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# ANGLAIS LANGUE ET AFFAIRES

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Fascicule d'exercices

## TD 2

### **I - Underline the correct answer**

- 1 The Purchasing Department is responsible for buying parts and raw materials / making the final product.
- 2 If you have a complaint, please contact Consumer Services / Customer Services.
- 3 All the recruitment and selection is done by our Human Relations / Human Resources Department.
- 4 Innovation is the key to our success and we have recently expanded the Research and Design / Research and Development Department.
- 5 In the Legal Department we have three lawyers / advocates trained in commercial law.
- 6 Our Business Development Officer is responsible for / the responsible for finding new business opportunities.

### **II - Complete each sentence with one of the suggested verbs**

*Answers / arranges / checks / collects / deals / maintains*

- 1 The Quality Assurance Section ..... that the products have no defects.
- 2 The Logistics Department ..... the transport of goods and materials.
- 3 Technical Support ..... specific questions from customers about how to use the product.
- 4 The Market Research Section..... and analyzes information about the needs of consumers.
- 5 The Accounts Department ..... with invoices and payments.
- 6 The IT Department..... the computer network.

### **III - Complete the text about operations with the suggested words and phrases**

*back-office functions / behind the scenes / day-to-day basis / liaise closely / makes a profit / meet their needs / recruit / step on anyone's toes*

Everyone knows the functions of company departments such as Marketing and Finance. Marketing is about promoting the company, and making sure that customers can find products that 1 .....

Finance is about controlling the resources of a company to make sure that the business 2 .....

But what about Operations? The department name is less well-known, yet many large companies are run on a 3 .....by Operations Managers. Operations is about the internal processes of a company. In a manufacturing company an Operations Manager will make sure the production process is running smoothly. In a hotel they are responsible for bookings, front desk, maintenance, etc. In a bank they look after the administration of accounts and other 4 .....

Operations Managers have to 5 ..... with people from other departments. In the factory, it is with Purchasing Managers who buy the raw materials.

In the hotel, it is with Human Resources Managers who 6 .....  
new staff. In the bank it is with IT Managers who work 7 ..... to keep everything  
running. So the Operations Manager has to be careful not to 8.....

#### **IV – Read the following texts and answer the questions**

##### **Text 1**

### **McDonald's Marketing Mix (4Ps) Analysis**

*UPDATED ON SEPTEMBER 20, 2020 BY PAULINE MEYER*

McDonald's Corporation's marketing mix (4Ps) involves various approaches that meet business concerns in different fast food restaurant markets around the world. The marketing mix defines the strategies and tactics that a company uses to reach target customers, in terms of products, place, promotion, and price (the 4Ps). In this business analysis case, McDonald's has corporate standards that its marketing mix applies globally. For example, the company's corporate standards for productivity are implemented in the management of each company-owned and franchised location. McDonald's also applies some variations in its marketing mix to suit the conditions of local or regional markets. For instance, the company's promotion strategies and tactics focus on print media in countries where such media are most popular, and prioritize television in other markets. The specifics of the 4P variables define the various strategies and tactics that McDonald's uses in executing its marketing plan and achieving related strategic goals to grow the multinational restaurant chain business.

McDonald's Corporation's effectiveness in implementing its marketing mix contributes to the leading performance of its brand and business in the international fast food restaurant industry.

#### **McDonald's Products (Product Mix)**

As a food service business, McDonald's has a product mix composed mainly of food and beverage products. This element of the marketing mix covers the various organizational outputs (goods and services) that the company provides to its target markets. McDonald's product mix has the following main product lines:

1. Hamburgers and sandwiches
2. Chicken and fish
3. Salads
4. Snacks and sides
5. Beverages
6. Desserts and shakes
7. Breakfast/All-day breakfast
8. McCafé

Among the 4Ps, products are a fundamental determinant of McDonald's brand and corporate image. The company is primarily known for its burgers. However, the business gradually

expands its product mix. At present, customers can purchase other products like chicken and fish, desserts, and breakfast meals. McDonald's generic strategy and intensive growth strategies influence the product lines included in this element of the marketing mix. In diversifying its product lines, the company satisfies market demand, improves its revenues, and spreads risk in its business. In terms of risk, a more diverse product mix reduces the company's dependence on just one or a few market segments. This element of McDonald's marketing mix indicates that the firm innovates new products to attract more customers and improve its business stability.

### **Place/Distribution in McDonald's Marketing Mix**

This element of the marketing mix enumerates the venues or locations where products are offered and where customers can access them. Restaurants are the most prominent places where the company's products are distributed. However, the business utilizes various places as part of this 4P variable. The main places through which McDonald's distributes its products are as follows:

1. Restaurants
2. Kiosks
3. McDonald's mobile apps
4. Postmates website and app, and others

McDonald's restaurants are where the company generates most of its sales revenues. Some of these restaurants also manage kiosks to sell a limited selection of products, such as sundae and other desserts. Some kiosks are temporary, as in the cases of kiosks used in professional sports competitions and other seasonal events. This element of McDonald's marketing mix also involves the company's mobile apps. These virtual places are where customers can access information about the company's products and buy these products. For example, the company's mobile apps for iOS and Android let customers claim special deals, find restaurant locations, place orders, and pay for such orders involving participating McDonald's restaurants. Furthermore, customers can place their orders through the Postmates website and mobile app. This element of the marketing mix supports McDonald's corporate vision and mission statements, especially in serving more customers around the world.

### **McDonald's Promotion (Promotional Mix)**

This element of the marketing mix defines the tactics that the business uses to communicate with customers. Among the 4Ps, this variable focuses on marketing communications with target customers. For example, the company provides new information to persuade consumers to purchase new products. McDonald's uses the following tactics in its promotional mix, arranged according to significance in the business:

1. Advertising (most significant)
2. Sales promotions
3. Public relations
4. Direct marketing

Advertisements are the most notable among McDonald's promotion tactics. The corporation uses TV, radio, print media and online media for its advertisements. On the other hand, sales promotions are used to draw more customers to the company's restaurants. For example, McDonald's offers discount coupons and freebies for certain products and product bundles, as a way of attracting more consumers. In addition, the company's public relations activities help promote the business to the target market through goodwill and brand strengthening. For instance, the Ronald McDonald House Charities and the McDonald's Global Best of Green environmental program support communities while boosting the value of the corporate brand. Occasionally, the company uses direct marketing, such as for corporate clientele, local governments, or community events and parties. In this element of its marketing mix, McDonald's Corporation emphasizes advertising as its main approach to promote its products.

### **McDonald's Prices and Pricing Strategies**

This element of the marketing mix specifies the price points and price ranges of the company's food and beverage products. The aim is to use prices to maximize profit margins and sales volume. McDonald's uses a combination of the following pricing strategies:

1. Bundle pricing strategy
2. Psychological pricing strategy

In the bundle pricing strategy, McDonald's offers meals and other product bundles for prices that are discounted, compared to purchasing each item separately. For example, customers can purchase a Happy Meal or an Extra Value Meal to optimize cost and product value. On the other hand, in psychological pricing, the company uses prices that appear significantly more affordable, such as \$\_\_\_.99 instead of rounding it off to the nearest dollar. This pricing strategy helps encourage consumers to purchase the company's products based on perceived affordability. Thus, this element of McDonald's marketing mix highlights the importance of bundle pricing and psychological pricing to encourage customers to buy more products.

<http://panmore.com/mcdonalds-marketing-mix-4ps-analysis>

### **Answer the following questions:**

- 1) Explain the evolution of McDonald's marketing mix. How can you account for the different changes?
- 2) What do we call product bundles? Can you give an example?
- 3) What is psychological pricing?

### **Text 2**

### **Starbucks Corporation's Marketing Mix (4Ps) Analysis**

*UPDATED ON FEBRUARY 27, 2019 BY ROBERTA GREENSPAN*

Starbucks Corporation (Starbucks Coffee Company) has a marketing mix (4Ps) that supports the firm's industry position as the leading coffeehouse chain in the world. The marketing mix identifies the main components of the company's marketing plan, namely, product, place,

promotion, and price (the four Ps). In this business analysis case, Starbucks uses its marketing mix as a way of developing its brand image and popularity. With the strongest brand in the industry, the company shows how an effective marketing mix supports brand development and multinational business growth. Starbucks changes its marketing mix over time as a way of responding to strategic challenges in the market, including competitive forces involving firms like Dunkin' Donuts, McDonald's, Burger King, and Wendy's. Such changes in the marketing mix emphasize the company's need to evolve its various business operations to maintain effectiveness against growing competition.

The marketing mix or 4P functions as a marketing tool for establishing a unified and systematic approach to bring Starbucks Corporation's products to food and beverage markets around the world. Effectively doing so supports operational effectiveness in other areas of the business. In the context of the marketing mix, it is of critical importance to apply a suitable combination of approaches for promoting the right products offered at the right places at the right price. The effectiveness of this mixture supports strategies in various business areas and advances the attainment of Starbucks Corporation's mission and vision statements.

### **Starbucks Coffee Company's Products**

This component of the marketing mix focuses on what the business offers to customers. Starbucks Corporation continues to innovate its product mix to capture more of the food and beverage market. The company adds or modifies product lines, with the aim of expanding its market reach and growing its market share. The following are the main categories of Starbucks products:

1. Coffee
2. Tea
3. Baked goods
4. Frappuccino
5. Smoothies
6. Other foods and beverages
7. Merchandise (mugs, instant coffee, etc.)

Starbucks Coffee Company's product mix is a result of years of business innovation. For example, the company added the Frappuccino line after it acquired The Coffee Connection in 1994. The business also has an ongoing product innovation process that aims to offer new products to attract and keep more customers, especially because the business must attract a diverse population of customers in the international market. Thus, this part of Starbucks' marketing mix involves beverages, foods, and merchandise that are carefully selected or designed to satisfy the needs and preferences of target consumers worldwide.

### **Place in Starbucks Coffee Company's Marketing Mix**

This component of the marketing mix determines the venues at which customers can access the products. Starbucks offers most of its products at cafés or coffeehouses. However, there are various other places or channels of distribution available for these products. In this case,

the following are the main venues or places that Starbucks Corporation uses to reach its target customers:

1. Coffeehouses/Cafés
2. Retailers
3. Mobile apps

Initially, Starbucks sold its products through coffeehouses. Eventually, the company offered some of its products through its online store. This approach served as a major integration of e-commerce into the company's strategies. However, Starbucks ended its online store operations in 2017. The strategic change reflects the company's shift to focus on in-store experience in brick-and-mortar coffeehouses. Nonetheless, some of Starbucks' merchandise items are available through retailers. On the other hand, mobile apps allow customers to conveniently place their orders online so they could easily get their food and drinks at the company's coffeehouses. This part of Starbucks' marketing mix shows how the firm adapts to changing times, technologies, and market conditions.

### **Starbucks Promotions (Marketing Communications Mix)**

This component of the marketing mix refers to the communication strategies used to disseminate information about the firm and its products, and to encourage customers to buy these products. Starbucks Corporation promotes its products through interpersonal relations and communications, although advertising is also part of the promotional approach. In this case, Starbucks' promotional mix is as follows:

1. Word-of-mouth marketing
2. Advertising
3. Sales promotions
4. Public relations

Starbucks became popular primarily through word-of-mouth marketing. In the marketing mix, word-of-mouth usually focuses on providing the best customer experience in order to encourage people to spread positive words about the business. The company also advertises its products through television, print media, and the Internet. Sales promotions are used in Starbucks Rewards, which is a program involving freebies that customers can avail after purchasing a certain amount of the company's products. The corporation infrequently uses public relations, which has not always been successful for the business. For example, the *Race Together* public relations campaign was widely criticized. Still, the Starbucks Foundation continues its efforts to solve various challenges in society. The Foundation helps communities, while promoting the company's brands. This part of Starbucks Corporation's marketing mix shows the core significance of word-of-mouth marketing, advertising, and the supporting roles of public relations and sales promotions for the coffeehouse chain business.

### **Prices and Pricing Strategy of Starbucks Coffee Company**

Starbucks uses a **premium pricing strategy**. In the marketing mix context, this pricing strategy takes advantage of the behavioral tendency of people to purchase more expensive products

on the basis of the perceived correlation between high price and high value. The company's coffee products are more expensive than most competing products, such as McDonald's Premium Roast. Through this pricing strategy, Starbucks maintains its high-end specialty image. Still, the company strives to develop and actually provide high quality products and satisfactory customer experience in its coffeehouses. This part of the marketing mix directly relates to Starbucks Corporation's generic competitive strategy, in helping the business maintain its premium brand image.

<http://panmore.com/starbucks-coffee-marketing-mix-4ps-analysis>

**Answer the following questions:**

- 1) Explain the evolution of Starbucks's marketing mix
- 2) What is word-of-mouth marketing?
- 3) What is premium pricing?



## TD 3

### **MARKET RESEARCH**

#### **I - Fill in the gaps with the correct term from those listed**

##### **Competitors/prices/secondary/fundamentals/primary/segmented/growing/promotion/shares**

The starting point for market research is to identify the market {1}\_\_\_\_\_:

- How big is the market? (measured by sales, volume etc)
- How fast is the market {2}\_\_\_\_\_ and what is the market growth potential?
- Who are the existing {3}\_\_\_\_\_ and what market {4}\_\_\_\_\_ do they have?
- How is the market {5}\_\_\_\_\_? (the parts of the market where customers have specific needs and wants)
- What kind of customers are there in the market? What are their preferences in terms of when and where they buy, what {6}\_\_\_\_\_ they pay and which methods of {7}\_\_\_\_\_ are effective?

An important distinction can be made between two broad kinds of market research data.

- {8}\_\_\_\_\_ data: data collected first-hand for a specific purpose by the entrepreneur.
- {9}\_\_\_\_\_ data: data that already exists and which has been collected for a different purpose.

#### **II - Examples of Buying Motives**

**Classify the following motives into either emotional or rational motives; Give one example of one product you could buy for each motive.**

##### **Emotional Product Buying Motives**

If a person purchases a product without thinking much rationally (i.e. with less reasoning) then he or she is said to have been persuaded by emotional product buying motives.

##### **2. Rational Product Buying Motives**

If a person purchases a product after thinking rationally (i.e. logically deciding) then he or she is said to have been persuaded by rational product buying motives..

- ☐ Saves Money
- ☐ Makes life easier
- ☐ Power
- ☐ Improves health
- ☐ Nostalgia
- ☐ Saves Time
- ☐ Peer Acceptance
- ☐ Label Recognition
- ☐ Prestige
- ☐ Well-made
- ☐ Pride

- ☐ Durable
- ☐ Pleasure
- ☐ Love
- ☐ Safe or improves safety
- ☐ Aesthetic appeal or beauty
- ☐ Fulfills a physical need such as hunger or protection from the elements

### **III- Fill in the blanks using the following words**

**Towards/into/same/more/that/what/belongs/background/how/of/could/drive/which/have/such/groups/who/to/economic/Goods**

In the past, marketing and advertising decisions were often based on an analysis of socio-economic categories. These are categories..... (1) which the population is divided. The categories include..... (2) much money people have and their likely tastes. Nowadays, other..... (3) sophisticated techniques are used. These are segmenting techniques..... (4) try to assess consumers' psychological make-up and not their social.....(5). The old technique..... (6) using socio-economic categories.....(7) not account for the fact that some people.....(8) very expensive cars, while, at the.....(9) time, they wear very cheap watches. Modern marketers recognize..... (10), nowadays, there is often no overall consumer type.

Marketers also..... (11) to take into account demographic patterns, .....(12) as the breakdown of the two-parent family and the reduction or growth in certain age .....(13)

Many companies keep a database of the customers.....(14) have shown an attachment..... (15) particular brands. Use of and attitude .....(16) certain products tell a company more about.....(17) the customer is thinking than the socio-.....(18) category to which s/he..... (19) . After all, certain ..... (20) are bought by people from a wide range of social and economic backgrounds.

### **IV- Choose the best word to complete the sentences:**

1. There has been a drop in sales. = Sales have \_\_\_\_\_.

Decreased                      downed                      increased

2. Sales have increased for three years \_\_\_\_\_. = Sales have increased for three years in a row.

Even                      straight                      forward

3. You have to market these particular attributes. = You have to market these particular \_\_\_\_\_.

Qualifiers                      qualifications                      qualities

4. We shouldn't use the same old strategies. = We should \_\_\_\_\_ using the same old strategies.

Avoid                      averse                      avert

5. Thanks to smart planning, we have \_\_\_\_\_ another crisis. = Thanks to smart planning, we have thwarted another crisis.

put forth                      unveiled                      averted

6. We shouldn't rule that out as an option. = We should still \_\_\_\_\_ that an option.

Reject                      consider                      contain

7. The figures are down from January. = The \_\_\_\_\_ are down from January.

Numbers                      numerals                      mathematics

8. Our company has seen 10 years of uninterrupted growth. = Our company has seen 10 years of \_\_\_\_\_ growth.

Sporadic                      steady                      stagnant

9. We should market this product as being durable and dependable. = We should market this product as being \_\_\_\_\_ and dependable.

study                      sturdy                      studious

10. We need to develop a new strategy. = We need a new \_\_\_\_\_.

Appraisal                      approval                      approach

### **V - Choose the best word to complete the sentences:**

1. Cell phone market \_\_\_\_\_ is at 100% in many European countries.

Penetration                      penalty                      penance

2. I'm doing an \_\_\_\_\_ of consumer trends in cellular markets such as Japan.

Analysis                      analyze                      analytics

3. Every marketer should have an idea of how to build strong \_\_\_\_\_.

Names                      ideas                      brands

4. We plan to \_\_\_\_\_ this product in the spring of 2022.

Lunch                      launch                      lynch

5. The process of gathering, recording and analyzing data about customers, competitors and the market is called market \_\_\_\_\_.

Review                      replay                      research

6. Recent market \_\_\_\_\_ show that there is a considerable increase in the use of our technology in the banking sector.

Trends                      ideas                      trials

7. Last year we brought together a team to \_\_\_\_\_ for a completely new type of car.

develop a concept                      make a concept                      start a concept

8. I don't think we'll have a problem \_\_\_\_\_ this product. It will almost sell itself.

Market                      to marketing                      marketing

9. Jane, could you bring me that \_\_\_\_\_ on the Brazilian biotechnology sector?

Rapport                      report                      note

10. The \_\_\_\_\_ (= statistics/figures) in this report cover three year trends in the manufacturing sector.

Matrix                      metrics                      mathematics

#### **VI - Choose the best word to complete the sentences:**

1. Due to a series of failed initiatives, we seem to have lost our competitive \_\_\_\_\_.

Border                      edge                      know-how

2. A successful marketer is able to determine what intangible product attributes lead to consumer \_\_\_\_\_ to pay a premium price.

Willing                      will                      willingness

3. The \_\_\_\_\_ (= percentage/rate) of brand-loyal consumers is about 35%.

Property                      proportion                      promotion

4. Price-\_\_\_\_\_ consumers are the ones for whom price is the determining factor as to whether or not to buy something.

Sensitive                      savvy                      sensitivity

5. The measurement and management of brand value has become a major \_\_\_\_\_ for marketers in the past couple of years.

Issue                      tone                      tool

6. If two products are \_\_\_\_\_, this means they are perceived to be the same.

Indifferent              differentiated              undifferentiated

7. Generally speaking, new products that \_\_\_\_\_ ( = offer) unique benefits to the customer have a higher commercial success rate.

Deliver                      give                      make

8. Tangible brand attributes = \_\_\_\_\_ brand attributes

clear, real              unreal, imaginary              atypical

9. \_\_\_\_\_ visual cues = Visual cues that are always of a similar nature

Complex              Consistent              Common

10. A set of products that a consumer considers for purchase is referred to as their "consideration \_\_\_\_\_."

Group                      setting                      set

## TD 4

### PRODUCT

#### I - Read the following article and answer the questions (choose the best answer):

Apple Inc plans to use a larger screen on the next-generation iPhone and has begun to place orders for the new displays from suppliers in South Korea and Japan, people familiar with the situation said on Wednesday.

The new iPhone screens will measure 4 inches from corner to corner, one source said. That would represent a roughly 30 percent increase in viewing area, assuming Apple keeps other dimensions proportional. Apple has used a 3.5-inch screen since introducing the iPhone in 2007.

Early production of the new screens has begun at three suppliers: Korea's LG Display Co Ltd, Sharp Corp and Japan Display Inc, a Japanese government-brokered merger combining the screen production of three companies.

It is likely all three of the screen suppliers will get production orders from Apple, which could begin as soon as June. That would allow the new iPhone to go into production as soon as August, if the company follows its own precedent in moving from orders for prototypes for key components to launch.

Apple's decision to equip the next iPhone with a larger screen represents part of a competitive response to Samsung Electronics Co Ltd.

Samsung unveiled its top-of-the line Galaxy smartphone with a 4.8-inch touch-screen and a faster processor earlier this month.

With consumers becoming more and more comfortable using smartphones for tasks they once performed on laptops, like watching video, other smartphone manufacturers have also moved toward bigger displays.

1. How many different suppliers will most likely be involved in the production of Apple's new iPhone screens?

- ☐ Three                      ☐ Two                      ☐ Four

2. Are all the suppliers in Japan?

- ☐ Yes                      ☐ No                      ☐ Yes, but there might be another supplier in Singapore.

3. According to the article, who is Apple competing against?

- ☐ Nokia                      ☐ LG                      ☐ Samsung

4. Why are companies making bigger display screens?

- ☐ Because big screens are fashionable                      ☐ Because bigger screens makes dialing easier

☐ Because consumers are using phones for things they used to do on their laptops

5. How much bigger will Apple's new screen be, compared to the old one?

☐ 30%

☐ 4 inches

☐ 3.5 inches

## **II - Read the following article and answer the questions**

### **Tech firms tap into the silver economy by combining functions with aesthetics Technology for the elderly has long been big, beige and boring. It's time to change that.**

By KrASIA Writers Fri Oct 19 2018

With many countries from different parts of the world stepping into ageing societies, the “silver economy” is emerging with a prospect. More and more tech companies have started making products to tap into the trend, with Apple being one of them.

The company launched its latest Apple Watch in September 2018, and has been highly praised by many industrial insiders for its functions like medical diagnosis and health monitoring. Steve Blank, the godfather of entrepreneurship, complimented the three inbuilt apps, namely “fall detection”, “IDE”\*, and “ECG”\*, claiming that they are “applicable for the elderly”.

Though Apple Watch is mainly used by young people, with the degree of ageing deepening in many countries, it will become an important tool for the elderly to deal with physical emergencies.

Apple Inc. can be regarded as a company pursuing perfection in product design. According to Joseph Coughlin, the founder of AgeLab, MIT, for a long time, the products designed for the health of the elderly on the market have been of a clumsy shape and incompetent functions. Such products think of functions over aesthetics, such as in overly-simplified cellphones and large remote controls. And they are usually big, beige and boring.

As tech tycoons started adopting “applicable-for-the-elderly” designs, we could expect those products to be greatly improved both functionally and aesthetically.

KRA Comment: Artificial intelligence, voice Assistant and many other applications lower the threshold for the elderly to use techie products. However, the design and experience of such products are often overlooked, with attention usually only paid to functions. This is a competitive edge that has been neglected by many market players.

IDE = medical ID

ECG = electrocardiogram

*Adapted from <https://kr-asia.com/tech-firms-tap-into-the-silver-economy-by-combining-functions-with-aesthetics>*

- 1) What is the silver economy? Why is it an interesting market for companies?
- 2) What features make the Apple watch particularly suited for elderly people, according to the journalist? Why?
- 3) What makes the watch differentiate from the usual health monitoring devices currently on the market?
- 4) What features will help elderly people use new technological products more easily?
- 5) According to the journalist, what could companies do to increase their competitive edge over competitors?

### **III – Observe the following sentences:**

- This handbag is made of crocodile skin.
- This cup is made of plastic.
- This ashtray was made out of an artillery shell.
- He built a house which was made out of Lego bricks.

*made of / made out of - These phrases are used when we can see the original materials used for making the object.*

- This cake is made from flour, eggs butter and sugar.
- Bronze is made from copper and tin.
- Plastic is made from petroleum.
- Copper sulphate is made from copper and sulphuric acid.
- XXX brandy is made from champagne grapes.

*made from - is used when we cannot see the original ingredients*

### **Underline the appropriate words in these sentences.**

1. A football is made | of | for | in | leather.
2. Leather is made | with | from | by | animal skins.
3. FIAT cars are made | from | in | by | Italy.
4. All our cakes are made | in | into | with | fresh cream.
5. David Copperfield was written | from | by | for | Charles Dickens.
6. It was decorated with flowers which were made | into | out of | for | sea shells!
7. This ice cream is made | with | out of | of | vanilla.
8. My wedding ring is made | with | of | by | gold.



9. Paper is made | into | from | by | wood from trees.
10. This soup is made | in | with | after | chicken and asparagus.
11. This photograph was taken | by | in | at | Thailand.
12. These songs are sung | in | of | by | Chilean singers.
13. I collected some wild flowers | of | from | for | my husband.
14. I've made some cakes | for | at | by | your birthday party.
15. The gardener made a building site | for | into | up | a beautiful garden.
16. This palace was built | by | with | for | the President.
17. Michelangelo carved the statue | in to | with | out of | Carrarra marble.
18. This vodka was made | of | by | in | Ukraine.
19. Did you hear the new song | of | from | by | the Atomic Kittens?
20. The winning goal was scored | from | with | by | David Beckham.

PLACEI – Read and answer the questions**Amazon's latest cashier-less Go store opens in San Francisco today*****Amazon is speeding up its offline expansion***By [Nick Statt@nickstatt](mailto:Nick Statt@nickstatt) Oct 23, 2018

Amazon's latest experimental Go convenience store is opening today in San Francisco, adding the Bay Area city as the third after Chicago and Seattle in the company's ongoing offline retail expansion. The store, located at the corners of California and Battery in the city's financial district, is modelled much like the five existing locations. It largely serves prepared food, snacks, and drinks, with a focus on Amazon's own line of sandwiches, salads, and meal kits. But the big innovation is its complete removal of the checkout process.

Instead of standing in line and paying a cashier, cameras and sensors track your movements through the store after you have scanned your Amazon account at the front. The system, which also uses computer vision and other artificial intelligence-assisted techniques, monitors when you take items off shelves. When you go to leave, you simply walk out, and you are then charged for what you have taken and given a digital receipt through Amazon's standalone Go app. I took a tour of the 2,300-square-foot location late last week, when its windows were covered and its existence largely a secret until the *San Francisco Chronicle* revealed the address on Thursday using property records.

The interior is that of a very nice convenience store, with some seating and microwaves up front for warming up frozen pre-made food and eating in if you so choose. As for checkout, everything worked as advertised. I used the Amazon Go app to walk through a set of automated doors near the front, and from there I picked up an Amazon-made chicken bánh mì sandwich and walked right back out without any hassle.

The store's motto is "Good Food Fast," and the app even tracks how long you spent during each visit as a kind of brag about the efficiency of the cashier-less model. Dilip Kumar, Amazon's vice president of technology for Amazon Go, told me that the core focus of the Go model is to save people time. "How crowded [the store] is becomes no longer a function of how long it's going to take," Kumar told me. With Go stores, the company wants to eliminate the concept of a morning or lunch rush, as well as the notion that you have to restrict what you buy and where you eat based on how much time you have to wait in line, place an order, and wait for it to be prepared. The store's hours are 7AM to 9PM local time, and it will be open Monday through Friday.

It is clear from the layout of the store and its upscale presentation that, at least in San Francisco, Amazon is aggressively targeting delis, cafes, casual lunch spots, and drug stores with its Go model. Stocked at the California Street location is pretty much everything you would find at a 7-Eleven, with a small and seemingly hand-picked selection of goods you might more readily find at, say, a Walgreens. For instance, you can head to the Go store to purchase

a can of Pringles, or maybe some chapstick, and choose from a pretty basic selection of cold medicine. You can also buy bread, milk, and cheese.

## **AMAZON IS AGGRESSIVELY TARGETING DELIS, CAFES, LUNCH SPOTS, AND DRUG STORES**

But the focus is more on the fresh food. The quality and selection of the ready-to-eat food is designed to be wide-ranging and competitive with the lunch selection in a downtown urban center. Amazon has a staff of workers and a full offsite kitchen, and each day it makes fresh items that you might be willing to pay made-to-order prices for. That includes sushi, breakfast burritos, salads, and an assortment of sandwiches, among other snacks, candy, and desserts.

The company has stocked the store with more expensive ready-to-cook kits from its Blue Apron-style meal service, which were restricted to online ordering until the launch of the first Go store in late 2016. Amazon has also partnered with local third-party restaurants, including bakery La Boulangerie and South Indian restaurant chain Dosa, to flesh out its inventory with pastries, yogurts, hummus, and other options. It even partnered with a local chocolate maker to make a San Francisco-centric brand of Amazon Go chocolate.

Ultimately, Amazon hopes its cashier-less model proves convenient enough, and its food and product selection appealing enough, to draw people away from the tried-and-true chains we have become accustomed to. The company is not necessarily trying to replace the 7-Elevens and Walgreens of the world, at least not yet. And a Go store is a far cry from a fast casual restaurant or a traditional restaurant with counter service. Rather, right now it seems like Go stores are an avenue for Amazon to establish a stronger foothold in offline retail, just like its physical bookstores in Seattle and New York City and its acquired Whole Foods locations give it a strategic footprint in groceries and paper books.

Of course, down the line, Amazon could use its Go model as a way to aggressively expand its brick-and-mortar operation if the stores prove especially successful and capable of handling high volumes of shoppers. *Bloomberg* reported in September that the company plans to open thousands of locations over the next three years in what would be a remarkable escalation of Amazon's offline retail rivalry with Walmart, grocery chains, and even the traditional restaurant and fast food industries.

We are not quite there yet. But Amazon is starting to move faster, and in the process its transforming from an e-commerce giant to a true, do-everything retail operation. The company has already planned its second San Francisco location at a site basically around the corner from its current one, at 98 Post Street. It will be slightly smaller than the first one, and it is opening this winter, the company says. Meanwhile, in Chicago, Amazon is opening its third Go store at the Illinois Center in 2019. That will bring its total number of stores up to eight, with at least one location planned for New York City sometime in the next year.

<https://www.theverge.com/2018/10/23/18010022/amazon-go-cashier-less-store-san-francisco-location-opens>

- 1) Amazon now has three shops in the USA. Right - Wrong
- 2) What is the main innovation in the latest shop?
- 3) How does the system work?
- 4) According to Amazon's vice-president, what is the main sales argument of this shop?
- 5) Who are Amazon's Go main competitors?
- 6) What is Amazon's strategy for the future?

## **II – Read and answer the questions**

### **What Retailers Will Be Left Standing After the Coronavirus Pandemic Ends?**

The industry shakeout that was expected to take five to 10 years is happening in a matter of weeks.

Liz Wolf | Mar 25, 2020

As much of the U.S. goes on lockdown to curb the spread of COVID-19, many in the retail and restaurant sectors are taking a major blow.

One-third of Americans are currently under a shelter-in-place order. Shopping, except for groceries and necessities (deemed “essential services”), has pretty much ceased. Malls, theaters, gyms and other recreational venues are temporarily closed. Nike, Apple, Kohl's, H&M and other big chains have temporarily shuttered stores.

Most restaurants and bars can only provide curbside pickup and delivery services and many have laid off employees.

However, “daily needs” retailers are thriving. Supermarkets, drugstores and big-box retailers Costco, Walmart and Target are supplying groceries, prescriptions and other necessities to the still-panicked Americans flocking to these stores.

“All of the focus right now is on the immediate winners and losers,” says Rachel Elias Wein, founder/CEO of WeinPlus, a St. Petersburg, Fla.-based enterprise strategy consultant for retailers and real estate owners. “The staples/needs-based retailers in grocery, mass merchandise and pharmacy are seeing massive sales increases, while any apparel, beauty, experiential, cinema or gym operations have seen their doors shutter.”

This will not last forever, Elias Wein notes, but some trends will linger for months or longer. “I see winners in the three- to six-month timeframe, once we are all out and about again, focused on discount, value and self-care, including fitness and wellness.”

While many restaurants and retailers are slashing personnel, essential needs retailers are hiring hoards of temporary employees to meet the swelling demand. Walmart is looking to hire 150,000 employees. Albertsons plans to add 30,000. CVS Health and Dollar General are hiring 50,000. Amazon is planning to hire 100,000 additional people to keep up with the onslaught of online orders. Instacart plans to add 300,000 personal shoppers as demand for grocery delivery surges.

## Looking long term

Once the pandemic is finally over, what will it mean for the future of retail? What will landlords and investors consider safe and unsafe tenants moving forward?

Coresight Research reports that the coronavirus outbreak is set to trigger an unprecedented number of retail closures. As retailers shutter stores temporarily, some may never re-open. Coresight reports that more than 15,000 store closures could occur in the U.S. in 2020, beating the previous record of roughly 9,300 last year.

“The coronavirus outbreak will provide a sharp shock to physical retail,” Coresight researchers write. “As stores shutter and consumers avoid public places, we expect shopper traffic to discretionary store formats to slow to a trickle, even if there is not a total lockdown.”

Retailers that sell discretionary goods, like apparel and department stores, will be hit particularly hard, according to Coresight. Home goods, electronics and appliance retailers are also likely to be significantly impacted. Meanwhile, retailers selling essentials should expect to see continued demand, including a boost in the short run.

Coresight also forecasts a potential spike in bankruptcies of already-grappling retailers.

“This crisis will push many failing retailers and malls over the edge,” says Neil Saunders, managing director at research firm GlobalData Retail. “It will be painful and terrible for those who lose jobs as a result. However, in the long term, this ‘clear out’ will be a good thing as it will allow the good retailers more room to grow and thrive.”

Saunders expects department and apparel stores to be the main losers, as both segments have too much space and many players that were not up to scratch even before the virus hit.

## Pandemic could change future buying habits

Coresight surveyed U.S. consumers in mid-March about the impact of the coronavirus pandemic on their behaviors. The findings suggest that U.S. consumers are worried about their jobs and incomes and are likely to “batten down the hatches for the long haul.”

Shopping centers/malls are currently the third most-avoided location among survey respondents, but jump to first place in the event the outbreak worsens. Seventy-two percent said they would avoid shopping malls in such a case, and about 64 percent said they would avoid all shops more broadly. Nearly half expect to retain these new behaviors after the outbreak ends.

## Online retail may be the winner

Two-thirds of those surveyed by Coresight said they plan to shop online more as the pandemic continues. More than one-third plan to shop more online and less in stores over the long term after going through this unprecedented crisis.

“Ultimately, e-commerce will be a net beneficiary as the crisis is pushing more people to shop online and some will likely keep buying online at elevated levels once shops reopen,” Saunders notes. “This is especially true for groceries.”

This will likely have an impact on real estate as it may reduce the net demand for space, and retailers may accelerate their reviews of the type of stores they need, Saunders notes.

However, it is not certain these online shopping habits will stick, according to Lauren Leach, director of real estate advisory services at Birmingham, Mich.-based consulting and advisory firm Conway MacKenzie.

“I think people will eventually go back to their same shopping patterns, once this is over with, in theory, and everybody goes back to work, schools re-open, the doctors re-open, public parks re-open. Everybody is going to go back to their traditional behaviors,” Leach says.

Furthermore, after being cooped up in their homes for one, two, three months—or however long this lasts—people are likely going to be very anxious to get back to their normal routines, she adds.

### **Consumers tightening purse strings**

While panicked consumers stock up on food/necessities, Coresight found they are not spending as much on “non-essentials” like apparel and footwear.

“Consumers are retrenching as the crisis unfolds mainly because confidence is tumbling,” Saunders says. “Much as we saw after 2008, consumers are likely to remain frugal for some time and are likely to be cautious about spending too much. Over the past five years or so, most shoppers have been happy to spend a bit beyond their means.”

This has left them with little financial buffer and many are now very exposed, Saunders notes. “I think attitudes will change and consumers will be much more careful with money over 2020 and 2021.”

### **Pandemic is ‘hastening trends’**

These events are “hastening trends” that we thought would play out over the next five to 10 years, notes Elias Wein. “We’re accelerating our move to e-commerce, home delivery and BOPIS (buy online pick-up in store),” she notes.

Traditional retailers that have been struggling to adapt to changing consumer behaviors for years or decades may be out of time. “We’ll see bankruptcies from retailers that didn’t protect their balance sheet as they should have,” Elias Wein says.

Her advice today is the same as it was a month ago: bet on retailers that have a long-term view of capital allocation and adapt with the customer. The idea that Walmart, Target, Kroger and Publix are attractive shouldn’t be a surprise to anyone, she notes. “Needs-based retailers will always have a place in the economy, but bet on the companies that are well-capitalized to weather all cycles.”

Every retail sector has been hit one way or another and no one is safe in this environment, she says.

“If a landlord were to say, ‘Because of the coronavirus, I’m skeptical about leasing to a certain product type,’ it would be everyone,” Leach says.

However, she does anticipate changes to the sector, including fewer retailers. “Every retailer and restaurant group is in crisis mode today. By the time we emerge from this and get back to normal, if that’s what you want to call it, so few of the retailers are going to be able to survive having zero or

close to zero revenue for 30, 60, 90 days or even longer. Most retailers just don't have the liquidity to do that."

People will likely eventually go back to their shopping routines, but there will be fewer retailers in each category, including restaurants, gyms and fashion.

In addition, many mom-and-pop businesses will not survive this, Leach says. These retailers, who rely on foot traffic and do not have a strong online presence—especially when it comes to fashion apparel and footwear—are really going to struggle, she notes.

It does not matter how good of a businessperson you are, to "not have revenue for X number of months is catastrophic," Leach adds.

<https://www.nreionline.com/retail/what-retailers-will-be-left-standing-after-coronavirus-pandemic-ends>

- 1) Explain the word "shakeout" (subtitle)
- 2) Find in the text a synonym for "lockdown"
- 3) What is "curbside pickup"? Explain and translate into French.
- 4) According to analyst Elias Wein, will things go back to normal immediately after the end of the lockdown?
- 5) What is the situation for employment in retail?
- 6) What are "discretionary stores"? Why are they more impacted?
- 7) According to Neil Saunders, what will be the positive consequences of the numerous bankruptcies in the retail sector?
- 8) What are the expected changes in the future buying habits?
- 9) Do you think these predictions have come true?

### **III – Match the types of shops with their goods/services. Translate the shop names into French**

- |                           |                            |                    |                   |              |
|---------------------------|----------------------------|--------------------|-------------------|--------------|
| 1. department store       | 2. supermarket             | 3. Grocer          | 4. Greengrocer    |              |
| 5. Butcher                | 6. Baker                   | 7. Fishmonger      | 8. Chemist        | 9. Newsagent |
| 10. Stationer             | 11. Optician               | 12. DIY store      | 13. hardware shop |              |
| 14. delicatessen (deli)   | 15. Bookshop               | 16. Petshop        | 17. tea shop      |              |
| 18. petrol station        | 19. hairdresser   barber   | 20. shoe shop      |                   |              |
| 21. Clothes shop          | 22. shopping centre   mall | 23. Market         | 24. flea market   |              |
| 25. flower shop   florist | 26. music shop             | 27. jewellery shop | 28. toy shop      |              |
| 29. travel agent          |                            |                    |                   |              |

- a) a large shop that sells many different things in different sections
- b) sells fresh meat
- c) sells fresh fish
- d) sells food (cooked meat, cheese, wine, ...) from other countries
- e) a shop that sells food
- f) sells glasses / contact lenses
- g) a large shop that sells mostly food and household items

- h) sells fresh fruit and vegetables
- i) sells fresh bread and cakes
- j) sells things for home improvement
- k) sells medicines and toiletries
- l) sells paper goods
- m) sells newspapers and magazines
- n) sells hard goods, such as nails and screws
- o) sells books
- p) like a cafe, but sells tea and cakes
- q) sells pets and pet food
- r) traders have stalls that sell fruit and vegetables, clothes, household items and so on
- s) sells petrol, car products and sometimes food
- t) a shop where you can get a haircut or a shave
- u) a shop where they arrange and sell flowers
- v) sells shoes
- w) sells clothes
- x) sells CDs, records or musical instruments
- y) a large building with a lot of shops, restaurants, and sometimes a cinema
- z) a shop where people can plan holidays and make travel arrangements
- aa) a group of stalls selling old furniture or clothes
- ab) a shop where you can buy rings, bracelets, necklaces etc.
- ac) sells all kinds of toys



## PRICE

### I – Match the definitions with the expressions provided

**Payment Period - Product/Services Bundles - Price Flexibility - Volume Discounts – Allowance**

**Trade Discounts - Credit Terms - Seasonal Allowances**

- 1) This is the length of time before you receive the payment.
- 2) You give part of the advertised price to the retailer in return for promotional activities like in-store display that features your product.
- 3) You lower the price of certain products ordered during low sale seasons to attract customers to buy during non-peak times.
- 4) You put in similar or dissimilar products together and sell them as a package at a discounted price
- 5) You give price discounts as payments to your distribution channels for doing tasks like shelf stocking and warehousing.
- 6) You let the reseller or the sales person modify the price according to an agreed range.
- 7) You give discounts to the buyers who buy a large quantity.
- 8) You allow consumers to pay for your products at a later date.

### II – Read the text and answer the questions

**Shrinking sweets? 'You're not imagining it,' ONS tells shoppers**

***Detailed analysis of 'shrinkflation' confirms some of the UK's favourite treats really are getting smaller***

For all those shoppers who feel chocolate bars, cartons of drink, toilet rolls and countless other products have been getting smaller, now comes official confirmation. A grand total of 2,529 products tracked by the Office for National Statistics have decreased in size over the past five years.

In an analysis of the phenomenon known as “shrinkflation”, the ONS explored whether these dwindling portions are making life more expensive. The theory goes: if a chocolate bar gets smaller but the price stays the same, that is a form of inflation because you are paying more for each bite.

The issue has regularly made headlines over the last year following the decline in the value of the pound after the Brexit vote. Food manufacturers have blamed the slump in sterling for increasing the price of imported ingredients and looked for ways to recover their extra costs.

Toblerone, owned by Mondelez, spaced out its signature triangles so that there was less chocolate in each bar. Mars has shrunk its sharing bags of Maltesers by 15%. Doritos have downsized from 200g a packet to 180g, Peperamis have lost 2.5g and are now 22.5g and a big box of Coco Pops has been reduced from 800g to 720g.

Of the total number of products that have got smaller, 2,006 were food items. Items that particularly stood out as having shrunk over recent years were bags of sweets, soft drinks, disposable nappies and toilet rolls.

Only 614 products increased in size, including crisps and hand-rolling tobacco, following a change in the law requiring pouches to contain a minimum of 30g of tobacco.

The ONS assures the public it catches this form of inflation because its hundreds of price collectors around the country always check the size of an item as well as the price when they are gathering information for each month's inflation figures.

Using its data, the ONS has now summed up recent size changes, highlighting food as particularly prone to shrinkage. But it is only in the very sweetest sub-category of "sugar, jam, syrups, chocolate and confectionery" that downsizing is having a noticeable effect on the official inflation figures.

James Brown, a partner at the firm Simon-Kucher, which advises companies on pricing strategies, said the downsizing made sense. "You don't say: 'I want to consume 120g of chocolate.' We say: 'I want a chocolate bar that costs 75p or less'," he said.

"Shrinkflation is actually quite a successful tactic because a lot of shoppers are more sensitive to a price change than to a weight change."

With manufacturers facing higher costs for energy, ingredients, transport and packaging costs, he predicted more shrinkflation to come.

Summing up its findings, the ONS said: "No, you're not imagining it – some of your favourite sweets really are shrinking. In November 2016, Toblerone chocolate bars reduced in size by about 10%, provoking outrage online. And Maltesers, M&Ms and Minstrels have gone the same way.

"But it's not just chocolate bars. Over the last few years, journalists have found examples of loo roll, coffee, fruit juice, sausages, beer and chips getting smaller without getting any cheaper."

<https://www.theguardian.com/business/2017/jul/24/sweets-are-shrinking-youre-not-imagining-it-ons-tells-shoppers>

- 1) Many products have decreased in size recently. Right – Wrong Justify.
- 2) What is "shrinkflation"?
- 3) What did Toblerone do instead of increasing its prices?
- 4) Give two other examples.
- 5) Are there counterexamples?
- 6) Why is shrinkflation so successful?
- 7) Have you heard of other examples recently?

**III - Listed below are a series of pricing strategies/policies. Place them onto the correct section of the matrix.**

- Holiday Inns try to fill hotels during winter weekends.
- Burger King introduces a new range of value meals.
- Nokia launch a new videophone.
- Wall-Mart launch a new range of own-label soups.
- Cunard launch two new cruise ships.
- A cable TV provider moves into a new area and needs to achieve a market share.



## **PROMOTION**

### **I - The language of advertising**

Language has a powerful influence over people and their behaviour. This is especially true in the fields of marketing and advertising. The choice of language to convey specific messages with the intention of influencing people is vitally important.

Visual content and design in advertising have a very great impact on the consumer, but it is language that helps people to identify a product and remember it.

The English language is known for its extensive vocabulary. Where many other languages have only one or two words which carry a particular meaning, English may have five or six.

Moreover, the meanings of these five or six words may differ very slightly and in a very subtle way. It is important to understand the connotation of a word. Connotation is the feeling or ideas that are suggested by a word, rather than the actual meaning of the word. Armchair, for example, suggests comfort, whereas chair arouses no particular feelings.

The target audience, of course, also puts its own meaning into certain words. Different people sometimes interpret language in different ways.

Both the mass media, when reporting news items, and marketing and advertising personnel have to consider the emotive power of the words they use. First, they make a decision about what to communicate and what to withhold.

One way in which advertisers adapt language to their own use is to take compound words and use them as adjectives. These compounds often later become widely used in normal situations. Examples of these compounds which have become part of the English language are: top-quality, economy-size, chocolate-flavoured, feather-light and longer-lasting.

The language of advertising is, of course, normally very positive and emphasizes why one product stands out in comparison with another. Advertising language may not always be "correct" language in the normal sense. For example, comparatives are often used when no real comparison is made. An advertisement for a detergent may say "It gets clothes whiter", but whiter than what?

A study of vocabulary used in advertising listed the most common adjectives and verbs in order of frequency. They are:

#### Adjectives

1 new	2 good/better/best	3 free	4 fresh	5 delicious	6 full
7 sure	8 clean	9 wonderful	10 special	11 crisp	12 fine
13 big	14 great	15 real	16 easy	17 bright	18 extra
19 safe	20 rich				

#### Verbs

1. make	2. Get	3. Give	4. have	5. See	6. Buy
7. come	8. Go	9. know	10. keep	11. Look	12. Need
13. love	14. Use	15. Feel	16. like	17. Choose	18. Take
19. start	20. taste				

Good and new were over twice as popular as any other adjective.

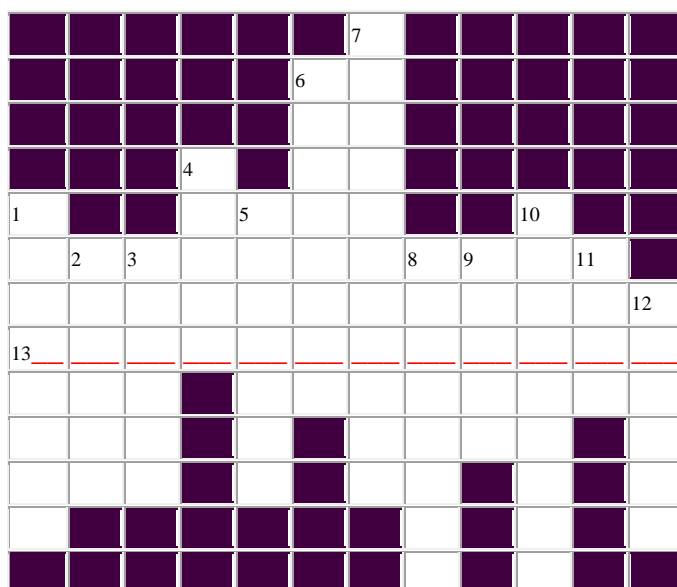
### Activity 1:

Find the French equivalent for each of the above- mentioned words

### Activity 2:

- Find a word in the text which means an especially strong or powerful influence or effect.
- Find a word in the text which means delicate, not easy to notice.
- Can you think of any products which could be described as economy-sized?
- Can you think of any other compound adjectives that could be used in advertising?
- Look at number 11 on the list of adjectives. What kind of products could be described as crisp?

**II - Read the clues and write the words *downwards* in the puzzle. What are the two hidden words which go across the middle of the puzzle to make number 13? These words (7 and 5 letters) describe a set of different goods produced by a company.**



- The ..... to the new product has been very good.
- The market which the company hopes to attract is called the ..... market.
- A company's market can have a high or low ..... rate.

4. A class of goods which is the product of a particular company or producer ("What is your favourite ..... of cigarette?")
5. .... buying is the purchasing of goods that one does not really want.
6. Market ..... is a detailed study to find out what kinds of goods consumers want.
7. .... is the extent to which a company gains a share of the market.
8. Most companies have a marketing ..... which is a plan to decide how the marketing will be carried out.
9. A ..... market is one in which goods are easily sold.
10. This is an arrangement by which a monopoly producer gives a trader the right to sell goods in a particular area.
11. This is a sign, representing a company name which is often used as a trade mark.
12. This is **part** of the market.

### **III - Choose the best word to complete the sentences:**

1. More and more companies are \_\_\_\_\_ ( = accepting/doing) email marketing, although it's still considered a less sophisticated way to market a product or service.

Embracing                      embarrassing                      making

2. We have to work on our brand name \_\_\_\_\_. 55% of consumers have never even heard of us!

Aware                      awareness                      clarity

3. Our marketing software will help you track \_\_\_\_\_ results correctly.

Campaign                      champagne                      camp

4. We want our image in the \_\_\_\_\_ to be strong, positive, and compelling.

Marketing                      marketplace                      market

5. Brand-\_\_\_\_\_ occurs more often when there are big differences between brands.

Changing                      swapping                      switching

6. It is important to create ads that will \_\_\_\_\_. ( = be different)

stand up                      stand forward                      stand out

7. We hope to increase our \_\_\_\_\_ ( = our percentage of sales on the market) to 20 percent within 3-4 years.

market share                      market sharing                      market value

8. Buying \_\_\_\_\_ ( = the rate at which customers buy something) is lower for office furniture than for office supplies

Level                                      frequency                                      ability

9. A \_\_\_\_\_ found that price was the most important consideration when buying a cell phone.

customer report                      consumer science                      consumer research study

10. In the next six months, we have to \_\_\_\_\_ to increase our brand's equity ( = worth).

take steps                      make steps                      do things

**IV - Match the word with the definition:**

- |                     |                     |
|---------------------|---------------------|
| a - commercial (n.) | f - slogan          |
| b – billboard       | g - press release   |
| c – complimentary   | h - features        |
| d – campaign        | i - publicity       |
| e – readership      | j - brand awareness |

1. memorable motto or phrase -->
2. a large, square sign used to post advertisements -->
3. a statement (about a product) released to the news media -->
4. an advertisement on TV, the radio, etc. -->
5. the attempt to manage how a public sees a product -->
6. the number of people that read a particular newspaper, magazine, etc. -->
7. a plan of action (to promote a product) -->
8. a measure of how popular a brand is (how many people know it, etc.) -->
9. special characteristics, qualities -->
10. free -->

**V - Match the word with the definition:**

a - target audience	f - poster (n.)
b - pioneer (n.)	g - misprint (n.)
c - eye-catching	h - brand management
d - jingle (n.)	i - generic brand
e - brand image	j - copy (n.)

1. a plainly labeled, unadvertised product -->
2. a person who does something, or thinks of something before anyone else -->
3. the people that a book, movie, or radio/TV program wants to reach -->
4. a large piece of paper, usually hung on walls to promote a product, event, etc. -->
5. an error/mistake in printing -->
6. text to be used in an advertisement -->
7. how someone sees, perceives a particular brand -->
8. the art of creating and maintaining a brand -->
9. something that grabs one's attention -->
10. a catchy tune/song used to sell a product -->



## TD 8

### **I – Complete the sentences (choose the best answer):**

1. For many companies, trade show marketing can be a \_\_\_\_\_.  
bad dream                  nightmare                  bad scene
2. One of the things you have to consider are the \_\_\_\_\_ for your space.  
rent fees                  payment fees                  rental fees
3. The trade show is tomorrow and the print shop hasn't finished printing our \_\_\_\_\_ yet!  
sales things                  sales materials                  selling materials
4. Our \_\_\_\_\_ production costs are low, since we're setting it up ourselves.  
booth                  box                  boot
5. I \_\_\_\_\_ five trade shows last year.  
attended                  went                  atoned
6. Stacks of business cards = \_\_\_\_\_ business cards  
A couple of                  No                  Lots of
7. A trade show isn't worth your time and effort if it doesn't produce good \_\_\_\_\_.  
leads                  loads                  experiences
8. One of the main reasons we're attending the trade show is to connect with \_\_\_\_\_.  
potential partners                  potential partnerships                  potent partners
9. Trade shows produce about 20 \_\_\_\_\_ of our annual leads.  
percentage                  percent                  average
10. Setting up a professional looking booth and presentation will help up to raise our \_\_\_\_\_.  
opinion                  look                  profile

### **II– Complete the sentences (choose the best answer):**

1. We're \_\_\_\_\_ a new version of our most popular product this fall.  
launching                  giving                  throwing out
2. We \_\_\_\_\_ about 200 new customers as a result of last year's trade show.

engendered                      generated                      endangered

3. A "qualified" lead is a potential customer that has \_\_\_\_\_.

expressed interest in your product/service                      not expressed interest in your product/service

received some kind of certification

4. A person who attends a trade show is called \_\_\_\_\_.

an attendant                      an attendee                      attentive

5. Make sure you \_\_\_\_\_ ( = put into categories) and prioritize all the leads that you generated at the show last week.

category                      make categories                      categorize

6. How are leads \_\_\_\_\_ in your company?

distribute                      spread                      distributed

7. Another word for trade show is \_\_\_\_\_.

convention                      trading show                      company show

8. The biggest industry trade show of the year \_\_\_\_\_ in Las Vegas from October 8-10.

takes part                      takes place                      takes time

9. Each booth space is about 10 feet \_\_\_\_\_.

width                      wider                      wide

10. All the top companies = All the \_\_\_\_\_

leading players                      leading plays                      good players

### **III - Read the following article and answer the questions (choose the best answer):**

Starbucks Corp reported better-than-expected quarterly profit but global sales at established coffee shops fell short of analysts' estimates due to weakness in Europe, sending its shares down five percent in after-hours trade on Thursday.

Sales from cafes open at least 13 months fell 1 percent in the Europe, the Middle East and Africa (EMEA) region during the latest quarter. Analysts polled by Consensus Metrix had expected a 2.2 percent rise in EMEA same-store sales.

Executives attributed the drop to weakness in Europe, which suffered its first decline in same-store sales since 2009.

Sales fell in Ireland and Germany during the fiscal second quarter and were up just slightly in France and the United Kingdom, Starbucks Chief Financial Officer Troy Alstead said.

Europe has been a weak spot for the world's biggest coffee chain. The region is grappling with debt woes and austerity measures and, earlier this week, Britain said its economy had fallen into its second recession since the financial crisis.

"The situation is very, very tough," Chief Executive Howard Schultz said of Europe's economy.

"We will turn the Europe business around in the same way we turned the U.S. business around," Schultz told analysts on a conference call.

1. What happened to Starbucks' shares after that their quarterly profits failed to meet analysts' estimates?

They rose by 5%.      They plunged by 5%.      they rose by 10%.

2. "Quarterly profits" refer to profits during how many months?

Three                      Four                      Six

3. According to the article, in which European countries did Starbucks' NOT see a slight increase in sales?

The United Kingdom      Ireland                      France

4. According to the article, \_\_\_\_\_ are/is to blame for Starbucks' woes in Europe.

Europe's financial troubles      European disdain for American coffee  
the availability of many other good cafes

5. Has Starbucks always struggled in Europe?

No                      The article doesn't specify.                      Yes

#### **IV -The new shape of shopping**

*Marketing is facing new challenges in the retail area.*

Shopping in the UK had its golden age in the 1980's. There was buoyant consumer confidence, new technological products, such as CD's, stimulated demand, and edge-of-town developments boomed. However, the new retail environment is much more complex, competitive and uncertain. New strategies will be vital for survival.

#### *Changing demographics*

The "grey market" will double by 2020. The over-60's will be richer and have more leisure. However, it is not easy to predict their shopping habits. Just what product mix will match them? How far will the over-60's take on board new technologies and attitudes.

There has been much talk of the emergent "green consumer". Yet it is the falling demographic sectors who shop most greenly - the young.

### *Micro-marketing*

Reflecting the uncertain and fragmented nature of the future retail landscape, marketing has had to become increasingly complex and "micro". Time and effort is going into targeting niche markets. Markets are being analysed not only in terms of class or area but according to minute differentiations in tastes, lifestyles and attitudes.

### *Saturation*

The markets opened up by out-of-centre supermarkets are becoming saturated. One response has been a move downmarket into deep discount supermarkets. Some experts predict a growth of teleshopping helped by the spread in cable networks. One spin-off of teleshopping, incidentally, will be a rise in specifically targeted advertising via such networks. Instead of broadcasting adverts to the old "admass", the new buzz word is "narrowcasting".

### *Internationalisation*

Retailing will become more international. In the UK the pioneers in deep discounting were continentals such as Aldi and Netto. Recently, the Japanese have been buying big stores such as Simpson and Aquascutum. Many British now cross the channel to shop in France - the cross-channel spree has become a national institution.

In general, however, the British consumer may stay different from his neighbours on the continent. A recent survey of food retailers, for example, showed that while "lifestyle" and "environment" were important factors for continental consumers, "cheapness" and "safety" remained the Anglo-Saxon priorities.

**When you read an article, you can often guess the words you do not know from the context.**

**a) Find words or expressions in the above article which have the following meanings:**

- |  |  |
|--|--|
| a. flourishing                             | b. accept  |
| c. very small                              | d. purchasing goods shown on television for immediate sale |
| e. highly fashionable and immediate slogan |  |

**b) Explain in your own words what micromarketing is.**

**c) Explain what a 'move downmarket' is.**

## **V -QUESTIONS YOU CAN ASK TO HELP YOU DEFINE YOUR MARKETING MIX**

### **CLASSIFY THEM INTO THE 4 Ps (PRODUCT, PRICE, PLACE, PROMOTION)**

What is the value of the product or service to the buyer?

What is the product to be called?

How is the product differentiated versus your competitors?

What discounts should be offered to trade customers?

What/who is the target?

When is the best time to promote?

How and where will the customer use the product?

Do you need to use a sales force?

What size(s), color(s), should the product be?

Are there established price points for products or services in this area?

Will you reach your audience by advertising in the press, or on TV, or radio, or on billboards?

What does the customer want from the product?

What features does it have to meet these needs?

Where do buyers look for your product or service?

If they look in a store, what kind?

Is the customer price sensitive?

What does the product look like?

How can you access the right distribution channels?

How is the product branded?

How will your price compare with your competitors?

Where and when can you get across your marketing messages to your target market?

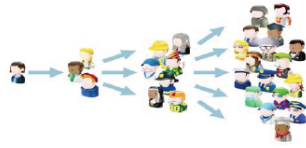
What do your competitors do, and how can you learn from that and/or differentiate?

How do your competitors do their promotions? And how does that influence your choice of promotional activity?

**I – COMPLETE THE FOLLOWING DOCUMENT**

eslflow.com

Elements of advertising vocabulary



13 \_\_\_\_\_



12 \_\_\_\_\_



11 \_\_\_\_\_



10 \_\_\_\_\_



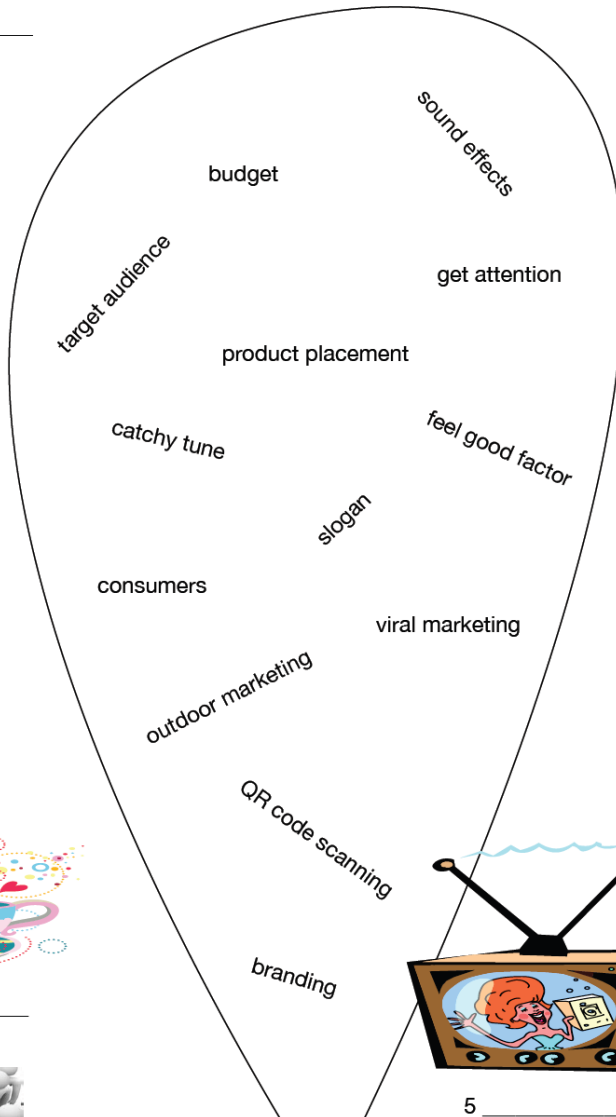
9 \_\_\_\_\_



8 \_\_\_\_\_



7 \_\_\_\_\_



1 \_\_\_\_\_



2 \_\_\_\_\_



3 \_\_\_\_\_



4 \_\_\_\_\_



5 \_\_\_\_\_



6 \_\_\_\_\_

# UK shoppers urged to shun Amazon Prime Day to support small businesses

## **Campaigners ask consumers to consider plight of retailers struggling due to Covid**

*Miles Brignall 13 Oct 2020*

Campaign groups and small business representatives have called on consumers to shun this week's Amazon Prime extravaganza and support small retailers instead.

On Tuesday and Wednesday the tech giant will host its annual Prime Day event, with thousands of tempting bargains – many at up to half price.

However, campaigners are calling on consumers to consider the plight of local businesses that were already struggling to compete with Amazon ahead of lockdown.

Ethical Consumer, which has long campaigned to persuade shoppers to boycott Amazon on the basis that it aggressively avoids paying taxes, has urged online shoppers to stop, pause and “think of the cost to vital public services before they click to check out”.

Meanwhile, the British Independent Retailers Association (Bira) has asked consumers to consider the small retailers who need their support “more than ever” if their local high street is not going to become a boarded-up wasteland.

Amazon Prime Day started in 2015 as a flash sale of mostly technology products and normally happens in July.

It has grown rapidly, and last year's Prime Day was the largest shopping event in the company's history as it sold more than 100,000 laptops, 200,000 televisions and more than 1m toys.

To take advantage of the offers, customers need to be Prime members, which costs £79 a year.

Tim Hunt, director at Ethical Consumer, said there were a host of reasons why consumers should take their business elsewhere.

“Aside from tax avoidance, Amazon has a dubious track record on many issues including workers' rights and the environment. We urge consumers to think about whether they really need to make that purchase on Amazon Prime Day and instead how they can use their money in way that benefits society and the environment.

“There are a number of more ethical big name brands that pay a fairer rate of tax including Richer Sounds and Lush cosmetics (both of whom have been awarded the Fair Tax Mark), we call on those consumers who need to make purchases to seek out more ethical companies such as these.”

Andrew Goodacre, Bira’s chief executive, said almost a quarter of independent retailers failed to reopen after the lockdown, with many others under severe strain.

“Despite the lure of the internet, nothing can beat the positive experience of buying from a local independent retailer knowing that money spent in a local shop will in turn be spent in the local economy. Independent retailers are part of the community and need the support of shoppers now more than ever,” he said.

Meryl Halls, who runs the Bookseller Association, said the pandemic’s impact on high streets had been “catastrophic” for some, and was a continuing challenge for all retailers, including bookshops.

“It is crucial that consumers shop local to ensure the future of the retail sector this Christmas,” she said. “There are now even more ways to shop from local bookshops: booksellers have developed websites, and adapted to offer ordering by phone, email and online, with home delivery often an option. We are actively encouraging book lovers to start their Christmas shopping early to spread out demand. Shopping locally and early will help secure jobs and support a thriving community high street.”

During lockdown it emerged Amazon shoppers had been spending almost £9,000 a second on its products and services.

An Amazon spokesman said this year’s Prime Day would see its “biggest small business promotion ever”.

“We are investing heavily in creating jobs and infrastructure across the UK – more than £23bn since 2010. The UK has now become one of Amazon’s largest global hubs for talent and this year we announced plans to create 10,000 new jobs in the country by the end of 2020, taking our total workforce to over 40,000. This continued investment helped contribute to a total tax contribution of £1.1bn during 2019 – £293m in direct taxes and £854m in indirect taxes.”

<https://www.theguardian.com/technology/2020/oct/13/uk-shoppers-urged-to-shun-amazon-prime-day-to-support-small-businesses>

- 1) What is the campaign about?
- 2) Explain the sentence “if their local high street is not going to become a boarded-up wasteland.”
- 3) What are the arguments of the campaigners?
- 4) What are the advantages of shopping at a retail shop instead of on the internet, according to the British Independent Retailers Association?
- 5) How did Amazon defend itself against the campaign?



- 6) Do you prefer shopping online or offline? Explain.
- 7) Do you understand this campaign? Explain.

### **III– READ THE TEXT AND ANSWER THE QUESTIONS**

## **Doggie spa days and advent calendars fuel festive sales boom for Pets at Home**

**Retailer says surge in pandemic pet ownership spurs forecast of best-ever Christmas**

**Sarah Butler** Tue 23 Nov 2021 14.08 GMT

Pets at Home is expecting its biggest ever Christmas, with a surge in sales of dog spa days and advent calendars, as it launches a Deliveroo-style quick delivery service to meet rising demand from new owners.

Sales at the retailer rose by 18% to almost £678m in the six months to 7 October, helping to boost profits by 81% to £70.6m for the period. The company said it now anticipated making full-year profits at the top end of expectations as pet ownership, which rose during the Covid pandemic, continued to grow at levels stronger than predicted.

The group has already sold 130,000 dog advent calendars, up by almost a fifth on last year, as well as 19,000 pet Santa hats. About 30,000 dogs are expected to be booked in for a grooming session before Christmas, with the vast majority of those spots already booked.

Peter Pritchard, the chief executive, said: “Without question the biggest driver is change in people’s working practices towards working from home. [Being away from home] was always the biggest barrier to dog ownership and now many people are working three days a week in the office, if that.”

He said the biggest growth in pet ownership was among people in their 20s and 30s who were typically getting a dog or cat as a step towards having a family. He said the trend had been encouraged by more workplaces and social settings, such as shops and pubs, now accepting pets. “There has been a fundamental shift, driven by Covid,” he said.

The company now predicts it will make annual sales of £2.3bn over the medium term, up from £1.4bn last year.

Pritchard said the market was expected to grow by up to 5% a year, up from between 3% and 4% in the past, with the number of people signing up to its pet care plan increasing 45% and its puppy and kitten club membership doubling year on year.

Last week the company began offering fast-track delivery of pet food and other products from 35 stores, and it is expected to extend the service across the country in the next two years.

Pritchard said the service was intended to “out-convenience Amazon” as the group used its store presence to get items to buyers more quickly.

With millions more pet owners and a trend towards humanisation of animals – through special food, clothing and gifts – Pets at Home is predicting its best ever Christmas sales.

Pritchard said Pets at Home was not immune to widespread supply chain problems but had been somewhat insulated as it bought 80% of its products in the UK and directly employed its own HGV drivers.

He said the company's products had a long shelf-life and so items for Christmas had arrived in its warehouses in June ready for the peak selling season. He said the group had not suffered from a shortage of vets any more than in prior years as its practices were run by owner-managers who typically stayed with Pets at Home for 20 years.

"We are not anticipating any major issues," he said.

<https://www.theguardian.com/business/2021/nov/23/doggie-spa-days-and-advent-calendars-fuel-festive-sales-boom-for-pets-at-home>

- 1) What kind of company is Pets at Home?
- 2) What are their most popular products at the moment?
- 3) Will the 2021 festive season be successful 2021 for Pets at Home?
- 4) Why?
- 5) How can we explain this evolution?
- 6) Explain the following sentence: " the service was intended to "out-convenience Amazon""
- 7) Explain what supply chain problems are and why they are particularly accute in Britain at the moment. How does Pets at Home deal with them?
- 8) What are HGV drivers?

**I– READ THE TEXT AND ANSWER THE QUESTIONS**

## **Watchdog overturns ban on advert of Land Rover in forest**

### **Activists say ad could encourage driving in ecologically sensitive areas and accuse ASA of bias**

**Mark Sweney** Wed 24 Nov 2021 00.01 GMT

Environmental campaigners have accused the UK advertising watchdog of bias for overturning a draft ruling that banned adverts for a mud-splattered Land Rover Defender off-roader after previously saying it encouraged “socially irresponsible” driving that could “cause damage to vulnerable habitats”.

The national newspaper ad featured a Defender in a forest with the headline “Life is so much better without restrictions”. Text accompanying the ad said the 4x4 had the “capacity to go almost anywhere and do anything. If you take one for an extended test drive ... a whole new world of freedom awaits”.

The Advertising Standards Authority received 96 complaints, including from several environmental campaigning groups, that the ad was socially irresponsible for encouraging and condoning behaviour that could destroy ecologically sensitive environments, and was detrimental to the environment.

Jaguar Land Rover, the Indian-owned carmaker that builds the Defender in Slovakia, said the vehicle was depicted on an established track in a forest and was focused on increased freedom after the relaxation of Covid-19 restrictions, not irresponsible driving behaviour.

In the draft recommendation shared with complainants, the ASA, which in September said that it was going to crack down on marketing that encouraged environmentally irresponsible behaviour, ruled the ad should be banned.

“The overall impression of the ad suggested that the vehicle could be driven without any restrictions, including in ecologically sensitive and off-road environments such as forests, where in doing so it would be likely to cause damage to vulnerable habitats and vegetation,” the ASA said.

“We considered that the ad encouraged and condoned the use of a vehicle in a way that was detrimental to ecologically sensitive environments, and was therefore socially irresponsible.”



The national newspaper ad in full

However, final sign-off on a ruling is given by the 12-member ASA council, eight of whom are deemed “independent” of the media industry. The council decides whether or not ads have broken the advertising rules.

Its final ruling, published on Wednesday, reversed the draft recommendation and cleared the ad of breaking any UK advertising rules, saying that advertisers should “take care” when depicting vehicles in ecologically sensitive environments such as forests.

It added that untarmacked roads such as the one depicted in the ad were common in many rural areas, and 4x4 vehicles could be “vital in those communities”. “We therefore considered that the vehicle depicted in the ad was not being used irresponsibly ... and that the ad was not socially irresponsible,” the ASA concluded. “No further action necessary”.

Robbie Gillett, from the Adfree Cities campaign, who lodged a complaint about the ad, said: “The ASA council has made an overly narrow assessment of this Land Rover advert and failed to see it in a wider picture of a worsening climate crisis, rising urban ownership of SUVs and lethal increases in air pollution.

The watchdog said that the ASA council determined that the claims in the ad were about Covid-19 restrictions, not the environment. “The council are independent, making sure our rulings are impartial,” a spokesperson said. “They determined that consumers would understand ‘Life is so much better without restrictions’ as a slogan to refer to Covid-19

lockdown restrictions, rather than the environment. They also determined that ... it was not clear that the vehicle was definitely driving off-road, illegally or irresponsibly.”

In a separate ruling, the ASA banned an in-app ad for a mobile game called Gold and Goblins that “trivialised and condoned the serious and sensitive subject of domestic violence”. The ad included a video of a woman playing a game on her mobile phone, while behind her a man picked up a chair and drew it back over his head as if to strike her with it.

<https://www.theguardian.com/media/2021/nov/24/watchdog-overturms-ban-on-advert-of-land-rover-in-forest>

- 1) What is a watchdog? What is it a metaphor for here?
- 2) What is a draft ruling?
- 3) According to the ASA, what were the reasons for the draft ruling?
- 4) Was the ad finally banned? Why not?
- 5) What do you think of this ad?

## II– READ THE TEXT AND ANSWER THE QUESTIONS

### **The sudden, uncomfy fall of the biggest pandemic fashion trend**

**Last year, we all thought we’d keep our sweatpants on as the world reopened – but now they seem destined for a mere supporting role**

**Kelli María Korducki** Thu 18 Nov 2021

Last year, many people got many things wrong about how the pandemic might change our lives. No, cities did not die; yes, people still blow out birthday candles and risk spreading their germs. But few 2020 forecasts missed their mark so spectacularly as the oft-repeated claim that, as the world reopened, we’d return to it in sweatpants.

If any single event crystallizes this misfire, it’s last month’s announcement that the direct-to-consumer loungewear brand Entireworld was going out of business. The company had been a breakout darling of 2020, its cheerfully hued cotton basics poised at the fortuitous intersection of “cute enough for Zoom” and “cosy enough to work, sleep, and recreate from bed in, for the bulk of a calendar year”. News outlets, meanwhile, pointed to Entireworld’s astonishing 662% increase in sales last March not as a right-place, right-time one-off, but an indication of our collective sartorial destiny.

“[T]he sweat pant has supplanted the blue jean in the pants-wearing American imagination,” declared GQ last April. The New York Times Magazine followed suit a few months later with an Entireworld name-check in its August 2020 cover story, headlined “Sweatpants Forever”.

But it wasn't to be. Instead, as 2021 brought forth the world's reopening, I noticed a style sensibility that seemed to defy last year's housebound pragmatism. From Instagram to the streets of my New York City neighbourhood, the people were turning looks. Kooky looks, to be precise, from platform Crocs to strong-shouldered silhouettes. My online window-shopping exploits turned up scores of sundry garments, across brands, all in the same exuberant hue of 90s Day-Glo green. From sensible underpants to faux fur-trimmed tops, I subconsciously catalogued the colour labels assigned to each ("celery", "gross green", "slime").

This new, psychedelic palette seemed like a spiritual departure from Trump-era minimalism and its many shades of beige. Less dutiful, more winking.

Sweatpants seem destined for a mere supporting role.

Jessica Richards, a trend forecasting consultant based in New York City, agrees that the pandemic has changed the way we dress. "It's actually for the better," she says – and in more ways than one.

It's no coincidence that the styles of the Great Re-entry reflect a certain giddiness, says Dr Jaehee Jung, a University of Delaware fashion studies professor who researches the psychology of fashion and consumer behaviour. "The fact that there are more opportunities to present ourselves to others makes us excited about the clothes we wear," Jung tells me.

"I'm definitely seeing people taking more risks, in terms of colour choices, prints and patterns, even shapes and silhouettes that they wouldn't have worn before," says Sydney Mintle, a fashion industry publicist in Seattle. "People are like, 'life is short, wear yellow.'"

Tamar Miller, CEO of the women's luxury footwear brand Bells & Becks, has seen this fashion risk-taking impulse first-hand in her company's recent sales. "My absolute, number-one, kind of off-the-charts shoe is one I did not expect," she says.

That shoe, per Miller's description, is a pointed-toe loafer in black-and-white snakeskin leather, topped by a prominent decorative tab with hardware detailing. It's a bold choice, and one that affirms the demographic breadth of the desire to make a statement. Miller's target customers are not members of Gen Z, but rather their parents and grandparents.

Second-hand clothing – and its promise of luxe-for-less – has also found its time to shine.

2020 was a banner year for the online resale market. Digital consignment platforms like Depop, ThredUp, and Poshmark swelled with the sartorial discards of an estimated 52.6 million people in 2020, 36.2 million of whom were selling for the first time, according to a survey by ThredUp. A majority of millennial and Gen Z consumers indicated that they plan to spend more on second-hand apparel in the next five years than in any other retail category, a sentiment expressed by 42% of consumers overall.

It's a phenomenon that may also be contributing to the moment's ethos of mix-and-match experimentation. "Gone are the days of sleek, edited 'capsule wardrobes', and in their place are drawers overstuffed with vintage treasures sourced from Poshmark or

Depop,” writes Isabel Slone in a recent Harper’s Bazaar article headlined “How Gen Z Killed Basic Black”.

This doesn’t necessarily mean that fast fashion is on its way out. (“Some of those brands are doing big business, and the numbers don’t lie,” Mintle sighs.) But the boom reflects, and may have helped accelerate, a growing departure from trend-chasing and disposable, low-cost wares. You might even say that reflexive participation in fads is *so 2019* – not least because the US is struggling with supply chain bottlenecks as we enter the holiday season.

But our Roaring Twenties may be on the horizon. For 2022, Richards anticipates sparkle, novelty, “shoes that go ‘clunk’” and “really maximalist styling”. She didn’t mention sweatpants.

<https://www.theguardian.com/fashion/2021/nov/18/sweatpants-pandemic-favorite-slubby-trend-over>

- 1) According to the text, what trend initiated during the pandemic has come to an end? Why had it started in the first place?
- 2) What will be the consequences of the pandemic on the fashion word?
- 3) Explain the following expressions:
  - a mere supporting role
  - a right-place, right-time one-off
  - the Great Re-entry
  - Gen Z
  - fast fashion
  - the US is struggling with supply chain bottlenecks
  - Roaring Twenties