children feel inferior or unpopular for not buying the advertised product. The ASA recently upheld a complaint against an advertisement which showed a grinning boy being scowled at enviously by two other boys, whose faces had been shaded green. The headline ran: “Who’s Got the New [computer] ...then?”

Responsible: Advertisements should not encourage children to eat or drink at or near bedtime, to eat frequently throughout the day or to replace main meals with sweets and snacks.

Parental permission: Advertisements should make it clear to children that they must obtain parental permission to buy complex or expensive products. For promotions where the prizes may cause a conflict between parent and child, consent is also required.

Advertising which features children

The safety of children is of paramount importance in advertisements. Advertisements must not, either by message or example, lead a child into a potentially dangerous situation. The Code details a number of specific requirements in this area. The general rule is that: “Children should not be encouraged to copy any practice that might be unsafe for a child.”

Advertisements should not encourage children to talk to strangers or enter strange places. Children should not be depicted unattended in street scenes or shown playing in the road unless they are old enough to be responsible for their own safety. Likewise they should always be seen to observe the Highway Code. Children should not be shown using, or in close proximity to dangerous substances such as medicines or equipment such as electrical appliances, without direct adult supervision.

One advertiser who featured a sleeping baby in a cot on top of a washing machine to demonstrate its low noise levels was asked to withdraw the advertisement. The ASA also criticised a large supermarket for its leaflet entitled “Streets Ahead for Children’s Clothing” which showed a photograph of a child standing in a shopping trolley being pushed at speed by another.

Subject, context and choice of media

Advertisers would break the Codes if their approach was violent or capable of disturbing young readers. In judging such complaints, the Authority takes into account the context in which the advertisement appeared and the relevance of the advertiser's approach.

From: www.asa.org.uk

GLOSSARY

***sensitive** = delicato

requirement = requisito

to target = indirizzare (fig.)

toy = giocattolo

to uphold (upheld, upheld) = confermare

to bully = tiranneggiare

to afford = permettersi

to grin = sogghignare

to scowl = accigliarsi

of paramount importance = di primaria importanza

to depict = raffigurare, rappresentare

likewise = similmente, parimenti

Highway Code = Codice della Strada

electrical appliances = elettrodomestici

cot = culla

to withdraw (withdrew, withdrawn) = ritirare

leaflet = volantino

NOTES

To advertise means to announce that something is for sale or that a job is vacant or that a service is offered: *We're going to have to advertise for a new secretary.*

An *advertisement* (the informal abbreviations are *advert* and *ad*) can be either a written notice in a newspaper or magazine or a short TV film or a radio announcement. Advertisements on TV and radio are also called *commercials*. A *commercial break* interrupts TV and radio broadcasts. Note that the word 'spot' is not used in English to describe this type of advertisement.

Small ads are short advertisements (usually in local newspapers) in which people offer various services, goods for sale or rooms to let.

To publicise means to attract people's attention to a product for sale or to a service on offer: *Some Italian universities are using advertisements on buses and trains to publicise their new courses.*

GRAMMAR IN FOCUS

MODAL AUXILIARY VERBS

Note some general rules:

Modal auxiliaries are followed by the infinitive without *to*:

Advertisements should make it clear to children that they must obtain permission to buy complex or expensive products.

There is no *-s* in the third person singular of the Simple Present:

He can speak several languages.

The negative is formed by adding *not*:

Children should not be encouraged to copy unsafe practices.

You shouldn't have spent so much.

Past and future tenses are usually supplied by other verb forms:

The company had to withdraw the advert after consumers protested.

In future, we won't be able to show the advert before 10 pm.

Exercise 1 Identify and correct the mistakes in the following sentences.

- 1) You mustn't buy the tickets now; we've got plenty of time to buy them later.
- 2) The pressure is falling very quickly. I think it can rain later on.
- 3) He ought relax more. He looks really stressed out.
- 4) When she became a partner in the law firm, she must take on more complex cases.
- 5) His spoken French and English are excellent, but he can't to write well in either language.
- 6) They hadn't to check in until 30 minutes before their plane left for New York.
- 7) We'll can discuss the question more fully after tomorrow's meeting.
- 8) I don't might speak to him until this afternoon.

Exercise 2 Choose the modal auxiliary that is nearest in meaning to the words underlined.

- 1) All our employees are able to claim travel expenses.
must / might / can
- 2) His parents were unable to send him any money.
mightn't / couldn't / shan't
- 3) I have to go to the dentist. My toothache is getting worse.
must / might / can
- 4) You had better show this letter to the boss.
could / may / should
- 5) Is it all right if we use this room for the meeting?
can / would / should
- 6) He refuses to pay.
shan't / can't / won't
- 7) You needn't leave now; there's another bus in an hour.
oughtn't to / mustn't / don't have to
- 8) Mr Martens is bound to be back soon. He's just saying goodbye to his guests.
shall / will / can

WORD STUDY

Over- gives the idea of excess / too full / too much, usually with negative connotations: *Complex issues should not be over-simplified. It could help to stop overweight children being bullied.*

The opposite is *under-*: *underpaid underweight*

Exercise 3 Use the words in the box to complete the sentences.

<i>overcharged</i>	<i>overloaded</i>	<i>overworked</i>	<i>overheated</i>
<i>overbooked</i>	<i>overslept</i>	<i>overstaffed</i>	<i>overcrowded</i>

- 1) I was late because I _____ and missed my usual train.

- 2) The company is _____; some of the workers will have to be fired.
- 3) The waiter was very rude when I said that we had been _____.
- 4) It is one of the most _____ prisons in the UK. There are 6-8 people in a cell that should hold a maximum of four.
- 5) The flight was _____, so some of the passengers had to spend the night at the airport.
- 6) We've had to take on extra staff as we're _____ with orders.
- 7) When an economy grows so rapidly that inflation and interest rates rise quickly, it is said to be _____.
- 8) Many junior doctors say they are _____ and cannot dedicate enough time to each patient.

Exercise 4 Underline the word which is most suitable in the context.

- 1) Some people are very *sensitive* / *sensible* to criticism.
- 2) Put some disinfectant on that cut otherwise it'll go *sceptical* / *septic*.
- 3) There was so much *noise* / *rumour* that no-one could sleep.
- 4) I *implied* / *inferred* that something was wrong from his tone of voice and the expression on his face.
- 5) All *appliances* / *applicants* are requested to attach two passport photos to their CVs.
- 6) The day before he disappeared, he *withdrew* / *retired* all the money from his account.
- 7) There's too much traffic nowadays. It's not *safe* / *secure* for children to play in the streets.
- 8) Although he *missed* / *lacked* the necessary qualifications, he was offered the job.

Exercise 5 Identify and correct the mistake in each sentence.

- 1) Tokyo used to be the most expensive city of the world.
- 2) He was stabbed by a kitchen knife.
- 3) The documents were lying above the desk.
- 4) He was reading an article on the *Financial Times*.
- 5) They export in countries all over the world.
- 6) The report will be presented from the managing director.
- 7) She resigned on October 2002.
- 8) They spent all their pocket money in cakes and sweets.

Exercise 6 Translate the following phrases.

in contanti	in vendita
in prestito	per affari
in ferie	per posta elettronica
di proposito	per errore
al telefono	via fax

VOCABULARY

Exercise 7 Complete the sentences with the most appropriate alternative.

- 1) Read the instruction _____ carefully before you assemble the stereo unit.
pamphlet / booklet / catalogue
- 2) The photos in the holiday _____ were misleading. They didn't show that there was a main road just behind the hotel.
journal / brochure / paper
- 3) We sent out 2,000 questionnaires in our last postal _____.
issue / report / survey

- 4) Please return the completed application _____ with a copy of your CV.
module / form / text
- 5) *Vogue, Elle* and *Marie Claire* are glossy _____.
journals / magazines / reviews
- 6) The protesters were handing out _____ at the entrance to the Court of Justice.
leaflets / certificates / contents
- 7) The Harry Potter books are _____ by Bloomsbury.
edited / stamped / published
- 8) A _____ is a publication which lists items for sale, usually indicating their prices.
programme / catalogue / mailing list

DISCUSSION

- 1) Find out more about the work of the Advertising Standards Association on asa.org.uk. Is there a similar organisation in Italy?
- 2) How are women portrayed in advertising?
- 3) Are there any advertisements that you find offensive? Explain why.

UNIT 9

MULTICULTURAL PERSPECTIVES IN MARKETING

Traditionally, most products introduced by American companies around the world have already been successful on their own ground. The typical approach when venturing into a new market abroad is to learn from experience, virtually copying the marketing strategy and technique that worked in the US. A bit of tinkering might be needed here and there to accommodate local tastes, but, generally, it is assumed that a lot of the risk has been removed from launching a product in the new market by its previous trial run.

Today, however, many companies are breaking the old rules by introducing products overseas that haven't ever been sold in the US. Multinational corporations like Ocean Spray Cranberries, Proctor & Gamble, Johnson & Johnson and Campbell Soup are among the companies developing markets for new products outside the United States. After identifying marketing opportunities, they create new products or adapt existing products to fit the tastes of a European target audience. To ensure success, they also launch the products in packaging positioned to appeal to that market. Conversely, companies that launch products sold or produced in Europe frequently introduce them into the US in packaging that has the kind of European cachet Americans find so alluring.

In either case, to ensure their sales success, the companies involved are electing to work with design companies that have a multicultural perspective. They do this because they recognize that American and European consumers react differently to graphic imagery. They also recognize that their product's packaging will ultimately benefit from the distinct design approaches of the two cultures. For example, American package design firms generally tend to focus more heavily on creating high-impact brand imagery than their European counterparts. They also tend to create flexible graphic imagery that can be easily adapted to fit a family of brands or new products as they are rolled out. In sharp contrast, European design firms often tend to create packaging that is more visually subtle because that's what appeals to European customers.

A recent case involving Ocean Spray Cranberries clearly illustrates the benefits of launching a product overseas in packaging created by a

multicultural creative resource. Ocean Spray Original Cranberry Sauce had been the product category leader in the UK for many years. But for the first time late in 1993, the product had lost product dominance in Britain to a combination of private label brands. Ocean Spray knew it had to do something to reverse this trend.

Interestingly, the company viewed the fact that its British product flagship was beginning to lose market share in the UK not just as a threat, but as a marketing opportunity. They responded by making two bold moves. First, they wanted their packaging to be redesigned to a higher quality look. They also decided to introduce a more upscale, gourmet cranberry sauce with a special new ingredient, mulled wine.

For the gourmet line, Ocean Spray wanted the product's packaging to have the kind of strong shelf impact and brand image traditionally associated with American packaging. They also wanted the gourmet product's packaging to be attractive enough so British consumers would display it on their table, especially on special occasions like Christmas, when turkey is the traditional meal in Britain.

Early on in the project, the benefits of working with a design firm with insight into the British market became apparent. For example, it was considered at one point to use still-life photography as the packaging's focal point, a design approach that works well in the United States. But it was felt that British consumers would respond better to a background inspired by an oil painting, which proved to be right.

The final label design for Ocean Spray Gourmet Cranberry Sauce strikes a balance between the kind of warm, Crabtree & Evelyn look British consumers prefer, and the American billboard that visually sets a product apart. The word "Gourmet" appears in hand-lettered gold script against an illustration of cranberries, grapes and nutmeg based on an actual work of art. The company's original cranberry sauce packaging also now has a more upscale, high quality look. No doubt it's because the products benefited from the creative and marketing expertise of two cultures.

From: Bruce Macdonald, www.pdma.org.

GLOSSARY

on their own ground = sul proprio terreno

trial run = giro di prova, prova
cranberry = mirtillo palustre

packaging = confezione
cachet = prestigio
alluring = attraente
***ultimately** = alla fin fine, in definitiva
to roll out = immettere sul mercato
in sharp contrast = in netto contrasto

flagship = fiore all'occhiello
bold = coraggioso
upscale = esclusivo
mulled wine = vin brulé
insight = comprensione profonda
***apparent** = evidente, palese
still life = natura morta
nutmeg = noce moscata

NOTES

If you *tinker* with something, you make small changes or adjustments to it, usually in an attempt to improve it: *The timer usually works quite well, but you may need to tinker with it.*

The adjectives *fit* and *fitting* mean 'suitable', 'appropriate' or 'proper': *This meat is not fit for human consumption. His farewell concert was a fitting end to a glorious career.*

Fit / unfit also describe a person's physical condition: *He's really unfit, he never takes any exercise.*

If clothes *fit* properly, they are the right size and shape for a person's body: *He's lost so much weight that none of his clothes fit him any more.*

To fit also means that something is suitable for a particular purpose: *The new model fits perfectly with the latest safety requirements.*

The *flagship* is the key product in a range or the product on which the producer's reputation most depends. A *flagship store* is the main store in a chain: *Marks and Spencer's flagship store is its London branch at Marble Arch.*

Shelf impact refers to the impact a product makes on the customer when it is displayed on the shelves of a shop or supermarket.

Crabtree and Evelyn's products range from soap and body lotions to scented candles and spiced biscuits. The company is famous for the visual appeal of its packaging and the traditional design of its retail outlets.

Exercise 1 Read the statements and decide if they are True or False, according to the reading text.

- T F
- 1) Multinationals have realized that US and European consumers have different tastes.
 - 2) Packaging is just as important as the product itself.
 - 3) Europeans react to graphic imagery in the same way as Americans.
 - 4) Ocean Spray's sales dropped because of competition from other brands.
 - 5) A new ingredient was added to the cranberry sauce.
 - 6) All the products sold by the multinational corporations have already been on sale in the US.

Exercise 2 Use the expressions in the box to complete the sentences.

<i>brand new</i>	<i>brand image</i>	<i>brand switching</i>	<i>brand recognition</i>
<i>own-brand</i>	<i>brand name</i>	<i>brand stretching</i>	<i>brand X</i>

- 1) The _____ is too old-fashioned to appeal to younger customers.
- 2) Is price an important factor in _____, or do consumers simply enjoy a change?
- 3) Although his jeans looked worn and discoloured, they were actually _____.
- 4) Sainsbury's _____ cleaning fluid is just as good as the more expensive brands and it's a lot cheaper.
- 5) _____ is an anonymous brand used in TV adverts as a comparison with the named brand being advertised.
- 6) Generics are products that are not sold under a _____, which makes them far less expensive.

- 7) Distinctive and well designed packaging will improve _____.
- 8) Some tobacco companies have extended their brand names into the luxury goods and clothing sectors. This extension is called _____.

Exercise 3 Choose the word in each group that has a completely different meaning from the others.

- | | | | |
|-----------------|-------------|--------------|--------------|
| 1) to create | to devise | to dismantle | to invent |
| 2) to adapt | to modify | to stabilise | to alter |
| 3) to originate | to copy | to imitate | to emulate |
| 4) to roll out | to withdraw | to introduce | to launch |
| 5) to elect | to choose | to opt | to turn down |
| 6) benefits | advantages | setbacks | gains |
| 7) to display | to show | to exhibit | to conceal |
| 8) expertise | know-how | experience | inexpertness |

Exercise 4 Use the expressions in the box to complete the sentences.

<i>upmarket</i>	<i>upgrade</i>	<i>upset</i>	<i>up-to-the-minute</i>
<i>upturn</i>	<i>upkeep</i>	<i>uprising</i>	<i>upward</i>

- 1) We won't be able to access the new website unless we _____ our browser.
- 2) The National Trust is responsible for the _____ of many of Britain's castles and monuments.
- 3) He was very _____ when they told him that his application had been rejected.
- 4) Share prices have continued their _____ climb on the NYSE.
- 5) General optimism about the economy has led to a sharp _____ in consumer spending.
- 6) SKY and CNN give you _____ news 24 hours a day.

- 7) _____ products are intended to appeal to people in a high social class. The American expression is 'upscale'.
- 8) UN troops were sent to the country after a popular _____ against the authoritarian regime.

Exercise 5 Match the definitions in (A) with the words in (B).

- | | |
|---|-----------------|
| (A) | (B) |
| 1) period when machinery is not in use. | a. downplay |
| 2) to transfer data to or from a computer. | b. downtown |
| 3) in or near the centre of town (AmE) | c. downtrend |
| 4) a general decline in the economy | d. downpour |
| 5) to make a business or industry smaller. | e. download |
| 6) a heavy and unexpected fall of rain | f. downsize |
| 7) a homeless and unemployed person | g. downtime |
| 8) to make something seem less important than it really is. | h. down and out |

GRAMMAR IN FOCUS

VERB + OBJECT + INFINITIVE

Want and *would like* are followed by the *to*-infinitive:

Ocean Spray wants *to redesign its packaging*.

The company would like *to find different premises*.

Note what happens when these verbs are followed by an object:

Ocean Spray wants *them to redesign its packaging*.

The company would like *our agents to find different premises*.

Other verbs that can be followed by object + infinitive:

*tell advise ask invite persuade order allow forbid remind
encourage teach warn*

Exercise 6 Complete the sentences in (A) with the correct phrase in (B)
(A) (B)

- | | |
|--|-----------------------------------|
| 1) The embassy has advised US citizens | a. to apply for promotion. |
| 2) My boss has never encouraged me | b. to be well-dressed and polite. |
| 3) She warned us | c. to reinstate two employees. |
| 4) We expect our sales staff | d. to approve the new plan. |
| 5) She persuaded her clients | e. to leave the country. |
| 6) Mr Makahito has invited us | f. to stay for dinner. |
| 7) The tribunal has ordered our firm | g. to phone our Rome branch. |
| 8) Please remind Ms Nolan | h. not to sign anything. |

VOCABULARY

Exercise 7 Complete the sentences with the most appropriate alternative.

- 1) Crisps and biscuits are usually sold in _____ .
bunches / packets / jars
- 2) I'd like a _____ of antiseptic ointment, please.
blister pack / confection / tube
- 3) Sales of _____ tomatoes in the UK have risen dramatically in the past ten years.
boxed / tinned / potted
- 4) _____ of orange juice are easier to pack and transport than bottles.
casks / sachets / cartons
- 5) My husband stores nails and screws in old Nescafé _____ .
jars / can / tubs
- 6) A 50ml _____ of Sisley face cream costs £85! Can you believe it?
vase / tin / pot

- 7) They brought us an enormous _____ of Belgian chocolates from Harrods.

box / package / vacuum pack

- 8) The local pub ordered 25 _____ of beer, but only 20 were delivered.

canisters / drums / barrels

DISCUSSION

- 1) A lot of marketing is now done from a global point of view. What graphic or visual elements do you think characterise Italian style?
- 2) How important is packaging? Give examples of packaging that you find particularly attractive or unattractive.
- 3) Why are supermarket own-brands more advantageous for the consumer?

UNIT 10

MARKS AND SPENCER CUSTOMER INTELLIGENCE

Marks and Spencer is fondly known as Britain's "most trusted retailer". Yet in recent years the company has discovered that you cannot simply live on your reputation. Marks and Spencer has had to become more "customer facing" to create a platform for improved profitability. The signs are that it is succeeding. At the end of 2001 the company reported half-year profits up by 20.1 per cent. The Customer Insight Unit (CIU) has played an important part in this change of fortunes by helping Marks and Spencer to achieve its mission "to focus on our customers and be driven by their needs".

[...]

Marks and Spencer has one of the richest and most extensive customer databases available to any retailer in the world. There are more than 3 million active M&S charge card accounts and, on average, ten million transactions are made per week. Steven Bond (CIU) comments, "For years we were sitting on a goldmine that went unexploited because we were already successful. Now we appreciate the immense value of all this data."

Data from the charge card system, combined with external sources such as census, demographic and national panel data, tells Marks and Spencer a great deal about its customers. "We have at least 80 explanatory variables for every household in the UK, rising to more than 300 for any customer holding a charge card," says Bond.

Information collected at the point of sale, whether via cash tills, through the Marks and Spencer Direct marketing channel or the growing number of website interactions, tells Marks and Spencer what they actually buy. "Multi-channel retailing is a major element in what we are doing, because when you put all of these channels together they tell you a lot more about you customers than looking at each one separately. Of course you must have analytical software that can cope with the huge volumes of data we keep online," says Bond.

By applying analytical techniques such as cluster and discriminate analysis and data mining Marks and Spencer has identified 11 core customer segments (which are further subdivided).

The analysis helps in a variety of ways, from corporate branding through to operational decision-making within the business units. It enables the

company to ensure that the products in a particular store are the ones customers want. Whereas in the past stores were stocked according to their square footage, now they are increasingly supplied according to a detailed profile analysis of their customers.

Detailed segmentation analysis is also driving much-expanded communications and sales promotion activity. “We have a much better idea of what kind of offers to put in front of different customers and when, and what tone of voice to use, based on their individual tastes, preferences and behaviour,” says Bond. “If we want to entice a regular food hall shopper into the menswear department, we want to know if he (or just as likely she) is the ‘Egyptian cotton and silk tie’ purchaser or has a lifestyle that demands non-iron shirts, for example.”

Marks and Spencer has embarked on a more radical restructuring and reinvention of strategic store development, both to deepen and broaden the brand’s appeal and to create a more attractive and “easy-to-shop” environment. Two-thirds of the company’s retail space had been transformed by the end of the financial year 2001.

Careful analysis of customer behaviour also facilitates more effective marketing activity. For example, the shopping activities of the 11 segments over the Christmas 2001 trading period were found to vary. By identifying who shops and when —for example, older customers tend to shop early to avoid the crowds, while younger men leave things until the last minute — the company was able to align its marketing activity and product availability accordingly. The ability to do this was one of many actions undertaken by the company to help drive up the successful Christmas trading figures.

“Our brand promise of trustworthiness and quality standards remains. But careful behavioural analysis enables us to be more flexible at the extremes, which is making a big impact on our financial results,” says Bond.

From: www.sas.com.

GLOSSARY

fondly = affettuosamente
retailer = dettagliante
unexploited = non sfruttato
census = censimento

household = unità familiare
cash till = registratore di cassa
cluster analysis = analisi a grappoli
core = essenziale, di base

to stock = rifornire
square footage = area in piedi quadrati
to embark on = intraprendere

behaviour = comportamento
availability = disponibilità
trustworthiness = affidabilità

NOTES

A *charge account* is an arrangement a customer has with a shop or chain store to buy goods on credit. The shop sends an invoice at the end of each month, but the customer does not have to pay the entire amount immediately.

A *charge card* is a plastic card which allows customers to buy things and charge them to their account.

Stock refers to the quantity of goods available for sale in a retail outlet or warehouse. If a shop has something *in stock*, it is available for purchase. The opposite is *out of stock*: *I'm afraid we're out of stock at the moment.* A company's *stock* is the amount of money it has through selling shares: *The family holds 54% of the stock.*

Stocks are shares in the ownership of a company or investments on which a fixed amount of interest will be paid.

When you *stock up with/on* something, you buy a lot of it, in case you cannot get it later: *Because of the risk of blackouts, families have been advised to stock up on candles.*

If you *drive* to a certain place, you go there by car or in another vehicle: *We drove to Cambridge last Sunday.*

To drive also means to force someone or something into a particular state or situation: *The recession drove the company into bankruptcy.*

If something *drives* or *is driving* something else, this means it is the dynamic force that is pushing it along: *Segmentation analysis is driving communications and sales activity.*

We want to focus on our customers and be driven by their needs means that the needs of the customers will decide the direction of the company's strategy.

A person who has *drive* is energetic and determined: *Sarah will go far in her career because she has drive and enthusiasm.*

A *drive* is a vigorous effort by a company or group of people for a particular purpose: *The company has launched its biggest ever sales drive. The government has launched a national drive against child abuse.*

GRAMMAR IN FOCUS

BY

by = no later than; at that time or before:

Two-thirds of the company's retail space had been transformed by the end of the financial year 2001.

The form must be returned by November 28th.

The link road will be completed by 2006.

within is used in the same way when talking about non-specific periods of time:

within *the next three weeks* within *a day or two*

by also indicates how something has happened:

By applying analytical techniques, M&S has identified 11 core customer segments.

By identifying who shops and when, the company was able to align its marketing activity.

by is used with means of transport:

They came here by train, but I came by taxi.

by can also indicate the extent of a rise or fall:

The company reported half-year profits up by 20%.

The price of gold fell by \$US25 last week.

In passive structures *by* indicates the agent:

This was just one of the many actions undertaken by the company.

The budget was approved by the board of directors.

As a preposition *by* has the same meaning as 'next to' or 'close to':

She was sitting by the pool. He was sitting by the window.

by is used in multiplication and division:

$16 \times 7 = 112$ (*16 multiplied by 7 equals 112*)

$120 \div 5 = 24$ (*120 divided by 5 equals 24*)

by is also used when describing measurements of area:

The sitting-room is 5 metres by 3 metres.

Exercise 1 Use the words in the box to complete the sentences.

<i>by-law</i>	<i>byway</i>	<i>byword</i>	<i>bystander</i>
<i>by-product</i>	<i>bypass</i>	<i>by-election</i>	<i>by-line</i>

- 1) The MP for Finchley has resigned, so there will have to be a _____ .
- 2) There's no _____ at the top of the article, but I think it was written by Barbara Nolan. Her style is unmistakable.
- 3) A _____ is made by a local authority and applies only in that particular area.
- 4) Once they have completed the _____, there will be less traffic in the city centre.
- 5) Molasses is a _____ of sugar refining.
- 6) A _____ is a person who is present when something happens and who sees it but does not take part.
- 7) A _____ is a small road which is not used by many cars or people.
- 8) The Louis Vuitton brand name has become a _____ for luxury and quality.

GRAMMAR IN FOCUS

ANY

any is used with singular nouns to talk about someone or something of a particular type, when you do not want to mention a specific person or thing:
M&S has one of the most extensive customer databases available to any retailer in the world.

We have at least 80 explanatory variables for every household in the UK, rising to more than 300 for any customer holding a charge card.

Note other uses of *any*:

In questions:

Have you seen any of his films? Are there any questions you'd like to ask?

Instead of *some* in negative sentences:

He hasn't got any money. It hasn't made any difference.

With expressions with a negative meaning:

She refuses to do any work. She never says anything at meetings.

Expressions with negative meanings:

hardly never seldom rarely without

used in sentences with *if*:

Please let me know if you need any help.

If you need any further information, contact us on 1207 556611.

Exercise 2 Underline the most suitable alternative.

- 1) Is there *something* / *anything* I should take to the interview?
- 2) Can you speak *any* / *some* foreign languages?
- 3) *No-one* / *Anyone* can learn to use e-mail; it's really easy.
- 4) He refused to say *nothing* / *anything* about the new project.
- 5) "*Something* / *Anything* you can do, I can do better." (song)
- 6) I would advise you to say *nothing* / *anything* until you have spoken to Ms Morefield.
- 7) I've just heard *some* / *any* interesting gossip about the Vice-Chairman's wife.
- 8) He has absolutely *no* / *any* interest in education.

Exercise 3 Complete the sentences with an appropriate form of the verbs in the box.

shorten

weaken

threaten

deepen

sweeten

broaden

widen

strengthen

- 1) The Chairman has _____ to resign if the board does not approve his proposals.

- 2) The management wants to _____ the working week from 38 to 35 hours.
- 3) The falling pound has _____ still further against the US dollar.
- 4) It is said that travel _____ the mind.
- 5) Diabetics can use aspartame to _____ their tea or coffee.
- 6) The gap between rich and poor is _____.
- 7) Swimming _____ all the muscles in the body.
- 8) The financial crisis will _____ even further if the IMF does not intervene.

Exercise 4 Underline the word that best completes each sentence.

- 1) You'll need to give the *dates* / *data* you wish to stay and the number of rooms you require.
- 2) There's a fault on the phone line. We'll have to call in a *technique* / *technician*.
- 3) The *value* / *valour* of his investment has risen by 30 per cent.
- 4) There are only five terrestrial TV *channels* / *canals* in the UK.
- 5) My wife *keeps* / *holds* all her jewellery in a safe at the bank.
- 6) My grandfather has decided to sell his stamp *recollection* / *collection* at auction.
- 7) If you *detail* / *retail* things, you list them or give information about them.
- 8) Jack's parents opened a savings *count* / *account* for him when he was ten years old.

Exercise 5 Use the words in the box to complete the sentences.

<i>enable</i>	<i>endanger</i>	<i>enforce</i>	<i>enrich</i>
<i>ensure</i>	<i>encourage</i>	<i>enlarge</i>	<i>entitle</i>

- 1) These coupons _____ you to a 20% discount on various products.
- 2) The new machinery will _____ us to speed up the production process.
- 3) Tom is trying to _____ his wife to look for a job more suited to her qualifications.
- 4) They are planning to _____ their retail space from 1,000 to 1,800 square feet.
- 5) Always use compost or fertiliser to _____ the soil before planting tulip bulbs.
- 6) Please _____ that your seat belt is securely fastened.
- 7) The recent terrorist attacks are likely to _____ the Middle Eastern peace talks.
- 8) The ban on smoking in bars and restaurants could prove difficult to _____.

Exercise 6 Use the words in the box to complete the sentences.

<i>section</i>	<i>bit</i>	<i>particle</i>	<i>slice</i>
<i>portion</i>	<i>segment</i>	<i>share</i>	<i>part</i>

- 1) The company's market _____ has fallen to under 15 per cent.
- 2) Salaries take up a considerable _____ of our total budget.
- 3) You'll find the new edition of *Who's Who in Business* in the reference _____ of our library.
- 4) A _____ is a very small piece or very small amount of something.
- 5) Can I have another _____ of that delicious chocolate cake?
- 6) The garage had to wait three weeks for delivery of the spare _____ needed to repair our car.
- 7) Ellen's temperature has gone down so she's feeling a _____ better.

- 8) A _____ is a section of a market defined according to certain criteria.

VOCABULARY

Exercise 7 Complete the sentences with the most suitable alternative.

- 1) The company's wages are so bad that staff _____ is very high.
turnaround / turnover / downturn
- 2) The financial director is responsible for the firm's _____ .
branch lines / bargains / budgets
- 3) _____ are products sold at a loss to attract customers.
loss ratios / loss adjusters / loss leaders
- 4) Make sure you keep the _____! They might ask you to produce it as proof of payment.
recipient / recipe / receipt
- 5) The project would require an initial _____ of €70,000, but you should recoup the money within a couple of years.
outline / outlay / outfit
- 6) Nobody knows exactly how much they paid for the film rights but it was a six- _____ sum.
figure / number / cipher
- 7) The bank examined the company's _____ before deciding to grant the loan.
accountancy / budget account / balance sheet
- 8) The shop will be closed for _____ next Monday and Tuesday.
stock-taking / stock splitting / stockpiling

DISCUSSION

- 1) How do department stores and supermarkets create customer loyalty?
- 2) What are the most common forms of sales promotion in Italian stores?
- 3) In what ways do you think shopping patterns have changed in Italy in the past 5-10 years? What developments do you foresee for the future?

FOR FURTHER READING

BEHAVIORAL INTERVIEWS

What is a behavioral interview?

In a behavioral interview you will have to demonstrate your knowledge, skills and abilities — collectively known as competencies — by giving specific examples from your past experiences. The interviewer wants to know, not that you can do something, but that you have done it. He or she, prior to the interview, determines what competencies are required for the position. Then the interviewer develops a series of questions that will allow him or her to find out if you, the job candidate, possesses the necessary competencies to perform the job. The basic premise of the behavioral interview is that past performance is a good predictor of future performance.

While many candidates are intimidated by this method, a behavioral interview gives you the opportunity to demonstrate to a prospective employer why you are well-suited for the job. Rather than merely telling the interviewer what you *would* do in a situation, as in a regular interview, in a behavioral interview you must describe, in detail, how you handled a situation in the past. What better way to ‘strut your stuff’?

On a behavioral interview, you can expect questions like “Tell me about a time when...” or “Give me an example of when...”. Fill in the blanks with one of any number of skills, knowledge, or abilities the interviewer is trying to ascertain you have. For example, if conflict resolution is a required competency, the question may be “Tell me about a time two people you had to work with weren’t getting along.” If you have work experience, you can talk about two of your co-workers. If you’re interviewing for your first job, you can select an experience that occurred during a time you worked on a group project, or participated in a team sport. As long as you clearly state the problem, demonstrate the steps you took to resolve it, and discuss the results, it doesn’t matter what experience you draw upon.

Why would an employer use this technique?

When asked simple yes or no questions, a job candidate can easily tell an interviewer what he or she wants to hear. For example, if you’re asked what you would do if a client suddenly moved up the deadline on a project, you could reply that you would put in overtime as necessary. However, if the interviewer asks you what you have done in the past to complete a project on a tight deadline, you would have to give a real-life example, detailing how you handled the situation. Then the interviewer could ask some

probing questions to verify that what you are saying actually happened. For example, she might ask how many hours you spent on the project and whether the client was happy with results, or what grade you got if you're talking about a school project.

From: www.careerplanning.about.com.

GLOSSARY

***skill** = abilità

***ability** = capacità

predictor = indicatore

well-suited = adatto

to get along with = andare d'accordo

***to occur** = accadere

to draw (drew, drawn) upon =
attingere

to move up a deadline = anticipare la
scadenza

overtime = lavoro straordinario

tight = stretto

probing = inquisitorio

***actually** = realmente, effettivamente

grade = voto

NOTES

If you *handle* a particular area or work, you have responsibility for it: *My secretary is handling all the travel arrangements.*

To handle is used to describe a person's ability to deal with a situation or problem: *A lot of managers find it difficult to handle stress.*

To handle can also be used when talking about the quantity or volume of business in an organisation: *Our local airport handles a million passengers a year. That firm handles 500,000 orders per week.*

In the reading passage, *to strut your stuff* means to act in a way that shows off your best qualities. In other, more informal, contexts, it refers to proud and ostentatious behaviour.

INTERVIEW STRATEGIES

- a) The aim of a **factual** interview is to extract factual information by asking general and specific questions about what the candidate has included in their CV.

- b) In a **situational** interview, the interviewer aims to find out how the candidate would handle key parts of the job. The questions are usually open ones, such as “What would you do if...?”
- c) The **confrontational** strategy is used to see how the candidate behaves under work-related stress. The interviewer will set up a confrontation situation by making attacks on, and insinuations about, the candidate’s career progression until now.
- d) The **technical** interview aims to establish that the candidate has the skills they claim to have. This type of interview almost always involves some kind of practical test (e.g. selling something to a colleague), or a technical or computer test.
- e) The person using the **behavioral** strategy wants to see how the candidate handled situations in the past. They will use open questions, such as “Tell me about a time when...” or “Give me an example of when...”

Most interviews are a mix of the various strategies outlined above.

1. Which mix do you think would be most suitable for the following:
 - School-leavers
 - University graduates with little or no previous work experience
 - Female candidates applying for a new job after extended maternity leave
 - Job applicants who have never stayed in the same job for more than two years.
2. Write out a series of questions that you would ask a job applicant from one of the categories mentioned above.
3. What advice would you give to someone who has an important interview next week?

BUSINESS ETIQUETTE

Etiquette. The word may bring to mind images of the Victorian era and unnatural rules of behavior. But today basic etiquette is an important part of presenting a positive image to your boss or to your clients or customers.

The skills required to project a relaxed and competent image are now receiving attention from all types of organizations, which expect employees at a variety of levels to be able to successfully present themselves and the company's interests.

“Many people that make it to the top understand these rules, and they expect others to know them too. Most of the people I work with are upwardly mobile and good at their jobs but might lack the social skills to take that next step,” explains Jane Wilger, President of Wilger Image Development, Minneapolis, Minnesota.

Wilger provides common sense guidelines for situations businesspeople frequently experience, whether they are engineers, salespeople, administrators or executives. In her seminars, Wilger discusses all aspects of business meals, how to dress for success, body language, introductions and even cell phone manners. A few of her favourite tips follow below:

- **Introductions**

While introductions may appear simple, these are the few moments in which critical first impressions are made on all sides.

“Always stand up when being introduced to someone,” says Wilger. “if you're sitting across a large table it may not be possible to reach across and shake hands, but you can at least stand.”

“The name of the person of highest rank, or the person of honor, should be spoken first, all others are being presented to that person. For example, ‘President Clinton, I'd like you to meet Jane Smith.’ ”

“The person of highest rank,” says Wilger, “is first the client, or any person who is outside of your organization, unless they are a member of your family. Second, it is the person with a higher position, so that a manager would be introduced to a Vice-President.”

- **Handshakes**

“Whether you’re a man or a woman, jobs can still be won or lost on the basis of a firm handshake,” says Wilger. “Men and women should shake hands with each other the same way as woman to woman or man to man. Offer your hand turned at a 90-degree angle to the floor and don’t hold just the fingers or try to crush the other person’s hand with an iron grip.”

“During a cocktail hour, hold your drink in the left hand. Do this both to keep your right hand free, and so it is not cold and wet from holding a glass.”

Some men may wait for a woman to offer her hand to be shaken, rather than automatically extending their hand to her. Wilger advises women to “get your hand out there right away so there is no confusion. She offers the same advice to anyone who might have a disability in their right hand or arm. “Bob Dole puts his left hand out there to shake right away, and people just learned to shake left hands with him.”

- **Dining**

“Your napkin should go into your lap within the first ten seconds of sitting down,” says Wilger. “And once in your lap, the napkin should never again be placed on the table until everyone leaves at the end of the meal. If you need to stand or leave the table during the meal, the napkin should be left on your chair.”

Wilger says she is often asked what to do if something is stuck in your teeth. “The rule is that it should come out the same way it went in.” If it went in by hand, such as grape stones, olive pits or bits of nut shell, it goes out by hand. If it went in on a spoon, such as something in a soup, it should come out by spoon. An exception to this rule are small, clean things such as fish bones, which likely went in on a fork, but can be removed by hand.

Wilger also notes it is best to be as discreet as possible. Trying too hard to cover up what you’re doing by hiding behind your napkin actually draws more attention to the process than if you try to quietly remove the problem food.

- **Paying the bill**

If you think there might be a scuffle about who will pay the bill, or if you simply want it handled in a swift and subtle way, Wilger suggests the

following. “Arrive at the restaurant a few minutes early, tell them you are entertaining a client and ask them to run your credit card through. Then the bill will come straight to you and all you have to do at the end of the meal is figure the tip and sign your name.”

- **Small talk**

“The purpose of small talk is to find something in common and create a bond,” says Wilger. “The best way to do this is to ask people questions. Trying to be witty is less important than being observant and asking good questions.”

Wilger does not feel politics and religion need to be avoided as topics, as long as no blanket attacks are made, and especially if you know the person you’re talking with has similar views. However, “never, ever bring up sex in any context,” says Wilger. “And never swear. People get into a social situation and they let their guard down. People are still often perceived as less intelligent if you have to swear to make your point.”

- **Telephone manners**

A recent addition to Wilger’s bag of tips is cell phone etiquette. “Technology poses some etiquette questions that are entirely new to us. For example, cell phone time is often expensive. Don’t ask to use someone’s cell phone unless it is an emergency, especially if that person is a client. But regardless of whose phone it is, always offer to pay for the call.”

From: www.babyboomers.com.

GLOSSARY

behaviour = comportamento

boss = capo

rank = carica, rango

handshake = stretta di mano

to crush = schiacciare

iron grip = morsa di ferro

napkin = tovagliolo

nut shell = guscio di noce

scuffle = baruffa

swift = veloce, rapido

purpose = scopo

bond = legame

witty = arguto, spiritoso

NOTES

Etiquette is a set of rules or social conventions for polite behaviour.

Netiquette is a recently invented word that refers to the rules of behaviour for people in chat rooms or those using e-mail.

Upwardly mobile people are those who are moving, or trying to move, to a higher social position.

To run (your) credit card through means to put your credit card in a special machine that reads electronic data.

To swipe (a card) is a recent addition to British English and describes the same process. You can *swipe* credit and debit cards, as well as worker identification cards and smart cards.

Blanket is used to describe something that affects or refers to every person or thing in a group, without any exceptions: *a blanket attack on academic staff* *blanket TV coverage of the elections*

ACTIVITIES

1. Knowing what NOT to do can be just as important as knowing what you should do in a given situation. Compile a list of 'DOs' and DON'Ts' for a young British manager who is planning to do business in Italy.
2. In which of the following areas would you expect business culture to be most different from that in Italy? Give reasons.

The USA and Canada
Asia
Australia and New Zealand
South America
Africa
Islamic countries

CORPORATE IDENTITY

Companies establish corporate identities to make it easier for consumers or customers to remember them. A strong corporate identity (or brand), coupled with targeted marketing, allows a company to cut through the sheer volume of marketing clutter out there, and be seen.

And companies must be seen before they can be identified and remembered.

The brand or identity consists primarily of words, graphics and colours that reinforce the message and image the company wants to project.

Brand elements include:

- **Slogan** — pithy statement that brands the company or a particular product (or range of products) or service(s). Memorable slogans include “Just Do It”, “You Deserve a Break Today” and “Just slightly ahead of our time”.
- **Logo** — the company name in a particular typestyle (and colour); the company name in combination with a graphic or just a graphic, such as the Nike ‘swoosh’ — although not many companies can get away with a graphic logo alone. McDonald’s Golden Arches come close; even the IBM logo incorporates the letters IBM.
- **Colour(s)** that reinforce the image the company is projecting.
- **Related** graphics or image(s).

To establish and reinforce the corporate identity, the company must use all of the above in all corporate, marketing and promotional collateral, including:

Corporate Brochure — high-level overview for investors, shareholders, and top-level executives of customers and potential customers; may include overview of company, corporate history, corporate mission statement or *raison d’être*, an overview of products/services, benefits of choosing the company/products/services, examples of customers, call to action, corporate contact information; tone should appeal to senior executives.

Annual Report — required for publicly-traded companies; private companies can produce an annual report for investors and potential investors and other stakeholders; besides financial information, may include corporate overview, profiles of executives, major accomplishments (in terms of sales, marketing initiatives, new product launches, charitable work or corporate volunteerism) for the past year and projections (financial and/or new products or services) for the next year.

Quarterly Financial Reports — required for publicly-traded companies; tend to stick to financial results; can be used to tell success stories.

Product (or service) brochures — with detailed information on specific products or services; contact information, web site; may have room for business card of individual salesperson. If company has many product offerings, may be a folder with room (sleeve) for product/service inserts or sheets. (Includes spec sheets and price lists).

Press Releases — issued to announce the birth of a company; when a company has something new or improved to say about products, services, pricing, financial results, dealership programs, acquisitions of other companies or significant customers; when the company adds or changes senior executives, hires or lays off a significant number of employees, embarks on expansion plans, builds or expands head office, opens new locations, begins to import or export, turns a profit, experiences significant dealer growth. **Must be targeted** at appropriate media (newspapers: regional, national, local; sections within); magazines: regional, national, local; by sector-business, finance, consumer, lifestyle, etc.); trade publications; broadcast media.

White Papers — that may outline market opportunities and how the company fulfils them (usually backed by research from third parties as well as customer testimonials).

Newsletters or Magazines (for customers, potential customers and/or employees) — allows the company to tell success stories, demonstrate products or services in action, motivate employees and keep them informed.

PowerPoint and other sales and marketing presentations.

Web Sites — can include content from all of the above collateral, sales and support information, original content, interactive content, multimedia content, transactional processing to close sales online.

Letterhead and business cards**Product, Support and Training videos****Advertisements and Direct Mail Brochures****Recruitment Advertisements** (and job descriptions)

Television and radio commercials — not possible to use colour and graphics in radio commercials, but tone must be compatible with the overall brand image.

E-mail — sent to customers and potential customers, it can contain many of the branding elements; ensure e-mail is not perceived as spam (use permission-based e-mail marketing only) or as so elaborate as to consume too much of your customer's bandwidth.

From: www.idirect.com

GLOSSARY

coupled with = insieme a
sheer = completo, assoluto
clutter = ammasso, disordine
pithy = conciso, stringato
accomplishment = qualità, talento
publicly-traded = quotato in borsa
charitable work = opere di beneficenza
to stick (stuck, stuck) to = limitarsi a
folder = dépliant, cartella

sleeve = copertina
to hire = assumere
to lay (laid, laid) off = mettere in cassa integrazione
***location** = sede, filiale
to outline = descrivere a grandi linee
to fulfil = realizzare
to back = supportare, avvallare
letterhead = carta intestata
recruitment = assunzione

NOTES

Stakeholders are people who have an interest in the affairs of a company or an organisation.

A *stake* is a sum of money invested in a business: *She has a 35% stake in her father's company.*

Spam is the electronic equivalent of junk mail, which refers to advertisements and publicity material received through the post but which you have not asked for and do not need.

ACTIVITIES

1. Write down as many slogans — in Italian or in ‘international’ English — as you can think of in 2-3 minutes. How many of the slogans contain the manufacturer’s name and/or the name of the brand?
2. Heinz, the company famous for its tinned soups, ketchup and baked beans, has produced a new TV advert in which the viewer is asked whether the classic slogan “Beanz Meanz Heinz” should be changed or retained. The advert contains part of the original black and white TV advert. Can you come up with any examples of Italian adverts which incorporate ‘nostalgic’ elements as a way of reinforcing brand and corporate identity?
3. The company you work for manufactures garden furniture. Articles in several national and international magazines have praised the high quality of your product. In the last six months sales have increased by 30%. Choose which media you want to target and prepare a suitable press release.
4. Prepare a product brochure for one of the following product ranges:
 - low-fat desserts
 - summer shoes and sandals
 - wine and grappa
 - locally-produced honey and jams

CUSTOMER CARE

The customer is always right. This has long been a key motto for successful businesses, and it still applies.

Attracting new customers is costly and unpredictable. Gaining business from existing customers is far easier. Customers who have received good service may well recommend you to others, but customers who feel badly treated are likely to moan about you instead. As a small business you won't have national advertising campaigns to boost your image, so you need to make sure that any word-of-mouth publicity is positive. Maintaining a positive reputation is vital.

Deliver a service promise and deliver against it. If you claim to offer personal service at affordable prices, make sure that you do. Try to accommodate your customers' needs — going the extra mile can be a big distinguishing factor, so use your size and flexibility to your advantage. Remember that little things — such as a friendly approach — can make a big, positive impression. Ensure that all staff who deal directly with customers are trained appropriately.

Determine which are your most valuable customers: these are the ones who buy most from you over the longest period, taking into account any costs involved in servicing them. The most valuable customers should receive the highest degree of customer care.

Take customer complaints seriously. Always apologise first, even before establishing the details. Once you have found that there is a problem, agree a solution and make sure that it is handled quickly. Handling complaints well can turn a dissatisfied customer into a loyal one. You should even encourage complaints as they can indicate where your service could be improved with the most impact.

From: www.bbc.co.uk

GLOSSARY

motto = motto, aforisma

to apply = vigere

to moan = lamentarsi

to boost = aumentare, far crescere

affordable = a portata di tasca

to accommodate = andare incontro a

to ensure = assicurarsi
complaint = lamentela

to handle = occuparsi di

NOTES

When information is passed on *by word of mouth*, it is spoken rather than written.

If someone *goes the extra mile*, they are prepared to make a special effort to do or achieve something.

A *degree* is a unit of measurement: *Temperatures reached 35° (35 degrees) in most parts of the South.*

A *degree* is also the qualification you receive when you have completed a course of study at university: *She got her degree in 2001.*

If something happens *by degrees*, it happens slowly or gradually.

ACTIVITIES

- 1) All businesses — whatever their size — will receive complaints from their customers. Look at the points below and discuss what kind of complaint would be most common or frequent:
 - staff
 - product
 - service
 - delivery
- 2) Why can bad publicity be more damaging for a small firm than it is for a large one?
- 3) There are several examples in the reading text of how small businesses should look after their customers. Which TWO points do you think are most important? Why?
- 4) Design a customer feedback questionnaire.

FRANCHISING

If you are thinking about starting a business, why not consider a franchise? Franchising is growing fast. It's proven to be the safest way of starting your own business and nine out of ten franchisees — the people who run the franchises — say they are in profit.

Franchising is not limited to burger bars — there are about 600 businesses that are franchised in the UK, from plumbing through retailing to will-writing services. Whatever kind of business you want, the chances are there's one to suit you.

But before you start looking for a franchise it pays to do your homework.

- Find out more about the concept.
- Check whether franchising would suit you — running a franchise is not everyone's cup of tea.
- Check what you can afford — you have to pay for the franchise, so if you want to start a business on a shoestring, you may have to forget franchising.
- Check what franchises are available — there is a huge range, so there may well be one to suit your own interests and needs.
- Pick the right one for you — running a franchised business can often be hard work, so you have to be fully committed to it or it risks becoming drudgery.
- Know where to find out about franchising and get expert help.
- Talk to several people who already have franchised businesses to find out what it's like at the sharp end.
- Contact the franchisors you are interested in. We have details on all the major franchisors and many of the smaller ones in our franchise directory.

What is franchising?

It's a way of setting up in business for yourself but not on your own. With a franchise, you run the business, but using methods that have already been tried and tested by another company, called the franchisor.

You pay the franchisor for a package that gives you an exclusive 'territory' and allows you to use the brand name, methods of operation, technology or

products for a certain period, say five years, on a renewable contract. Once accepted as a franchisee you get technical and/or business training, operation manuals, often marketing help and sometimes accounting or other administration services. In return, you agree to run the business according to the franchisor's methods and standards.

Pros

- You have a nationally-known name from day one.
- You get help setting up and running the business from people who know how.
- Some tasks may be done for you, like finding your first customers, setting up accounting or stock control systems; often you get financial help with start-up costs like equipment or vehicles.

Cons

- You are working to someone else's standards and usually under their name.
- You have to go at the franchisor's pace rather than yours.
- You have to hand over a lump sum to start up, although in some cases it's less than £1,000.

Make sure you are well-briefed about what franchising means in practical terms before you start looking for a franchise. It's worth investing time and money on research — it could save you far greater sums and a lot of heartache later on.

For more information contact the **Department of Trade and Industry** (<http://www.dti.gov.uk>), which offers a free booklet on buying a franchise.

From: <http://www.startups.co.uk>

GLOSSARY

plumbing = lavoro di idraulico
will = testamento
to suit = piacere, giovare a
to afford = permettersi
drudgery = lavoro faticoso e ingrato

package = pacchetto
accounting = contabilità
lump sum = somma forfettaria
to be well-briefed = essere ben informati

NOTES

If something is *not my cup of tea*, this means that it is unlikely to please me.

If you do or make something *on a shoestring*, you do it using very little money. A *shoestring budget* is one where there is very little money to spend: *He runs the Arts Cinema on a shoestring budget.*

To be *at the sharp end* of a particular activity or type of work means to be involved in its most difficult, dangerous or risky aspects.

ACTIVITIES

1. What are the most common franchises in Italy? If you wanted to buy a franchise, where would you look for advice and information?
2. Do you think the pros of franchising outweigh the cons?
3. Would you consider a franchise? Give reasons for your answer.

GOING SHOPPING? GO GLOBAL!

A GUIDE FOR E-CONSUMERS

Shopping online opens up a whole world of goods and services. With the simple click of a computer mouse, you can order tulip bulbs directly from Holland, exotic spices from Turkey or hand-woven wall-hangings from Mexico or Morocco.

The World Wide Web has expanded the international marketplace in a way never before possible, giving consumers unlimited choices.

But shopping electronically — especially when you're dealing with vendors in other countries — opens up a whole world of questions. Are the prices posted in US dollars or some other currency? Does the company ship internationally? How long will it take for an order to be delivered? Will unexpected taxes or duties be added to the price? If there's a problem, where can you get it resolved?

The Federal Trade Commission offers these tips to help you when you "go global":

1. Know who you're dealing with.

Do some homework to make sure a company is legitimate before doing business with it. Identify the company's name, its physical address, including the country where it is based, and an e-mail address or telephone number, so you can contact the company with questions or problems. And consider dealing only with vendors that clearly state their policies. Is the company affiliated with industry groups, seal programs or other self-regulatory programs you trust?

2. Know what you're buying.

Look for accurate, clear and easily accessible information about the goods and services being offered, and contact the company to clear up any questions before you place an order.

3. Understand the terms, conditions and costs involved in the sale.

Find out up front what you're getting for your money — and what you're not. Get a full, itemized list of costs involved in the sale, with a clear designation of the currency involved, terms of delivery or performance, and terms, conditions and methods of payment.

4. **Protect yourself when paying online.**

Look for information posted online that describes the company's security policies, and check whether the browser is secure and encrypts your personal and financial information during online transmission. That makes the information less vulnerable to hackers.

5. **Look out for your privacy.**

All businesses require information about you to process an order. Some use it to tell customers about products, services or promotions, but others share or sell the information to other vendors — a practice with which you may not be comfortable.

Shop only from online vendors that respect your privacy. Look for the vendor's privacy policy on the web site. The policy statement should reveal what personal identifying information is collected about you and how it will be used, and give you the opportunity to refuse having your information sold or shared with other vendors. It should also tell you whether you can correct or delete information the company already has about you.

6. **Understand what recourse you have if you run into problems with your purchase.**

Do business only with companies that state their commitment to customer satisfaction and their policy to resolve customer complaints or difficulties quickly and fairly, without imposing excessive charges or inconvenience.

7. **Get smart about e-commerce. Demand consumer-friendly policies and procedures.**

Look for information from businesses, consumer representatives and governments about your rights and responsibilities when you participate in international e-commerce. Take an active role in advancing an electronic marketplace that promotes fair and effective policies and procedures that protect businesses as well as consumers.

From: www.ftc.gov

GLOSSARY

wall-hanging = arazzo da parete
to post = esporre
currency = valuta
(customs) duties = dazi (doganali)
to trust = fidarsi
to clear up = chiarire

itemized = dettagliata, analitica
purchase = acquisto
refund = rimborso
commitment = impegno
***inconvenience** = fastidio, disturbo
to demand = esigere

NOTES

If you are *up front* about something, you act openly or publicly, so that people know what you are doing.

Find out up front what you're getting for your money means that you should make sure that there are no hidden costs involved.

Warranties and *guarantees* are written promises by a manufacturer that if a product develops any faults within a stated time limit, it will be repaired or replaced free of charge.

To ship, shipping and *shipment* all refer to the international transport of goods not only by sea, but also by rail or air.

Smart has the same meaning as intelligent or clever: *He thinks he's really smart. That wasn't a very smart move.*

In British English, *smart* describes the clothes or appearance of a person who is neat and well-dressed: *He wore a smart blue suit to the interview. You're looking very smart today.*

-friendly combines with other words to form adjectives (a) to describe things which do not damage the natural world: *environmentally-friendly policies* *ozone-friendly spray deodorants*
and (b) to describe things that are suitable for a specified category of people: *customer-friendly banking services* *user-friendly software*

ACTIVITIES

1. Why are many people still reluctant to order online?
2. Have you ever bought anything online? Were you satisfied with your purchase/order?
3. The company you work for wants to start selling online in the near future. Your boss has asked you to prepare a draft text for the 'ORDERS' section of the company web site. Decide what information should be included and then write the draft.

MERGERS

Corporate mergers occur when two companies combine. In some cases both companies want to merge. This is called an **agreed merger**.

Another situation is where one company seeks to control another without its agreement. This is called a **hostile takeover**.

To avoid a hostile takeover, the target company may seek a **'white knight'**, another company with which it would prefer to merge.

It is up to the shareholders of the target company to approve a merger. They will usually do so if it is recommended by the board, or if they stand to make a substantial profit from the shares in the new company.

A company can offer either shares in its own company or cash to shareholders in order to persuade them to sell out.

In a **'dawn raid'**, the acquiring company snaps up a substantial block of shares in the target company at the opening of the trading day — before the bid is known and speculation can push up the value of those shares.

Why do companies merge?

There are many motivations for mergers.

One reason is expansion: a larger, growing company may try to take over its smaller rivals in order to grow bigger. An example might be the consolidation in the United Kingdom of private bus companies into larger groupings like Stagecoach and First Bus.

In some cases it is the smaller company that wants to expand, but is hampered by a lack of capital. It seeks a larger partner who will put in the necessary investment. An example is the acquisition of the British car manufacturer Rover by the German company BMW.

Other mergers seek to make cost-savings by integrating operations, sometimes on a world scale. For example, the drinks companies Guinness and Grand Met combined to form Diageo, the world's largest spirits company, while in the oil industry British Petroleum merged with US rival Amoco.

And some mergers are defensive, responding to other mergers which threaten the competitive position of a company.

Why have mergers increased?

There are two main reasons for the recent spate of mergers.

Firstly, the boom in the stock market has made mergers much more attractive because it is relatively cheap to acquire other companies by paying for them in (high valued) shares.

Secondly, the pace of deregulation and globalisation has increased worldwide. This has especially affected the financial sector. The creation of the euro currency has created a much larger capital market in Europe. In the USA, changes in the laws regulating the financial industry have made consolidation much easier.

And the problems?

Mergers can fail because the two partners cannot agree terms — for example, who will run the new company. This seems to have been the reason why one of the biggest UK mergers, between pharmaceutical giants Glaxo and Smith Kline Beecham, collapsed.

Mergers can also run into regulatory problems. Governments may be concerned that a merger might create a monopoly, and either block it or require the merged companies to sell some of the firms which are part of their business empire.

Finally, mergers may not produce the kind of benefits promised. Cost-savings may fail to materialise, for example.

Some academic studies have suggested that whatever the immediate benefit to shareholders, mergers rarely give much added value to the economy as a whole.

From: www.bbc.co.uk

GLOSSARY

merger = fusione

***to combine** = fondersi

takeover = rilevazione

to seek (sought, sought) = cercare

shareholder = azionista
board (of directors) = consiglio
 d'amministrazione
 ***substantial** = sostanzioso
to snap up = cogliere al volo
(takeover) bid = offerta pubblica
 d'acquisto
to hamper = ostacolare

***spirits** = superalcolici
oil = petrolio
to threaten = minacciare
spate = ondata
to run (ran, run) = gestire, ammini-
 strare
to run (ran, run) into = incorrere in
as a whole = nel suo complesso

NOTES

If *it is up to someone to do* something, this means that it is their responsibility to do it: *All the others were out of the office, so it was up to Paul to set the alarm.*

When someone *stands to gain/lose* something, they are likely to gain/lose it: *Thousands of workers stand to lose their jobs when the factory closes down.*

Trading refers to the buying and selling of stocks and shares in the stock exchange: *Trading was brisk in all the Asian markets.*

ACTIVITIES

1. Summarise the reasons why some companies merge with others.
2. Which of the following categories is likely to gain most from a merger?

Consumers

Shareholders

The economy as a whole

The companies that merge

What gains do they make?

3. Find out more about the work of the UK Monopolies Commission on www.competition-commission.org.uk.

SHOULD MY COMPANY GO GREEN?

Companies must by law meet certain environmental standards, but going a little further can bring added benefits.

An initial review should highlight key areas where your business may be able to make improvements. Consider the raw materials you use and whether there are more environmentally-friendly options; check your company's energy consumption and whether measures such as the introduction of thermostats could have an impact; look at the waste produced and whether any recycling opportunities exist.

Simply improving the efficiency of the business may also have knock-on environmental benefits. For example, improving the accuracy of stock control may reduce the wastage of perishable items that prove surplus to requirements. Some green improvements may take some time to achieve. It may be that the design of products can be changed to make them reusable. Establishing a culture where consideration of environmental issues is part of every business process, particularly at planning stages, will result in gradual improvement over time.

Involving employees in creating an environmentally friendly policy increases the likelihood of buy-in to the general green aim. If all your staff understand the importance of turning off lights and appliances when not needed, the cumulative effect can be significant. Encouraging staff to contribute their own ideas for green policies can help to identify simple yet effective ways for improvement.

Remember that putting in a little extra effort to develop green business practices can reap significant rewards. You can gain favourable customer reaction and improved customer loyalty, better relations with your suppliers and increased appeal to ethical investors. There can also be considerable savings, for example, through reduced energy usage or waste disposal costs.

From: www.bbc.co.uk

GLOSSARY

to highlight = evidenziare
raw materials = materie prime
perishable = deperibile
to prove = rivelarsi

requirement = esigenza
issue = questione
to involve = coinvolgere

appliance = apparecchio, elettrodomestico
***effective** = efficace
effort = sforzo

to reap a reward = ricavare un beneficio
waste disposal = smaltimento dei rifiuti

NOTES

People who *buy (into)* an idea or theory believe in it and accept it completely.

A *knock-on* effect or process happens when a single, initial action causes several other events to happen one after the other.

ACTIVITIES

1. Summarise the advantages of 'green practices' in business.
2. How can employees be encouraged to participate?
3. Write a short text for your company web site in which you give details of the changes made since you decided to 'go green'.
4. What is 'ethical investment'? What do you have to do in order to become an 'ethical' investor in Italy?

TRADE PARTNERS

Italy is a prosperous, discerning and highly competitive market and an important market for the UK. It is the seventh largest global market for British exports — over £8.4 billion worth in 2000 — and the UK is the third largest supplier to Italy after Germany and France.

The balance of trade is, however, in Italy's favour. This is partly explained by the fact that, compared with Italian investment in the UK, there is twice as much British investment in Italy, involving more than 1,000 British companies with some form of active participation. Moreover, UK exports have suffered over the last two years from the strength of sterling, whereas Italian exports to the UK have gained ground.

The Italian population is about the same as the UK. Nevertheless, the market has significant structural and cultural differences. An exporter requires a high level of commitment of management time and resources in order to establish good personal relationships locally, whether for representation or joint venture activity.

There is a highly competitive, efficient and adaptable local industry, with more than half of employment being provided by usually family-owned small and medium-sized enterprises (SMEs). Many Italian companies are export-oriented and therefore adept at cross-border alliances, in some cases providing opportunities for co-operation with British companies in Third markets. British technology, equipment and components have a good reputation, and innovative high-quality products are always of great interest to Italian end users, despite the current price problem (see above). Italy, particularly the prosperous North, has one of the highest per capita incomes in Europe, a savings ratio second only to Japan, and therefore a high level of personal spending. Traditional, high-quality British consumer goods often do very well, despite the largely fragmented retail sector, and regional geographical differences.

Following Italy's entry into the euro, government policies are increasingly directed at the structural reform of the economy, and at overcoming bureaucratic and structural impediments to growth. Current liberalisation, e.g. of the energy and telecoms sectors, and interest in the British concept of public/private partnership in running public services, are providing new investment and co-operation opportunities for British companies. [...]

From: www.tradepartners.co.uk.

GLOSSARY

to gain ground = guadagnare terreno

commitment = impegno

adaptable = flessibile

adept = esperto

equipment = attrezzatura, impianto

end user = utente finale

income = reddito

NOTES

In English-speaking countries, *per capita* is used instead of *pro capite*: *Per capita consumption of tobacco has fallen. They drink 60% more wine per capita than the French.*

The expression *per head* is also used.

A *joint venture* is a business activity in which two or more business organisations work together: *They set up a joint venture with a Romanian company.*

ACTIVITIES

1. What types of product does the UK export to Italy?
2. What kind of problems face British companies wishing to export to Italy?
3. What are the main characteristics of SMEs? Why are they so important for the Italian economy (especially in the North-East)?
4. What products does Italy export to the UK? Why are Italian exports so successful?

WHO'S PLAYING MIND GAMES WITH YOU?

A bit of retail therapy is supposed to be good for you.

Strolling around the shops at your leisure, trying on items which catch your eye, making those purchases you've been meaning to get for ages.

But who's really making the choices?

You're certainly picking up the bill, but the shops could be having a bigger say than you think.

We all know how supermarkets waft the smell of baking around the store to entice you in and how soothing muzak can make you linger while brisker tunes are designed to keep you on the move.

These subliminal techniques have been around for a while, but there's evidence that the use of psychology by retailers is growing.

Why else would someone like Tim Denison be in a job?

He's a retail psychologist and he let me in on some of the secrets of the retail sector.

The shops are clearly far more sophisticated than you might think.

There's barely one of our senses that doesn't get assaulted the minute we walk through the door.

In fact, it can start before then, with warm air over the doorway to lure you in.

Of course, that wouldn't work in hot countries such as Spain. They have their own version with air conditioning at the entrance.

Smells are still a favourite — travel agents sometimes release a coconut odour to get you in the holiday mood.

Items placed at eye level are supposed to sell better, and end-of-aisle baskets are best for impulse buys — you spend longer turning corners with awkward trolleys, so they catch your eye.

Then there are the colours: a red carpet is thought to get you in the right mood for spending, while blue is too much like water, and could make you feel uneasy. [...]

But where the black art is really catching on is in the way it differentiates between women and men.

A woman entering a shop might well find tactile clothes, with lots of frills and lush materials, at the front. [...]

Items are placed near each other to allow a woman to visualise them together, as an outfit.

Clothes will be grouped not by what they are but by their style — classic or casual, for instance.

When a man goes shopping it's a different ball game.

He wants to buy a pair of jeans because his old ones have worn out. In fact, he probably wants to get exactly the same jeans.

So menswear shops are much more utilitarian.

Men don't want to be confronted by ideas and subliminal suggestions.

They want everything in its place so they can buy what they want and go — shirts all together here, trousers over there, shoes along there.

“We all know that men hate shopping,” says Tim, “so what we have to do is make it as simple and spartan as we can.”

Retailers would argue that they're meeting our needs.

In what we often describe as a “cash rich, time poor” society, people want things made easy for them.

That's why Marks & Spencer put strawberries and cream together — to save people the trip between the fruit and the dairy sections.

There's no doubt that some of these techniques do work. It's a real science to work out what goes where, with complex financial spreadsheets used to help make the decisions.

[...] While the mind games are targeting our subconscious, they tend to work well.

But if they become too obvious, we're likely to resist, and things can backfire for the retailer.

We don't mind splashing out our hard-earned cash, but we don't want to feel that we're being overtly manipulated.

Gillian Lacey-Solymar, <http://www.bbc.co.uk>

GLOSSARY

to stroll = gironzolare

at one's leisure = con comodo,
senza fretta

to waft = diffondere

to entice = attirare

to linger = fermarsi, attardarsi

to lure = allettare

to work = funzionare

aisle = corridoio, corsia

impulse buy = acquisto per impulso

awkward = difficile da manovrare

uneasy = a disagio

the black art = magia nera

frills = fronzoli

lush = sfarzoso, lussuoso

dairy section = reparto latticini

to backfire = fallire, ritorcersi contro

to splash out = spendere pazzamente

overtly = palesemente

NOTES

Retail therapy is what you indulge in when you go shopping and spend money to cheer yourself up, rather than to buy things that you really need.

Muzak is the pre-recorded music played as background music in many American and British shops and restaurants. If someone describes music as *muzak*, they usually mean that it is boring and unnecessary.

If a situation is described as *a different ball game* or *a whole new ball game*, this means that it is completely different from, or more risky and difficult than the previous situation.

ACTIVITIES

1. Go to your local supermarket or shopping mall and see whether the tactics mentioned in the reading passage are actually put into practice.
2. How do men and women differ when they go shopping?

APPENDIX I

NEWSPAPER HEADLINES

Understanding English newspaper headlines is not always easy for foreign students as the grammar and vocabulary used are frequently different from 'ordinary' English.

Grammar

1) Newspaper headlines are not always complete sentences:

PERNOD RICARD PROFITS UP (= The profits of Pernod Ricard have gone up).

2) Simple tenses are used instead of progressive or perfect forms. The Simple Present is used for present and past events:

KODAK TARGETS DIGITAL MARKET (= is targeting)

FORTIS UNVEILS PLAN FOR US DIVISION (= has unveiled)

3) Headlines often use *to*-infinitives to refer to future events:

DELL TO OFFER MUSIC ONLINE (= Dell is going to offer music online)

4) Headlines often omit articles and the verb *be*:

ROTTWEILER BITES BABY (=A rottweiler has bitten a baby)

UNION BEHAVIOUR IRRESPONSIBLE, SAYS PM (= The PM says that union behaviour is irresponsible).

5) Auxiliary verbs are usually omitted in passive structures:

MAN SHOT IN SOHO NIGHTCLUB (= A man has been shot)

POLICE CHIEF SACKED (= has been sacked)

6) Noun + noun structures are frequently used because they save space:

CARDIFF CAR PLANT CLOSURE LIKELY (= It is likely that the plant that produces cars in Cardiff will close).

7) Acronyms are also used (without *a/an* or *the*) in order to save space:

UK TRADE FIGURES FALL (= The United Kingdom's trade figures have fallen).

WTO HEAD RESIGNS (= The head of the World Trade Organisation has resigned).

Vocabulary

Short words are common in newspaper headlines because they save space. Some words are chosen for their dramatic effect: for example, *blast* refers to any type of explosion and *blaze* to any type of fire.

Exercise 1 Match the verbs on the left with their definitions.

- | | |
|--------------|-----------------------|
| 1. to snatch | a. to cut drastically |
| 2. to slash | b. to exceed |
| 3. to top | c. to fight |
| 4. to clash | d. to rob |
| 5. to quit | e. to affect badly |
| 6. to swap | f. to promise |
| 7. to vow | g. to exchange |
| 8. to hit | h. to resign |

Exercise 2 Match the nouns with their definitions.

- | | |
|-----------|------------------------------------|
| 1. deal | a. promise |
| 2. bid | b. attempt / offer |
| 3. crash | c. prohibition |
| 4. pledge | d. financial failure |
| 5. hitch | e. agreement |
| 6. drive | f. election; public opinion survey |
| 7. poll | g. united effort |
| 8. ban | h. problem that causes delay |

Exercise 3 Explain the headlines in your own words.

- 1) ADCO CHAIRMAN TO QUIT
- 2) ADCO MAKES TAKEOVER BID FOR DIPONT
- 3) MASSIVE DROP IN US SHARE PRICES

- 4) HOUSE PRICES LEAP IN SOUTH EAST
- 5) LEEDS UNITED MANAGER SACKED
- 6) MPs BACK PROPOSED PAY RISE
- 7) PM PLEDGES TO CUT INCOME TAX
- 8) REVLON TO LAUNCH NEW COSMETICS RANGE

APPENDIX II

DESCRIBING TRENDS

(A) The following verbs and nouns can be used to describe general upward or downward trends or movements.

UPWARD TRENDS OR MOVEMENTS ↑

Verbs: to go up, to increase, to rise, to grow, to improve.

Nouns: increase, rise, growth, improvement, upturn.

The company's profits improved in the last quarter.

The rate of inflation is rising in all EU countries.

There is likely to be a rise in house prices in the London area.

DOWNWARD TRENDS OR MOVEMENTS ↓

Verbs: to go down, to decrease, to drop, to decline, to fall, to slip.

Nouns: decrease, drop, decline, fall, downturn.

Share prices slipped to a new low after rumours of a takeover bid.

Infant mortality rates in South America have been falling in recent years.

There has been a slight decrease in the number of teenage smokers.

(B) When describing larger or more significant increases or decreases the following terms are found:

STRONG UPWARD TRENDS OR MOVEMENTS ↑↑

Verbs: to jump, to leap, to rocket, to shoot up, to soar, to surge, to take off.

Nouns: surge, upsurge, jump, leap.

Petrol prices shot up in the summer of 2000.

Cocoa futures have jumped to a record high.

Share prices soared after the company announced record profits.

STRONG DOWNWARD TRENDS OR MOVEMENTS ↓↓

Verbs: to crash, to plummet, to plunge, to sink, to slump, to tumble.

Nouns: crash, plunge, slump, tumble.

The euro has plunged to its lowest rate ever.

*After the Chairman's resignation, share prices slumped further.
The purchasing power of the rouble has plummeted yet again.*

(C) The following verbs may be used to describe a static or "no change" situation → ←

Verbs: *to remain stable, to level off, to stay at the same level, to remain constant, to stabilise.*

*Nurses' salaries have remained at the same level for the past three years.
After initial fluctuations, the price levelled off at \$223 per ounce.
The number of enrolments remained constant throughout the 1980s.*

ADJECTIVES AND ADVERBS

Certain adjectives and adverbs are frequently found together with verbs describing a general increase (↑) or decrease (↓). The following adjectives and adverbs indicate the dimensions of the rise or fall:

*There has been a dramatic rise in unemployment.
The price of silver fell sharply.
The number of teenage pregnancies has increased significantly.
The number of homeless people in London has grown considerably.
Experts are predicting a slight rise in consumer demand.
There was a substantial drop in sales of beef and veal after the BSE scare.*

Other adjectives and adverbs are used to indicate the speed of the increase or decrease:

*Sales of video games rose rapidly in the run-up to Christmas.
The sudden fall in the rate of exchange was due to various factors.
Prices rose steadily throughout the day and closed at 455.2 cents.
Last year's figures showed that sales were increasing slowly but steadily.
There has been an abrupt fall in the number of applications received.
The pollen level fell quickly after yesterday's torrential rain.*

Exercise 1 (Translation)

- | | |
|-------------------------|------------------------------|
| 1) un calo vistoso | 2) un leggero aumento |
| 3) un aumento repentino | 4) una brusca caduta |
| 5) un rapido incremento | 6) un costante miglioramento |
| 7) un lento declino | 8) un aumento improvviso |

APPENDIX III**NUMBERS****Cardinal numbers**

1	<i>one</i>	11	<i>eleven</i>	21	<i>twenty-one</i>
2	<i>two</i>	12	<i>twelve</i>	22	<i>twenty-two</i>
3	<i>three</i>	13	<i>thirteen</i>	23	<i>twenty-three</i>
4	<i>four</i>	14	<i>fourteen</i>	24	<i>twenty-four</i>
5	<i>five</i>	15	<i>fifteen</i>	25	<i>twenty-five</i>
6	<i>six</i>	16	<i>sixteen</i>	26	<i>twenty-six</i>
7	<i>seven</i>	17	<i>seventeen</i>	27	<i>twenty-seven</i>
8	<i>eight</i>	18	<i>eighteen</i>	28	<i>twenty-eight</i>
9	<i>nine</i>	19	<i>nineteen</i>	29	<i>twenty-nine</i>
10	<i>ten</i>	20	<i>twenty</i>	30	<i>thirty</i>
31	<i>thirty-one</i>	70	<i>seventy</i>	1,000	<i>a thousand</i>
40	<i>forty</i>	80	<i>eighty</i>	1,000,000	<i>a million</i>
50	<i>fifty</i>	90	<i>ninety</i>		
60	<i>sixty</i>	100	<i>a hundred</i>		

1) When reading a number of three or more figures or writing it in words, *and* is used before the word denoting tens or units:

104 *a hundred and four*

2,986 *two thousand nine hundred and eighty-six*

2) Numbers after twenty are written with a hyphen: *twenty-one thirty-four*
 Otherwise all numbers are written as separate words: *101 one hundred and one*

3) Either *a* or *one* can be used before hundred, thousand, million:

100 *a/one hundred*

150 *a/one hundred and fifty*

4) The words *hundred, thousand, million* are made plural only when used with general reference to a large number:

two hundred

There were hundreds of birds in the trees.

five thousand

Thousands of people went to the concert.

5) Unlike Italian, English uses the comma to divide groups of numbers:

1,000 2,300 45,000

The point is used to indicate decimals: 1.5 (*one point five*) 4.56 (*four point five six*)

6) The definite article is not normally used before percentages:

The value of the shares increased by 10% *He got a 5% pay rise*

The is found before percentages when the reference is specific:

80% of the population live in towns; the 20% living in rural areas are mainly employed in agriculture.

Ordinal numbers

1 st	<i>first</i>	11 th	<i>eleventh</i>	21 st	<i>twenty-first</i>
2 nd	<i>second</i>	12 th	<i>twelfth</i>	22 nd	<i>twenty-second</i>
3 rd	<i>third</i>	13 th	<i>thirteenth</i>	23 rd	<i>twenty-third</i>
4 th	<i>fourth</i>	14 th	<i>fourteenth</i>	24 th	<i>twenty-fourth</i>
5 th	<i>fifth</i>	15 th	<i>fifteenth</i>	25 th	<i>twenty-fifth</i>
6 th	<i>sixth</i>	16 th	<i>sixteenth</i>	26 th	<i>twenty-sixth</i>
7 th	<i>seventh</i>	17 th	<i>seventeenth</i>	27 th	<i>twenty-seventh</i>
8 th	<i>eighth</i>	18 th	<i>eighteenth</i>	28 th	<i>twenty-eighth</i>
9 th	<i>ninth</i>	19 th	<i>nineteenth</i>	29 th	<i>twenty-ninth</i>
10 th	<i>tenth</i>	20 th	<i>twentieth</i>	30 th	<i>thirtieth</i>
31 st	<i>thirty-first</i>	70 th	<i>seventieth</i>	1,000 th	<i>thousandth</i>
40 th	<i>fortieth</i>	80 th	<i>eightieth</i>	1,000,000 th	<i>millionth</i>
50 th	<i>fiftieth</i>	90 th	<i>ninetieth</i>		
60 th	<i>sixtieth</i>	100 th	<i>hundredth</i>		

1) Ordinal numbers written as figures add the last two letters of the written word:

first - 1st second - 2nd third - 3rd fourth - 4th

2) Ordinal numbers are usually preceded by the definite article:

the first day the twentieth week the eighth day

3) The titles of monarchs, and the 'names' of wars etc. are written with Roman figures but are read with ordinal numbers:

Elizabeth II (Elizabeth the second) World War II (the second World War)

4) Ordinal numbers are used when reading dates:

10th August = the tenth of August 25th June = the twenty-fifth of June

5) Dates can be written in different ways:

10th August *August 10* *August 10th*

Note that American English tends to put the month before the day:

August 10

This requires attention when writing dates in figures:

10.8.2000 = *10th August 2000* (*British English*)
 = *8th October 2000* (*American English*)

5) Years are usually read in pairs:

1900 = nineteen hundred *1450 = fourteen fifty*

1990 = nineteen ninety *1066 = ten sixty-six*

but *1901 = nineteen oh one*

6) Decades are expressed with the plural form:

the 1900s = the nineteen hundreds *the 1930s = the nineteen thirties*

the 1850s = the eighteen fifties *the 1660s = the sixteen sixties*

Approximate reference may be made with *early*, *mid* and *late*:

the early 1980s = *1980 to 1984*

the mid-1980s = *1984 to 1986*

the late 1980s = *1986 to 1989*

APPENDIX IV**IRREGULAR VERBS**

BASE FORM	PAST SIMPLE	PAST PARTICIPLE	
arise	arose	arisen	<i>alzarsi, sorgere</i>
awake	awoke	awoken	<i>svegliarsi</i>
be	was/were	been	<i>essere, stare</i>
beat	beat	beaten	<i>battere, picchiare</i>
become	became	become	<i>diventare</i>
begin	began	begun	<i>iniziare</i>
bend	bent	bent	<i>piegare, piegarsi</i>
bite	bite	bitten	<i>mordere</i>
bleed	bled	bled	<i>sanguinare</i>
blow	blew	blown	<i>soffiare</i>
break	broke	broken	<i>rompere</i>
bring	brought	brought	<i>portare</i>
build	built	built	<i>costruire</i>
burn	burnt/burned	burnt/burned	<i>bruciare, scottare</i>
buy	bought	bought	<i>comprare</i>
catch	caught	caught	<i>afferrare, prendere</i>
choose	chose	chosen	<i>scegliere</i>
come	came	come	<i>venire</i>
cost	cost	cost	<i>costare</i>
cut	cut	cut	<i>tagliare</i>
deal	dealt	dealt	<i>trattare</i>
dig	dug	dug	<i>scavare</i>
do	did	done	<i>fare</i>
draw	drew	drawn	<i>disegnare</i>
dream	dreamt/dreamed	dreamt/dreamed	<i>sognare</i>
drink	drank	drunk	<i>bere</i>
drive	drove	driven	<i>guidare</i>
eat	ate	eaten	<i>mangiare</i>
fall	fell	fallen	<i>cadere</i>
feel	felt	felt	<i>sentire, sentirsi</i>
fight	fought	fought	<i>combattere</i>
find	found	found	<i>trovare</i>

fly	flew	flown	<i>volare</i>
forget	forgot	forgotten	<i>dimenticare</i>
forgive	forgave	forgiven	<i>perdonare</i>
freeze	froze	frozen	<i>congelare</i>
get	got	got /gotten (Am. E)	<i>diventare, ottenere</i>
give	gave	given	<i>dare</i>
go	went	gone	<i>andare</i>
grow	grew	grown	<i>crescere</i>
hang	hung	hung	<i>appendere</i>
hang	hanged	hanged	<i>impiccare</i>
have	had	had	<i>avere</i>
hear	heard	heard	<i>sentire, udire</i>
hide	hid	hidden	<i>nascondere, nascondersi</i>
hit	hit	hit	<i>colpire, picchiare</i>
hold	held	held	<i>tenere</i>
hurt	hurt	hurt	<i>far male, ferire</i>
keep	kept	kept	<i>mantenere, tenere</i>
know	knew	known	<i>sapere</i>
lay	laid	laid	<i>distendere, porre</i>
lead	led	led	<i>condurre, guidare</i>
learn	learnt/learned	learnt/learned	<i>imparare</i>
leave	left	left	<i>lasciare, partire</i>
lend	lent	lent	<i>prestare</i>
let	let	let	<i>lasciare, permettere</i>
lie	lay	lain	<i>giacere, star sdraiati</i>
light	lit/lighted	lit/lighted	<i>accendere, illuminare</i>
lose	lost	lost	<i>perdere</i>
make	made	made	<i>creare, fare</i>
mean	meant	meant	<i>significare, voler dire</i>
meet	met	met	<i>incontrare, conoscere</i>
pay	paid	paid	<i>pagare</i>
put	put	put	<i>mettere</i>
read	read	read	<i>leggere</i>
ride	rode	ridden	<i>cavalcare, andare (in)</i>
ring	rang	rung	<i>suonare</i>

rise	rose	risen	<i>sorgere</i>
run	ran	run	<i>correre</i>
say	said	said	<i>dire</i>
see	saw	seen	<i>vedere</i>
sell	sold	sold	<i>vendere</i>
send	sent	sent	<i>mandare, spedire</i>
set	set	set	<i>mettere, sistemare</i>
shake	shook	shaken	<i>agitare, tremare</i>
shine	shone	shone	<i>brillare, splendere</i>
shoot	shot	shot	<i>sparare</i>
show	showed	shown	<i>mostrare, far vedere</i>
shut	shut	shut	<i>chiudere</i>
sing	sang	sung	<i>cantare</i>
sink	sank	sunk	<i>affondare</i>
sit	sat	sat	<i>sedere, sedersi</i>
sleep	slept	slept	<i>dormire</i>
smell	smelt/smelled (Am.E)	smelt/smelled	<i>annusare, sentire</i>
speak	spoke	spoken	<i>parlare</i>
spell	spelt/spelled (Am. E)	spelt/spelled	<i>formare con lettere</i>
spend	spent	spent	<i>spendere</i>
stand	stood	stood	<i>stare (in piedi)</i>
steal	stole	stolen	<i>rubare</i>
stick	stuck	stuck	<i>attaccare, attaccarsi</i>
strike	struck	struck	<i>colpire, scioperare</i>
swim	swam	swum	<i>nuotare</i>
take	took	taken	<i>portare (via), prendere</i>
teach	taught	taught	<i>insegnare</i>
tear	tore	torn	<i>strappare</i>
tell	told	told	<i>dire, raccontare</i>
think	thought	thought	<i>pensare</i>
throw	threw	thrown	<i>lanciare, tirare</i>
understand	understood	understood	<i>capire</i>
wake	woke	woken	<i>svegliare, svegliarsi</i>
wear	wore	worn	<i>indossare, portare</i>
win	won	won	<i>vincere</i>
write	wrote	written	<i>scrivere</i>

APPENDIX V**FALSE FRIENDS - FALSI AMICI**

accident <i>incidente</i>	<i>accidente</i> shock, chance event
actual/actually <i>reale, effettivo/ in realtà, di fatto</i>	<i>attuale/attualmente</i> current, present / at present
advice/to advise <i>consiglio/consigliare</i>	<i>avviso/avvisare</i> notice / to inform, to warn
advocate <i>sostenitore</i>	<i>avvocato</i> lawyer
argument <i>discussione, litigio</i>	<i>argomento</i> subject, topic
to assist <i>aiutare, prendersi cura di</i>	<i>assistere a</i> to witness (an accident), to attend (a concert)
to assume <i>supporre</i>	<i>assumere</i> to employ, to hire
to attack <i>aggredire</i>	<i>attaccare</i> to attach, to hang up (phone), to stick
attitude <i>atteggiamento</i>	<i>attitudine</i> aptitude
audience <i>pubblico</i>	<i>udienza</i> hearing (leg.)
confidence <i>fiducia, sicurezza</i>	<i>confidenza</i> familiarity, intimacy

conscience <i>coscienza morale</i>	<i>coscienza</i> conscientiousness, con- sciousness
consistent <i>coerente</i>	<i>consistente</i> substantial
convenient <i>comodo, a portata di mano</i>	<i>conveniente</i> cheap, good value
corporation <i>grande azienda</i>	<i>corporazione</i> guild
decade <i>decennio</i>	<i>decade</i> ten days
to demand <i>esigere, pretendere</i>	<i>domandare</i> to ask (for something)
to discuss <i>dibattere, parlare di</i>	<i>discutere</i> to discuss, to argue
economic <i>economico, attinente all'economia</i>	<i>economico</i> cheap, inexpensive
editor <i>direttore (di giornale, rivista)</i>	<i>editore</i> publisher
education <i>istruzione, formazione culturale</i>	<i>educazione</i> upbringing
effective <i>efficace</i>	<i>effettivo</i> real, actual
eventual/eventually <i>finale/ alla fine</i>	<i>eventuale/eventualmente</i> possible /possibly, in case
to fail <i>bocciare, fallire, non riuscire</i>	<i>fallire</i> to fail, to miss (a target)
finally <i>alla fine, infine</i>	<i>finalmente</i> at last

furniture (n.sing.)
mobili

fornitura
supply, stock

to guard
proteggere, sorvegliare

guardare
to look at, to observe

to hurt
far male, ferire

urtare
to bump, to crash,
to knock into, to annoy

incoherent
incomprensibile, sconnesso

incoerente
inconsistent

incident
caso, evento

incidente
accident

injury
ferita

ingiuria
insult

instruction
insegnamento, ordine, disposizione

istruzione
education

to intend
avere intenzione, volere

intendere
to mean, to understand

irrelevant
non pertinente

irrilevante
insignificant

large
grande

largo
wide

to licence
accordare una licenza, autorizzare

licenziare
to dismiss, to fire, to sack

magazine
rivista

magazzino
storeroom, warehouse

major
importante, principale

maggiore
the greatest, the most important

matter (n)
affare, questione

materia
subject, subject matter

misery <i>estrema infelicità, sofferenza</i>	<i>miseria</i> extreme poverty
notice <i>avviso, comunicazione</i>	<i>notizia</i> news
observant (a) <i>attento; chi osserva</i>	<i>osservante</i> law-abiding; practising
occasion <i>occasione, momento</i>	<i>occasione</i> chance, opportunity
occasionally (adv) <i>ogni tanto</i>	<i>occasionale (a)</i> chance
parent <i>genitore</i>	<i>parente</i> relative
practically <i>in modo pratico, in pratica</i>	<i>praticamente</i> virtually, quasi
to present <i>consegnare, fare dono</i>	<i>presentare</i> to introduce
preservative <i>conservante</i>	<i>preservativo</i> condom
to pretend <i>far finta, fingere</i>	<i>pretendere</i> to claim, to demand
principal (n) <i>preside</i>	<i>principale (n)</i> boss, employer
to prevent <i>evitare, impedire</i>	<i>prevenire</i> anticipate
process <i>procedimento</i>	<i>processo</i> trial
professor <i>docente universitario titolare di cattedra</i>	<i>professore</i> lecturer, teacher

to provide
fornire, procurare

provvedere
to arrange, to see to

to quarrel
disputare, litigare

querelare
to bring an action against,
to prosecute, to sue

to question /question
interrogare, mettere in dubbio/domanda

questionare / questione
to argue, to quarrel / issue,
matter

rate (n)
indice; prezzo; tasso

rata
instalment

record
documentazione; disco; primato

ricordo
memory; souvenir

to recuperate
guarire, riprendersi, ristabilirsi

recuperare
to get back, to recover

relevant
attinente, pertinente, relativo

rilevante
important, prominent

salary
stipendio

salario
wage

sane
sano di mente, sensato

sano
healthy

scholar
studioso

scolaro
pupil, schoolchild

sensible
ragionevole, sensato

sensibile
sensitive

stranger
estraneo, sconosciuto

straniero
foreigner

to support
mantenere, sostenere

sopportare
to bear, to stand

sympathetic
comprensivo

simpatico
likeable, nice, pleasant

ultimately
alla fine

ultimamente
lately, recently

unable
incapace

inabile
disabled, unfit

unconscious
inconsapevole

incosciente
reckless, irresponsible

viability
attuabilità

viabilità
road (traffic) conditions

KEY TO EXERCISES

UNIT ONE

Exercise 1

1. ex'ports - 'produce - 'increase; 2. 'contrast - 'record; 3. 'protests - 'contents; 4. 'progress; 5. 'transport; 6. 'extracts - 'survey; 7. per'mit - 'conduct; 8. 'produce.

Exercise 2

1. economize; 2. economical; 3. economies of scale; 4. economy; 5. economist; 6. economics; 7. economic sanctions; 8. economy.

Exercise 3

1. Workers in export sectors enjoy greater job security than those in other sectors; 2. Finding a job can take much longer in some countries than in others; 3. Holland has virtually the lowest unemployment rate among OECD countries; 4. The XTB is the most economical model available on the market today; 5. The higher the price, the less likely you are to buy; 6. Britain's most trusted retailer is Marks and Spencer; 7. Fylson's has just reported its worst results since 1989; 8. Is Bill Gates still the richest man in the world.

Exercise 4

1. lower; 2. stronger; 3. more resilient; 4. happier; 5. closer; 6. safer; 7. more comfortable; 8. smaller

Exercise 5

1. —; 2. —; 3. the; 4. the; 5. the; 6. the; 7. the; 8. a; 9. the; 10. the; 11. —; 12. a; 13. the; 14. the; 15. —.

Exercise 6

1. India is a country where almost all of the world's religions are honoured; 2. In 2002 India's 20 million public sector workers were all entitled to 201 days of paid holidays; 3. The Indian government plans to cut down on the number of public holidays; 4. The move will please those who argue that urgent steps are needed to raise the productivity of India's civil servants; 5. However, economic reformers say that reducing religious holidays will not be enough to raise public sector productivity.

Exercise 7

1. by the end of the year; 2. 4 per cent of the company's sales; 3. one of our best products; 4. At the beginning of World War I / At the beginning of the First World War; 5. In the first half of the month; 6. (Great) Britain's trade deficit; 7. Women are more creative than men; 8. in the south of France and in the north of Italy (in northern Italy).

Exercise 8

1. productivity / production; 2. product; 3. producer; 4. production; 5. produce / products; 6. producing; 7. produce; 8. productive.

Exercise 9

1. foreign; 2. to lower; 3. to stimulate; 4. interested; 5. comforts; 6. to keep; 7. to set up; 8. cause.

Exercise 10

1. well-off; 2. fortune; 3. priceless; 4. hard-pressed; 5. beggar; 6. goes broke; 7. complimentary; 8. tag.

UNIT TWO**Exercise 1**

1. card; 2. hours; 3. cycle; 4. class; 5. school; 6. trip; 7. correspondent; 8. park.

Exercise 2

1 - f; 2 - c; 3 - g; 4 - e; 5 - a; 6 - d; 7 - b.

Exercise 3

1. kitchen furniture; 2. is being made; 3. some advice; 4. need a lot of money; 5. isn't very encouraging; 6. our latest research; 7. a lot of business; 8. up-to-date information.

Exercise 4

1. Although the meeting (that) we attended was long, it was very useful; 2. The main speaker, who was James Browning, talked about joint ventures; 3. He told us that people who/that want to start a joint venture should get as much background information as possible; 4. Mr Browning's partner, who was also present at the conference, has written several books on the subject; 5. Her latest book, which was published last August, is a mine of useful information; 6. There's a certain amount of risk involved in business

activities where/in which two or more organisations work together; 7. Anyone wanting/who wants to do business in Italy would do well to consult the ICE database; 8. Companies whose staff have not received adequate training are likely to fail.

Exercise 5

GDP - Gross Domestic Product; GNP - Gross National Product; FOB - free on board; USP - unique selling proposition; CEO - Chief Executive Officer; CIF - cost, insurance and freight; HQ - headquarters; HRM - Human Resources Management; R&D - Research and Development; ECB - European Central Bank; MBA - Master in Business Administration; VAT - Value Added Tax; AGM - Annual General Meeting; TQM - Total Quality Management; IMF - International Monetary Fund; OECD - Organisation for Economic Co-operation and Development.

Exercise 6

1. boss; 2. career; 3. workers; 4. clerk; 5. employer; 6. colleagues; 7. entrepreneurs; 8. labourer.

UNIT THREE

Exercise 1

1. smoking; 2. hearing; 3. losing; 4. to wear - emptying; 5. laughing; 6. to keep; 7. to drink - to drive; 8. meeting.

Exercise 2

1. best-performing; 2. operating income; 3. McDonald's openings; 4. breaking with normal group practices; 5. working with companies; 6. adding seating areas; 7. running a media campaign; 8. stressing that overindulgence can cause obesity.

Exercise 3

1. sales; 2. choice; 3. provision; 4. delivery; 5. protection; 6. assistance; 7. development; 8. movement.

Exercise 4

1. do; 2. empty; 3. make; 4. decline; 5. take; 6. keep; 7. place; 8. cause.

Exercise 5

1. implement; 2. fill; 3. pursue; 4. break; 5. negotiate; 6. require; 7. play; 8. bring.

Exercise 6 (Possible answers)

1. angrily / irresponsibly; 2. quickly / painlessly; 3. easily / probably; 4. hard / successfully; 5. steeply / gradually; 6. automatically; 7. unexpectedly.

Exercise 7

1. to get worse: peggiorare; 2. to get ahead: fare progressi/fare carriera; 3. to get sick: ammalarsi; 4. to get better: migliorare; 5. to get rich: arricchirsi; 6. to get old/older: invecchiare; 7. to get slower: rallentare; 8. to get thinner: dimagrire.

Exercise 8

1. pocket money; 2. a grant; 3. salary; 4. sick pay; 5. earns; 6. pensions; 7. expenses; 8. income.

UNIT FOUR**Exercise 1**

1. The number of least-developed countries; 2. The least-developed countries' share of world exports; 3. The share of world exports of the US and EU combined; 4. The number of producers working with Oxfam Fair Trade; 5. The number of countries in which Oxfam Fair Trade operates; 6. The number of programme co-ordinators working directly with producers; 7. The number of hand-crafted products sold in Oxfam shops in the UK; 8. The number of food and snack items on sale in Oxfam shops.

Exercise 2

1. vendor: seller; 2. producer: manufacturer; 3. buyer: purchaser; 4. creator: inventor; 5. author: writer; 6. typographer: printer; 7. backer: supporter; 8. counsellor: advisor.

Exercise 3

1. beginners - learners; 2. translators - interpreters; 3. governor - electors; 4. actors - director; 5. farmers - growers; 6. player - speakers; 7. debtors - creditors; 8. runners - joggers.

Exercise 4

1. producing; 2. increasing; 3. exercising; 4. adding; 5. buying; 6. employing; 7. becoming; 8. switching.

Exercise 5

1. directly - developing; 2. accessible; 3. stability; 4. dramatically; 5. solution - poverty; 6. movement; 7. production; 8. consumers.

Exercise 6

1. cheating; 2. bias; 3. impartial; 4. shady; 5. blunt; 6. trustworthy; 7. unscrupulous; 8. prejudiced.

UNIT FIVE**Exercise 1**

1. False; 2. True; 3. False; 4. False; 5. False; 6. False; 7. True; 8. True.

Exercise 2

1. Norwegian; 2. Belgian; 3. Polish; 4. Hungarian; 5. Spanish; 6. Swiss; 7. Chinese; 8. Dutch.

Exercise 3

1. admission; 2. perception; 3. obligation; 4. inclusive; 5. anxiety; 6. tolerance; 7. evasion; 8. application.

Exercise 4

1. homogeneous; 2. quarrels; 3. to extend; 4. to split; 5. isolated; 6. immunity; 7. persistent; 8. scarce.

Exercise 5 (Examples)

1. Owing to a gas leak in one of the workshops, production had to be stopped; 2. As a result of the introduction of back-seat safety belts, the number of people killed on the roads has fallen; 3. Ice-cream sales rose steeply because of the heat wave; 4. The Prime Minister's popularity has declined as a result of the government's immigration policy; 5. Due to severe weather conditions, the plane could not land; 6. Thanks to dedicated health workers, lots of children's lives were saved; 7. Many people are forced to emigrate on account of war or persecution; 8. Because of better medical care, people are living longer.

Exercise 6

1. law court; 2. law-abiding; 3. lawsuit; 4. lawyer; 5. illicit; 6. illegal; 7. legitimate; 8. law and order.

Exercise 7

1. blackmailer: ricattatore; 2. mugger: scippatore; 3. burglar: scassinatore; 4. smuggler: contrabbandiere; 5. shoplifter: taccheggiatore; 6. kidnapper: rapitore; 7. thief: ladro; 8. looter: saccheggiatore.

Exercise 8

1. home shopping; 2. home rule; 3. home-made; 4. home brew; 5. homesick; 6. home help; 7. Home Office; 8. homework.

Exercise 9

1. equality; 2. uniform; 3. even; 4. alike; 5. odd; 6. identical; 7. discrimination; 8. inconsistent.

UNIT SIX**Exercise 1**

1. IKEA's sales in Russia in 2000; 2. IKEA's first year of operation in Russia; 3. Russia's percentage of the world's hard wood reserves; 4. The value of IKEA's orders from Russian factories; 5. The cost of IKEA's first self-run Russian factory; 6. The number of workers employed in the St Petersburg factory; 7. The opening date for IKEA's third store in Russia; 8. Import duties on foreign furniture imports.

Exercise 2

1. a nine-month period; 2. A 37-year-old manager; 3. A ten-day holiday; 4. A 50-pound discount / a £50 discount; 5. A twenty thousand-euro profit / a €20,000 profit; 6. A 20-minute walk; 7. A 3-tonne truck / lorry; 8. An eleven-hour flight.

Exercise 3

1. cheque / address / cookery: book; 2. debit / credit / phone: card; 3. bus / record / insurance: company; 4. tobacco / television / radio: advertising; 5. company / income / sales: tax; 6. area / product / marketing: manager; 7. fuel / gas / hotel: bill; 8. consumer / education / government: spending.

Exercise 4

1. degree course; 2. news bulletin; 3. unemployment benefit; 4. market research; 5. price war; 6. profit margin; 7. press conference; 8. safety belt.

Exercise 5

1. university students; 2. company/business strategies; 3. wage levels; 4. union policies; 5. the World Bank, 6. interest rates; 7. income tax; 8. life expectancy.

Exercise 6

1. gold; 2. lead; 3. silver; 4. bronze; 5. copper; 6. brass - zinc; 7. steel - iron; 8. aluminium (aluminum in American English).

Exercise 7

1. limit; 2. lay in; 3. exceed; 4. cut off; 5. disrupt; 6. provide; 7. use up; 8. receive.

Exercise 8

1. department stores; 2. kiosk; 3. buffet; 4. retailers; 5. shoplifters; 6. an off-licence; 7. stationer; 8. chain stores.

UNIT SEVEN**Exercise 1**

1. self-esteem; 2. self-employed; 3. self-assembly; 4. self-sufficient; 5. self-confident; 6. self-explanatory; 7. self-control; 8. self-access.

Exercise 2

1. supply; 2. value; 3. storage; 4. resources; 5. lack; 6. goods; 7. expenses; 8. fashion.

Exercise 3

1. lasts; 2. wear out; 3. disposal; 4. endurance; 5. repair; 6. durable; 7. maintain; 8. threw away.

Exercise 4

1. is being repaired; 2. run by Asians; 3. is banned; 4. can be bought; 5. should be given; 6. was completely renovated; 7. are consumed; 8. was set up.

Exercise 5

1. has been made - is controlled; 2. is used - be produced - be refrigerated; 3. are mixed - is heated; 4. is taken - is kept; 5. is assessed - are inserted - are extracted; 6. are branded; 7. is sold - is aged; 8. are transported - are dispatched.

Exercise 6

1. consumer durables; 2. consumer watchdogs; 3. human consumption; 4. consumerist; 5. time-consuming; 6. consume; 7. consumer goods; 8. consumer spending.

Exercise 7

1. in need of; 2. necessary; 3. necessarily; 4. needy; 5. needless to say; 6. necessities; 7. need; 8. needlessly.

Exercise 8

1. junk; 2. rubbish; 3. litter; 4. refuse; 5. rubble; 6. dustmen; 7. reject; 8. debris.

UNIT EIGHT**Exercise 1**

1. You don't have to / don't need to / needn't buy the tickets now; 2. I think it may / might rain later on; 3. He ought to relax more; 4. She had to take on more complex cases; 5. He can't write well; 6. They didn't have to check in; 7. We can / we'll be able to; 8. I might not speak to him.

Exercise 2

1. can; 2. couldn't; 3. must; 4. should; 5. can; 6. won't; 7. don't have to; 8. will.

Exercise 3

1. overslept; 2. overstaffed; 3. overcharged; 4. overcrowded; 5. overbooked; 6. overloaded; 7. overheated; 8. overworked.

Exercise 4

1. sensitive; 2. septic; 3. noise; 4. inferred; 5. applicants; 6. withdrew; 7. safe; 8. lacked.

Exercise 5

1. in the world; 2. with a kitchen knife; 3. on the desk; 4. in the *Financial Times*; 5. They export to countries; 6. by the managing director; 7. in October 2002; 8. They spent their money on cakes and sweets.

Exercise 6

1. in contanti: in cash; 2. in prestito: on loan; 3. in ferie: on holiday; 4. di proposito: on purpose; 5. al telefono: on the phone; 6. in vendita: on sale; 7.

per affari: on business; 8. per posta elettronica: by e-mail / via e-mail; 9. per errore: by mistake; 10. via fax: by fax / via fax.

Exercise 7

1. booklet; 2. brochure; 3. survey; 4. form; 5. magazines; 6. leaflets; 7. published; 8: catalogue.

UNIT NINE

Exercise 1

1. True; 2. True; 3. False; 4. True; 5. True; 6. False.

Exercise 2

1. brand image; 2. brand switching; 3. brand new; 4. own-brand; 5. brand X; 6. brand name; 7. brand recognition; 8. brand stretching.

Exercise 3

1. to dismantle; 2. to stabilise; 3. to originate; 4. to withdraw; 5. to turn down; 6. setbacks; 7. to conceal; 8. inexperience.

Exercise 4

1. upgrade; 2. upkeep; 3. upset; 4. upward; 5. upturn; 6. up-to-the-minute; 7. upmarket; 8. uprising.

Exercise 5

1. period when machinery is not in use: downtime; 2. to transfer data to or from a computer: download; 3. in or near the city centre: downtown; 4. a general decline in the economy: downtrend; 5. to make a business or industry smaller: downsize; 6. a heavy and unexpected fall of rain: downpour; 7. a homeless and unemployed person: down and out; 8. to make something seem less important than it really is: downplay.

Exercise 6 (Examples)

1. The embassy has advised US citizens to leave the country; 2. My boss has never encouraged me to apply for promotion; 3. She warned us not to sign anything; 4. We expect our sales staff to be well-dressed and polite; 5. She persuaded her clients to approve the new plan; 6. Mr Makahito has invited us to stay for dinner; 7. The tribunal has ordered our firm to reinstate two employees; 8. Please remind Ms Nolan to phone our Rome branch.

Exercise 7

1. packets; 2. tube; 3. tinned; 4. cartons; 5. jars; 6. pot; 7. box; 8. barrels.

UNIT TEN**Exercise 1**

1. by-election; 2. by-line; 3. by-law; 4. bypass; 5. by-product; 6. bystander; 7. byway; 8. byword.

Exercise 2

1. anything; 2. any; 3. anyone; 4. anything; 5. anything; 6. nothing; 7. some; 8. no.

Exercise 3

1. turnover; 2. budgets; 3. loss leaders; 4. receipt; 5. outlay; 6. figure; 7. balance sheet; 8. stocktaking.

Exercise 4

1. threatened; 2. shorten; 3. weakened; 4. broadens; 5. sweeten; 6. widening; 7. strengthens; 8. deepen.

Exercise 5

1. dates; 2. technician; 3. value; 4. channels; 5. keeps; 6. collection; 7. detail; 8. account.

Exercise 6

1. share; 2. portion / slice; 3. section; 4. particle; 5. slice / portion; 6. part; 7. bit; 8. segment.

Exercise 7

1. turnover; 2. budgets; 3. loss leaders; 4. receipt; 5. outlay; 6. figure; 7. balance sheet; 8. stocktaking.

APPENDIX I**Exercise 1**

1. to snatch: to rob; 2. to slash: to cut drastically; 3. to top: to exceed; 4. to clash: to fight; 5. to quit: to resign; 6. to swap: to exchange; 7. to vow: to promise; 8. to hit: to affect badly.

Exercise 2

1. deal: agreement; 2. bid: attempt / offer; 3. crash: financial failure; 4. pledge: promise; 5. hitch: problem that causes delay; 6. drive: united effort; 7. poll: election; public opinion survey; 8. ban: prohibition.

Exercise 3 (Examples)

1. The Chairman of ADCO is going to resign / to leave his job; 2. ADCO has made an offer to take over DIPONT; 3. There has been a massive decrease in the price of shares in the United States; 4. House prices in the South East have risen dramatically; 5. The manager of Leeds United (football club) has been dismissed; 6. Members of Parliament support / are in favour of the proposed increase in pay; 7. The Prime Minister has promised to reduce income tax; 8. Revlon is going to launch a new range of cosmetics.

APPENDIX II**Exercise 1 (Translation)**

1. a dramatic fall; 2. a slight rise; 3. a sudden increase; 4. a sharp drop; 5. a rapid increase; 6. a steady improvement; 7. a slow decline; 8. a sudden increase / rise.

