

UNIT 8

Image

AGENDA

- ▶ Past modals
- 3rd Conditional and Mixed Conditionals
- ▶ Images and brands
- Compound adjectives
- ▶ Connected speech
- ▶ Giving and reacting to bad news
- Proposing solutions

Language focus

- 1 Look at the photos. Which of the following words do you associate with them? Can you think of other images and ways to describe them?

chic conservative trendy cool threatening
traditional stereotypical contemporary old-fashioned



- 2 What do you know about Burberry? Do you think these statements are true or false? Discuss the questions and then read the article opposite to check.

	T	F
1 The main colours in the traditional Burberry design are red, blue, and camel.	<input type="checkbox"/>	<input type="checkbox"/>
2 It was originally an American product.	<input type="checkbox"/>	<input type="checkbox"/>
3 Burberry coats were used during the First World War.	<input type="checkbox"/>	<input type="checkbox"/>
4 The coats were worn in films by Humphrey Bogart and Audrey Hepburn.	<input type="checkbox"/>	<input type="checkbox"/>
5 The supermodel Naomi Campbell featured in the 1990s advertising campaign.	<input type="checkbox"/>	<input type="checkbox"/>
6 At the time of writing the company was worth more than £2 billion.	<input type="checkbox"/>	<input type="checkbox"/>

Burberry's journey through fashion

Burberry, with its distinctive red, black, and camel check, has become a must-have fashion brand. Stars including Madonna, Kate Moss, and David Beckham have sported Burberry goods, helping to boost its image. In just a few years it has lost its old-fashioned status and become a modern luxury brand selling perfume, shoes, and bikinis alongside its traditional coats and bags.

The business was founded by Thomas Burberry in England in 1856. He invented a breathable and waterproof fabric called 'gabardine' and its success allowed him to open a store in London. Burberry was later commissioned to design officers' uniforms for the British Army during the First World War.

But Thomas Burberry can't have known how popular his fabrics would later become. It started in the 1940s when Humphrey Bogart wore a Burberry mackintosh in *Casablanca*, and then in the 1960s with Audrey Hepburn in *Breakfast at Tiffany's* and Peter Sellers in *The Pink Panther*.

The check design became a fashion item in the 1960s when it was used on umbrellas, luggage, and scarves. Its very British image made Burberry a hit in the Asian and US markets, and the company expanded overseas. However, sales were hit by the economic crisis in Asia in the 1990s and its image, which had become increasingly conservative.

In 1997 Rose Marie Bravo was brought in as Chief Executive from Saks Fifth Avenue to restore the brand. It must have seemed like an awesome task, but she immediately brought in new products – shoes, handbags, fragrances, and even pushchairs for babies – and an advertising campaign starring supermodel Kate Moss. Burberry reinvented itself and once again became a fashionable, successful company.

Rose Marie Bravo left the company in 2005 with a golden handshake of £10 million – thanks for turning the company into a global enterprise now worth over £2 billion. That's a sum of money Thomas Burberry could only have dreamed about.



- 3 8.1 This is an extract from a presentation about the Italian company DeCoro which makes luxury leather sofas which are manufactured in China.

Before you listen, work in pairs and discuss the questions. Then listen to check your answers.

- 1 Why do DeCoro describe their sofas as 'Made in Italy'?
- 2 Why did DeCoro set up production in China?
- 3 What other advantages are there to manufacturing in China?

- 4 Discuss the questions.

- 1 Do you think DeCoro is right to brand its sofas as 'Made in Italy'?
- 2 Do you think that 'China-chic' exists or will exist in the future?

- 5 8.2 Listen to this extract from the presentation and complete the sentences.

Luca Ricci reckons that if he _____¹ in Italy, he _____² charging at least 40% more for his handmade leather sofas. In fact, I would say that if Luca Ricci _____³ to China for the actual production, then the traditional 'Italian' production methods _____⁴. If that _____⁵ American customers _____⁶ on traditional handmade sofas. As a consequence, perhaps he's really a hero and should be congratulated for preserving 'Made in Italy' values. DeCoro feels that it has revolutionized the market by providing affordable luxury. But _____⁷ their sofas as 'Made in Italy' or 'Made in China'?

Past modals

Read the examples and answer the questions.

- a Thomas Burberry can't have known how popular his fabrics would later become.
- b It must have seemed like an awesome task.
- c Perhaps he should have said that they were actually made in China.
- d That's a sum of money Thomas Burberry could only have dreamed about.

- 1 Which sentence criticizes a past action or situation?
- 2 Which sentences speculate about a past action or situation?

Complete the rule.

Past modal sentences are formed by taking the _____ verb (e.g. *must, could, should, can't*, _____) and adding *have* and the _____.

3rd Conditional and Mixed Conditionals

Look at the examples and answer the questions.

- If he'd told the distributor that, then he might have lost the contract.
- If he had set up in Italy, he would now be charging at least 40% more for his handmade leather sofas.
- If Luca Ricci hadn't gone to China for the actual production, then the traditional 'Italian' production methods would have been lost.

- 1 What do all three sentences have in common?

They refer to the past/present/future.

They refer to a real/unreal situation.

- 2 Complete the rules.

3rd Conditional:

If + *had* + _____, *would(not)* + *have* + past participle.

If + *had* + _____, *might/could(not)* + *have* + _____.

Which example refers to a possible consequence; a definite consequence?

Mixed Conditional:

If + *had* + _____, *would(not)* + _____ (present consequence)



Pocket Book p.3-4

Practice

1

Complete the sentences which describe an unreal past.

- 1 Thomas Burberry invented gabardine so he was able to open a shop in London.
If Thomas Burberry ...
- 2 The Burberry coat was worn by several famous Hollywood stars. This led to an increase in its popularity.
If the Burberry coat ...
- 3 The British image helped to make Burberry a success in Asia.
If Burberry ...
- 4 Rose Marie Bravo was brought in as CEO. She turned the company around.
If Rose Marie Bravo ...
- 5 Rose Marie Bravo introduced new products and an advertising campaign. The company is now worth over £2 billion.
If Rose Marie Bravo ...

2

Finish these exchanges by completing the responses.

- 1 I've lost my keys.
You/leave/at home.
- 2 My laptop's been stolen.
You/lock/office door.
- 3 She says she didn't get my email.
You/sent/wrong address.
- 4 He doesn't know about the new office opening hours.
He/read/memo.
- 5 Someone's opened my private email.
You/tell/anyone/your password.
- 6 I've lost that document I was working on.
You/make/back-up files.

3 Put the verb in the appropriate form.

- 1 John sends his apologies. He (not attend) this meeting – he's on business in Birmingham.
- 2 We lost the contract because we rushed the preparation. If (have) more time, we could have done a better job.
- 3 You're still here! Sorry, I (tell) you – we finish at 4.30 on Fridays.
- 4 Why didn't he ask me? If (ask) me, I could have told him what to do.
- 5 Success is all about hard work. If I (work) so hard, I wouldn't have been where I am now.

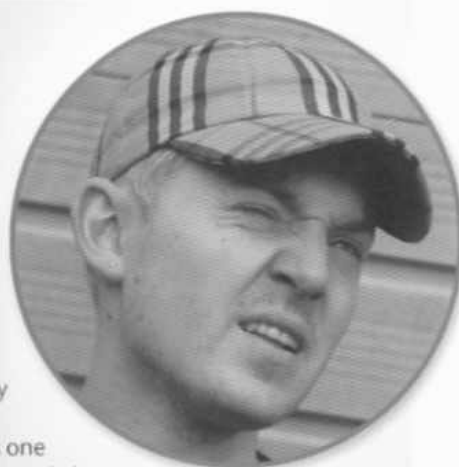
4 Complete the text using the correct forms of the verbs in brackets.

Rose Marie Bravo's work for Burberry

During Rose Marie Bravo's time as CEO, Burberry faced a number of challenges. The first was the need to control the vital overseas markets such as Spain, Japan, and Asia in general. It _____¹ (can/not/be) more than a few weeks into the job, before she started renegotiating production and distribution licences. If she _____² (renegotiate) these licences, Burberry _____³ (lose) control of their own product.

A second challenge was that for a while the brand image was 'hijacked' by a section of society that included football hooligans and 'chavs'. In some places, if you _____⁴ (go) to a club wearing Burberry, you _____⁵ (not admitted). Some companies, concerned with preserving a pure image, _____⁶ (might/worry) about the association with such groups, and many people in the fashion industry thought that Rose Marie Bravo _____⁷ (should/do) something about the negative image. But her reaction was different: 'It's one of those trends that come and go. We can't dictate who can wear it or how they will wear it.'

However, the phenomenon of the 'chav' brought to everyone's attention the problem of piracy and the production of cheap counterfeit goods. Rose Marie Bravo saw this as a much bigger challenge to the 'pure' image of Burberry. If it _____⁸ (not be) for the chav issue, the question of piracy _____⁹ (not become) so apparent. By working to control the illegal production and import of cheap Burberry imitations, she _____¹⁰ (may/solve) the chav image problem at the same time.



5 Read the newspaper headline and a few extracts from the article.

- 1 Work in pairs and decide:
 - a what the company might have done wrong
 - b what the company should/shouldn't have done
 - c what would or wouldn't have happened if they'd done things differently
- 2 Write the article.

Fashion company to go out of business as result of fire

... 500 employees have lost their jobs no computer back-ups ...
 ... fortunately no one was hurt lots of flammable materials ...
 ... designs for next year's season all lost ...
 ... faulty electrics locked store cupboard ...
 ... poor staff training speedy arrival of firefighters ...

Images and brands. Compound adjectives

- 1 Match the words *brand* and *image* with the definitions below.
- A type of product or group of products sold using a particular name, which is often the name of the company that produces them.
 - The impression that a person, an organization, or a product, etc. gives to other people or to the public.

Source: Oxford Business English Dictionary for Learners of English.

- 2 Complete the sentences with either *brand(s)* or *image(s)*.

- The advertisements are intended to improve the product's _____.
- People tend to go on buying the same _____ of breakfast cereal.
- He helped to build one of the world's best known _____.
- The industry suffers from a(n) _____ problem.
- We are trying to convey a(n) _____ of a safe, reliable _____.

- 3 Which collocations are possible?

brand	image
	conscious
	loyalty
	name
	marketing
	recognition

brand	image
corporate	
own	
famous	
positive	
negative	

- 4 Choose four of the collocations and write a sentence for each.

- 2 1 What do you know about the Japanese retailer Muji?
- what is special about the design of their products?
 - what sort of materials do they use?
 - how do they use labels and signs?
 - who do they use to design their goods?

Read the article opposite and check your answers.

TOP DESIGNERS. NO BRANDS

Some of the world's top designers, reportedly including Jasper Morrison, Enzo Mari, and Konstantin Grcic, belong to an exclusive club. Yet they never meet and don't even know for certain who else is a member. These trendsetting designers create products for Muji.

Muji is short for Mujirushi Ryohin, Japanese for 'no label, quality goods'. Its 320 company-owned and licensed stores, most of them in Japan, aim to carry as wide a range as possible (5,000 at last count) of everyday items – from bed linen to food to furniture to pencils. Its design philosophy, however, means reducing these everyday products to their essential form – like a CD player with just a single dial, or a barbecue that can be folded away. Shelving and drawers are made from recycled paperboard and industrial shipping tubes, and wastebaskets from cardboard. In-store signs are close to invisible; products are displayed in plain plastic containers or unpainted wicker bins. And once you take off the price tag, not one of those products carries a label – not even a Muji label.

Muji designs nearly all its own products, employing some 15 designers at its Tokyo headquarters, where an 'advisory council' acts as guardian of the Muji concept. For 'breakthrough' products, like its CD player and its coffee maker, the council drafts big-name designers. But it keeps the identities of these contributors secret. Then, 'we ask these designers not to draw on their own creativity but on what they think a Muji design should be,' says Kei Suzuki, Muji's European CEO. That is, the designers' individual brands (and egos) submit to Muji's.

MUJI



- 3 How many compound adjectives can you find in the article? Which nouns do they occur with?

Example *trendsetting* designers

handmade
hard-hitting
hard-nosed
groundbreaking
life-enhancing
light-hearted
moneymaking
self-made

- 4 1 Use the compound adjectives in the box to complete the sentences.
- The comedy programme takes a _____ look at office life.
 - The anti-smoking campaign used a series of _____ ads.
 - Richard Branson typifies the _____ entrepreneur: he started with nothing and got to the top with hard work, skill, and a bit of luck.
 - Josh was a ruthless, _____ business person: he didn't care who he walked over to get the best deal.
 - Beautiful _____ leather sofas at half the usual price!
 - Walking in the Himalayas was a truly _____ experience: I discovered more about myself and where I wanted to be.
 - He was always coming up with _____ schemes, and if just one had been successful he might have been a millionaire.
 - Her _____ research into the treatment of neurological diseases earned her the Nobel Prize.
- 2 Why is there no hyphen in *handmade*, *groundbreaking*, and *moneymaking*? How can you check to see if a compound adjective has a hyphen?


- 5 Which product do you think this advert slogan was used for?

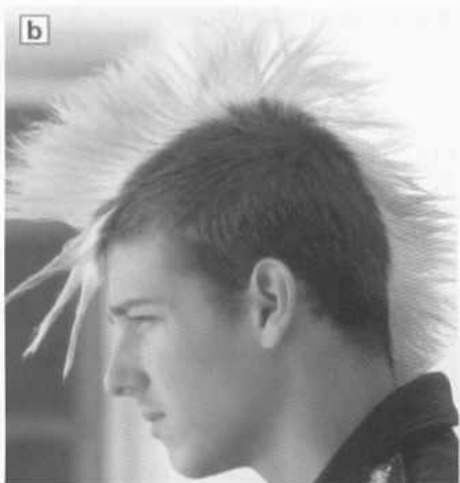
Lip-smackin', thirst-quenchin', ace-tastin', motivatin', good-buzzin', cool-talkin', high-walkin', fast-livin', ever-givin', cool-fizzin' _____ !

Think of a product that you know well and which has a definite image in your mind. Make a similar slogan. You could use Muji, Burberry, or DeCoro.

Skills focus


Connected speech

- 1 Work in pairs. Discuss the question.
In what ways do native speakers swallow their words or link words together?
- 2  8.3 Listen to what the experts say. In your language do you pronounce every letter in every word? What technologies, if any, have you used to help you improve your listening and pronunciation?
- 3 Which of the following might affect a person's chance of employment or career?
 - age
 - general physical appearance
 - experience
 - gender
 - behaviour
 - education
 - social background
- 3 Here are some aspects of physical appearance and image. Match the photos with the names.
 - height
 - hairstyle
 - clothes
 - tattoos
 - stubble
 - smoker or non-smoker
 - piercing



4  8.4 Listen to this news programme.

- 1 What factors in 3 are mentioned?
- 2 What three things would executives consider doing to improve their career prospects?


5 1  8.5a Listen to these phrases. Which of the *r*, *d*, and *t* sounds in **bold** do you not hear?


'... if they thought it would **boost** their career'

'The survey found that most women would consider **dying** grey hair, though only about half of men would do it.'

'The **vast** majority of bosses say **smoking** at work ...'

'And **almost** as many men as women would go on a diet ...'

2  8.5b Listen again to the first two phrases. This time you will hear an American speaker. What do you notice about the /r/ sounds? Do people in different parts of your country pronounce sounds in very different ways?

3  8.6 Spoken English avoids clusters of consonants as they are hard to pronounce. Listen and practise the following without pronouncing the letters in **bold**.

- a I'm just looking
- b rock and roll
- c you mustn't tell him
- d two sandwiches
- e Wednesday next week

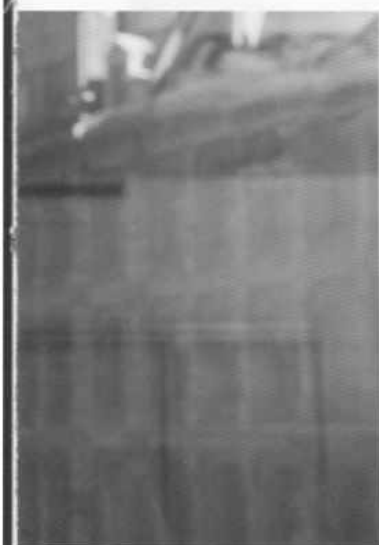
6 Words often link together, for example, we say *a quarter of*, and *do it* in this sentence. When do we link words in this way?

'a quarter of executives would do it'

 8.7 Listen and then practise saying the following using linking sounds.

- a a number of people
- b a quarter of them
- c she wants to eat
- d let's do it then go out

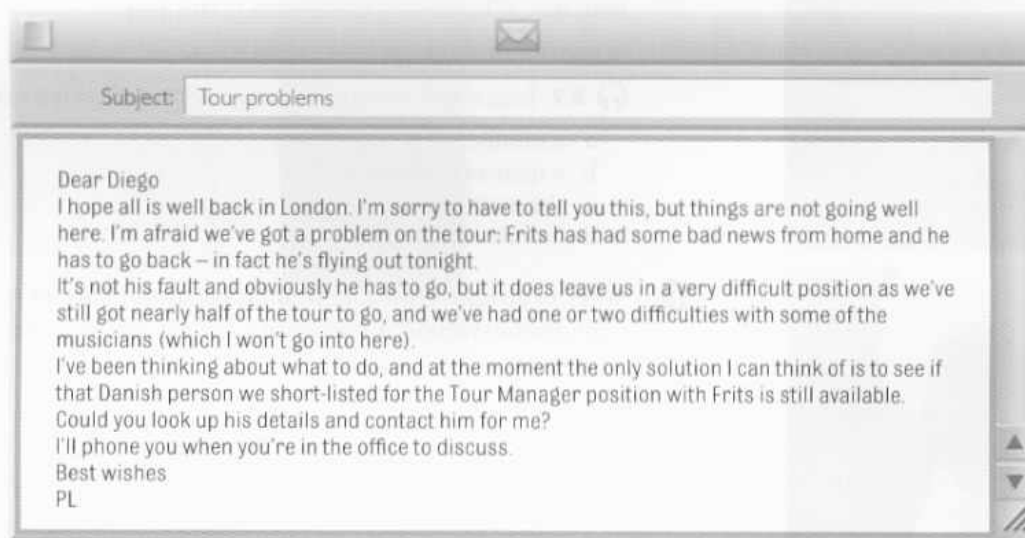
7 Work in groups. How important is personal image in your country? What are the main status symbols, for example, luxury cars, designer clothes, private education?





- 1 The *Latin Goes East* tour is halfway through, but there is a problem. Read Pei Lin's email from China to Diego in London.

- 1 What crisis has occurred on the tour?
- 2 What possible solution does Pei Lin propose?
- 3 What two expressions does Pei Lin use to break the bad news to Diego?
- 4 How does she present her solution? Is she confident about it?



- 2 Look at the phrases and match them with the situations.

I'm sorry to have to tell you this, but ...
 Oh no, what now?
 That's a terrific idea.
 Here's something I think you might like.
 I've thought of another solution.
 The only solution I can think of is to ...
 It sounds like you've got some real problems.
 Wow, that is bad news.
 It's terrible news about ...
 That's great.
 I'm afraid we've got a problem.
 I don't know about how you'll feel about it, but here goes.
 How about if ...
 I've got to tell you there's been some more bad news.

- a breaking bad news
- b reacting to bad news
- c giving good news
- d reacting to good news
- e proposing a solution



Pocket Book p. 24

- 3 8.8 After reading Pei Lin's email, Diego phones her immediately. Listen to his call.
- 1 What is his proposed solution to the Tour Manager crisis?
 - 2 What new crisis has emerged with the band Los Vasos Llenos?
 - 3 What is Diego's proposed solution?
- 4 8.8 Listen again.
- 1 Which of the phrases in 2 are used?
 - 2 What other phrases does Diego use to propose a solution?
- 5 Diego has spoken to the band. He is reporting his discussion to Pei Lin. Write the dialogue using the notes below and the function prompts in the boxes.

Diego	I've spoken to the band. Bad news: still splitting – three members going home.
Pei Lin	React
Diego	More bad news: one member is going out with a member of another band, and she wants to go home too.
Pei Lin	React
Diego	However... Good news: persuaded band leader and guitarist to stay on.
Pei Lin	React But problem of concert organization.
Diego	Propose solution: reorder running order for concerts, also have guest spot for local musicians to perform alongside Latin bands.

- 6 Work in groups of three. You are holding a meeting to discuss the situation and some problems you have with the *Latin Goes East* tour in one of the countries.
- Student A: Member of IntEx staff. Look at Information File 11.
 Student B: Regional organizer for the country. Look at Information File 12.
 Student C: Manager of the concert venue. Look at Information File 13.



REVIEW UNIT D

▼ AGENDA

- ▶ Grammar **1–2**
- ▶ Skills focus **3**
- ▶ Focus on functions **4–5**
- ▶ Vocabulary **6**

This unit reviews all the main language points from Units 7 and 8. Complete the exercises, using the Pocket Book for the areas that you need to review.

1 Conditionals

Complete the email putting the verbs in brackets into the correct form.

Subject
Schedule

Dear Hyun-ji

Thank you for the schedule. I _____¹ (just like) to add a couple of points. First of all, I _____² (be really grateful) if you could send me a few more details about the location and then we can add attach these to the schedule. The second is, I wanted to ask if it _____³ (be) possible to arrange a buffet dinner on the night everyone is arriving? Normally at IntEx, if the hotel has a separate dining room, we _____⁴ (use) that. I just think this _____⁵ (get) everything off to a good start. Sorry, I would have asked you about this before, if I _____⁶ (think) about it.

In any case thanks for all your help. I don't know what I _____⁷ (do) if you hadn't been on the project – you've done a really great job and you really deserve that holiday. I am sure that if everything _____⁸ (go) to schedule, we _____⁹ (have) a really successful tour.

Many thanks

Pei Lin

2 Past modals

Work in pairs. Look at the sentences. Discuss if the modal in brackets would be possible and if it would change the meaning.

- a He can't have read my email. (might not)
- b They must have lost their way – that's why they are late. (should)
- c She should have warned him. (must)
- d We should have gone to the concert. (would)
- e We could have met earlier. (can)
- f He might have just been joking. (can)

3 Building a relationship

- 1 Write comments or questions for the start of an email for situations a–d.
 - a The recipient has just come back from holiday.
 - b The recipient has just been promoted.
 - c The recipient has just moved house.
 - d The recipient's favourite football team lost a big match on Wednesday.
- 2 Carl has just done a presentation. Rewrite the following email from his colleague so that it is less direct.

Subject
Presentation

Next time you do a presentation, think about the type of audience and the tone of your voice. Don't just read from your slides. Also, your presentation was too long: some people were falling asleep. By the way, a lot of people couldn't understand your English. Hope this helps.

4 Clarifying

Complete these sentences with a suitable word or phrase.

- 1 If you could just clarify what you _____ 'not enough musicians'.
- 2 Basically what you're _____ is that we will only have two musicians that night.
- 3 Sorry, in your opinion what _____ is 'an unreasonably high cost'?
- 4 Sorry the line is bad, _____ you _____ sixteen or sixty?
- 5 OK, I _____ what you mean.
- 6 And, _____ if I am wrong, the concerts are all going to be held at night.
- 7 I _____ wanted to check whether everything has been finalized.

5 Giving and reacting to bad news. Proposing solutions

Work in pairs. Pei Lin telephones Diego with some bad news. Using the information below improvise a phone call in which Diego should react positively and reassuringly to Pei Lin's bad news. One of you is Pei Lin, the other Diego.

Pei Lin's bad news	Diego's proposed solutions
three musicians are seriously sick	either try to work without them or use local musicians or fly out other musicians
Bob Miller is thinking of leaving IntEx	try to convince him to stay

6 Vocabulary

- 1 Circle the letters that are not usually pronounced in the following words.

mustn't Wednesday answered interested general
everything business

- 2 Which of these compound adjectives have a positive meaning (P) or a neutral meaning (N)?

self-made hard-hitting light-hearted image-conscious
groundbreaking trendsetting

- 3 Write sentences that include these phrasal verbs.

go about break down go into work out
come up with put forward figure out