

Unit 16

headword	pronunciation	translation/notes	example sentence
action plan (n)	/ˈækʃən plæn/	Aktionsplan	Draw up an action plan and assign different tasks to different people.
adopt (v)	/əˈdɒpt/	(hier:) annehmen, umsetzen	The company offered a \$100 bonus to any member of staff whose suggestion was adopted .
advantage (n)	/ədˈvɑːntɪdʒ/	Vorteil	In a business like ours it is essential we protect our competitive advantage .
turn sth to your advantage	/tɜːn ɪsɑːmθɪŋ tə jər ədˈvɑːntɪdʒ/	etw. zu jds. Vorteil umkehren	If we can find out who the spy is, we could even turn the situation to our advantage .
airtime (n)	/ˈeətaɪm/	Sendezeit	The owner of a Mexican restaurant in San Francisco wanted to advertise on the local radio station but couldn't afford to pay for airtime .
alarmed (adj)	/əˈlɑːmd/	beunruhigt, alarmiert	The manager of a UK bank became alarmed at the number of stolen cheques being cashed.
alternative (adj)	/ɔːlˈtɜːnətɪv/	alternativ	We are considering several alternative products and have not yet reached a final decision.
alternatively (adv)	/ɔːlˈtɜːnətɪvli/	alternativ, ebenso	Alternatively , we could manufacture our own components. Our technical department say they can do it.
aspect (n)	/ˈæspekt/	Aspekt	There are three main aspects to the problem.

asset (n)	/ˈæset/	(hier:) Kapital, Vermögen	The Harley-Davidson chief was quick to realise that the company's greatest asset was its customers.
assign (v)	/əˈsaɪn/	zuweisen	Draw up an action plan and assign different tasks to different people.
authenticate (v)	/ɔːˈθentɪkət/	authentifizieren	A lot of time was wasted on electronic devices that could authenticate signatures.
balance (n) on balance	/ˈbæləns/	Gleichgewicht per Saldo, in der Gesamtbetrachtung	On balance , I think we should go with this idea.
bankrupt (adj) go bankrupt	/ˈbæŋkrʌpt/ /gəʊ ˈbæŋkrʌpt/	bankrott bankrottgehen	Our sole supplier is about to go bankrupt !
blue-collar (adj) (opposite = white-collar)	/bluːˈkɒlə/	Arbeiter, gewerblicher Arbeitnehmer	The Harley was no longer a young, blue-collar worker's bike.
bonus (n)	/ˈbəʊnəs/	Bonus	The first suggestion the company received was a joke really, but it won the \$100 bonus .
boost (v)	/buːst/	ankurbeln, steigern	A staff incentive scheme helped us to boost productivity.
brainstorm (v)	/ˈbreɪnstɔːm/	Ideen sammeln, ein Brainstorming machen	One American company regularly posts questions on a bulletin board and invites its staff to brainstorm suggestions.
brand (n)	/brænd/	Marke	Hennessy is one of the premium brands owned by food and drinks giant, Diageo.
brandstretch (v)	/ˈbrændstretʃ/	Markenausweitung	The Harley-Davidson has been brandstretched to include everything from cowboy hats to deodorant.
break sth down (phr v)	/breɪk ˌsʌmθɪŋ ˈdaʊn/	zerlegen, unterbrechen	First, define the basic problem and break it down into parts.

build sth up (phr v)	/bɪld ˌsʌmθɪŋ 'ʌp/	etw. aufbauen	The first thing Teerlink did was build up the Harley Owners' Club.
bulletin board (n)	/'bʊlətɪn bɔ:d/	Schwarzes Brett	One American company regularly posts questions on a bulletin board and invites its staff to brainstorm suggestions.
buy sth out (phr v)	/baɪ ˌsʌmθɪŋ 'aʊt/	etw. aufkaufen	We could buy the company out but it would mean taking on all their debts.
campaign (n)	/kæm'peɪn/	Kampagne	The Hennessy marketing department has dreamt up an ingenious campaign to influence people's choice of drinks.
carry (v) carry things further	/'kæri/ 'kæri θɪŋz ˌfɜ:ðə/	tragen die Dinge vorantreiben	I am afraid we are not in a position to carry things further at the moment.
cash (v)	/kæʃ/	(hier:) (Scheck) einlösen	The manager of a UK bank became alarmed at the number of stolen cheques being cash ed.
cashflow (n)	/'kæʃfləʊ/	Cashflow	If we offered it on a sale or return basis we'd create cashflow problems for ourselves.
challenge (n)	/'tʃæləndʒ/	Herausforderung	Try restating the problem as a challenge .
chance (n) take a chance	/'tʃɑ:ns/	Gelegenheit, Möglichkeit etw. wagen, es darauf an- kommen lassen	I really don't think we know enough about e-commerce to take the chance .
combination (n)	/kɒmbɪ'neɪʃən/	Kombination	Sometimes combinations provide the solutions to problems.
combine sth with sth (phr v)	/kəm'baɪn ˌsʌmθɪŋ wɪθ ˌsʌmθɪŋ/	etw. mit etw. verbinden	Yamaha hasn't yet worked out a way to combine motorbikes with musical instruments.

come up with sth (phr v)	/kʌm 'ʌp wɪθ ,sʌmθɪŋ/	mit etw. aufwarten, sich etw. einfallen lassen	The new Harley-Davidson CEO had to come up with a rescue plan - and fast!
committed (adj) (opposite = uncommitted)	/kə'mɪtəd/	engagiert	With Miyumi the job always comes first. She's totally committed .
common practice (n)	/ˌkɒmən 'præktɪs/	gang und gäbe sein, üblich sein	We could also encrypt our most confidential information. It's common practice in most companies these days.
compete with sb (phr v)	/kəm'pi:t wɪθ ,sʌmbədi/	in Wettbewerb/Konkurrenz treten, gegen jdn. antreten	Apple Computers don't attempt to compete with the big players but try to do something that other companies aren't doing.
competition (n)	/kɒmpə'tɪʃən/	Wettbewerb, Konkurrenz	Faced with strong competition from Japan, Harley was steadily losing market share.
the competition	/ðə kɒmpə'tɪʃən/	der Wettbewerb	This is a technology-driven business. If we don't continually upgrade our product, the competition will.
competitive (adj) (opposite = uncompetitive)	/kəm'petɪtɪv/	(hier:) konkurrenzfähig	Even with a 2% price rise, we'd still be very competitive . Eric always has to be the best at everything. He's extremely competitive .
competitor (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	We need to find out how we compare with our competitors .
component (n)	/kəm'pəʊnənt/	Teil, Komponente	Alternatively, we could manufacture our own components . Our technical department say they can do it.
confidential (adj)	/kɒnfɪ'denʃəl/	vertraulich	We already restrict access to important files, but we could encrypt confidential information as well.
connection (n)	/kə'nekʃən/	Verbindung	

make connections		Verbindungen herstellen	A more unusual way to solve problems is making connections . Burton brought together snow and surfboards to develop the modern snowboard.
consistent (adj) (opposite = consistent)	/kən'sɪstənt/	beständig, stimmig	Elena meets all her targets month after month. She's incredibly consistent .
consultancy (n)	/kən'sʌltənsi/	Beratung	One innovation consultancy has worked out that most people get their best ideas away from the office.
convenient (adj) (opposite = inconvenient)	/kən'vi:njənt/	passend, angenehm	Please let me know when would be a convenient time for us to talk.
conventional (adj) (opposite = unconventional)	/kən'venʃənəl/	herkömmlich, konventionell	Conventional advertising and point-of-sale promotions seemed to have little effect.
course (n) in due course	/kɔ:s/ /ɪn dju: 'cɔ:s/	Ablauf, Gang zu gegebener Zeit	We are considering several alternative products and have not yet reached a final decision. We will be in touch in due course .
cover (v) cover costs	/'kʌvə/ /'kʌvə 'kɒsts/	decken Kosten decken	If we don't cover our costs , we'll soon be running at a loss.
creative (adj) (opposite = uncreative)	/kri:'eɪtɪv/	kreativ	An executive who is having fun is likely to be more creative .
creativity (n)	/kri:'eɪtɪvəti/	Kreativität	Creativity is very important in problem-solving.
cross (v) cross in the post	/krɒs/ /'krɒs ɪn ðə 'pəʊst/	überqueren, -schneiden sich auf dem Postweg über-schneiden	Their letter of complaint crossed in the post with our letter of apology.
cycle (n)	/'saɪkəl/	Zyklus, Ablauf	In my opinion, our product development cycle is way too short.

date (n) to date, ...	/deɪt/	Datum bislang, bis jetzt/heute	To date , 50 people have become walking advertisements, with the name and logo of the restaurant tattooed on a visible part of their bodies!
debt (n)	/det/	Schulden	We could buy the company out but it would mean taking on all their debts .
decision (n) reach a decision	/dɪ'sɪʒən/ /rɪ:tʃ ə dɪ'sɪʒən/	Entscheidung zu einer Entscheidung kommen, eine Entscheidung fällen/treffen	We are considering several alternative products and have not yet reached a final decision
decline (n)	/dɪ'klaɪn/	Abfall, Rückgang	The Diageo marketing team needed to devise a truly original campaign if they were going to reverse a slow decline in sales.
define (v)	/dɪ'faɪn/	definieren, beschreiben	First, define the basic problem and break it down into parts.
delay (v)	/dɪ'leɪ/	aufschieben	Why don't we delay the new product launch to give us time to sell existing stock.
delivery (n) take delivery of sth	/dɪ'lɪvəri/ /teɪk dɪ'lɪvəri əv ˌsʌmθɪŋ/	Lieferung (eine Ware) abnehmen, entgegennehmen	Businessmen weren't in a hurry to take delivery of their bikes, as long as it was worth the wait.
demand (n) keep up with demand	/dɪ'mɑːnd/ /ki:p ˌʌp wɪθ dɪ'mɑːnd/	Nachfrage mit der Nachfrage mithalten, Schritt halten	We'll need to step up production to keep up with demand .
devise (v)	/dɪ'vaɪz/	entwerfen, erfinden, ausarbeiten	The Diageo marketing team needed to devise a truly original campaign if they were going to reverse a slow decline in sales.
dilemma (n)	/dɪ'lɛmə/	Dilemma	The owner of a Mexican restaurant in San Francisco faced a dilemma . She wanted to

direct mail (n)	/daɪˌrekt 'meɪl/	Direktwerbung, Direktversand	advertise on the local radio station but couldn't afford to pay for airtime. A company that makes industrial cleaners and sells them by direct mail had an obvious problem. How could they get such a boring product noticed?
discount (n)	/'dɪskaʊnt/	Rabatt, Ermäßigung, Nachlass	
at a discount	/æt ə 'dɪskaʊnt/	ermäßigt, rabattiert	We could sell off the old stock at a discount .
discount (v)	/'dɪskaʊnt/	einen Preis herabsetzen, einen Rabatt einräumen	If we'd discounted the old stock sooner, we might not be in this position now.
discovery (n)	/dɪs'kʌvəri/	Entdeckung	I can't wait to tell my friends about my new discovery .
disorganised (adj) (opposite = organised)	/dɪs'ɔːgənəɪzd/	unorganisiert, chaotisch	Richard's office looks like a bomb hit it - papers everywhere! He's totally disorganised .
dotcom (n)	/dɒt'kɒm/	Dotcom, Internetfirma	If we hadn't invested in dotcoms , we'd have saved ourselves a fortune!
draw sth up (phr v)	/'drɔː ɪˌsʌmθɪŋ ʌp/	entwerfen, aufstellen	Draw up an action plan and assign different tasks to different people.
dream sth up (phr v)	/'driːm ɪˌsʌmθɪŋ ʌp/	sich etw. ausdenken	The Hennessy marketing department has dreamt up an ingenious campaign to influence people's choice of drinks. They call it 'stealth marketing'.
-driven (adj)	/'drɪvən/	-getrieben	This is a technology- driven business. If we don't continually upgrade our product, the competition will.
earth (n)	/ɜːθ/	Erde	
what on earth ...?	/wɒt ɒn 'ɜːθ/	was um alles in der Welt ...?	What on earth are we going to do about all this unsold stock piling up in the warehouses?
e-commerce (n)	/iː'kɒmɜːs/	E-Commerce,	I really don't think we know enough about e-

		Internethandel	commerce to take the chance.
eliminate (v)	/ɪ'lɪmɪneɪt/	ausschließen, beseitigen	Let's review our ideas so far and eliminate impractical suggestions.
enclose (v)	/ɪn'kləʊz/	anhängen	I enclose a copy of our new product brochure.
encrypt (v)	/ɪn'krɪpt/	verschlüsseln	We already restrict access to important files, but we could also encrypt our most confidential information.
exclusivity (n)	/ɛksklu:'sɪvətɪ/	Exklusivität, Ausschließlichkeit	You may be able to create a new market where exclusivity is more important than sales volume.
executive (n)	/ɪg'zekjʊtɪv/	Führungskraft, Leitende/r	An executive who is having fun is likely to be more creative.
explore (v)	/ɪk'splɔː/	erkunden, erforschen	I would be interested in meeting you to explore the idea further.
extended (adj)	/ɪk'stendəd/	ausgeweitet, -gedehnt	By creating an extended family of Harley enthusiasts, Teerlink was able to work effectively on the emotions of his target market.
face (v)	/feɪs/	sich einer Sache gegenübersehen	The owner of a Mexican restaurant in San Francisco faced a dilemma. She wanted to advertise on the local radio station but couldn't afford to pay for airtime.
facility (n)	/fə'sɪləti/	(hier:) Anlage	Do you have any idea how long it would take to get an in-house production facility operational?
fault (n)	/fɔːlt/	Fehler, Defekt	We had to halt production completely until we'd found the fault .
feature (v)	/'fi:tʃə/	(hier:) in der Hauptrolle zeigen	The Harley-Davidson has featured in cult movies like <i>Easy Rider</i> .
file (n)	/faɪl/	(hier:) Akte, Unterlage	

keep sth on file	/ki:p ɪsʌmθɪŋ ɒn 'faɪl/	zur Akte nehmen, zu den Unterlagen nehmen	We are not in a position to proceed at the moment but we will keep your details on file .
forge (v)	/fɔ:ʒ/	(hier:) fälschen	The manager of a UK bank became alarmed at the number of stolen cheques being cashed. Signatures were simply too easy to forge .
fortune (n) save a fortune	/'fɔ:tju:n/ /sɛɪv ə 'fɔ:tju:n/	Vermögen ein Vermögen sparen	If we hadn't invested in dotcoms, we'd have saved ourselves a fortune!
giant (n)	/'dʒaɪənt/	Riese	Hennessy is one of the premium brands owned by food and drinks giant , Diageo.
go with sth (phr v)	/gəʊ 'wɪθ ɪsʌmθɪŋ/	einer Sache folgen	On balance, I think we should go with this idea.
halt (v)	/hɔ:lt/	anhalten, stoppen	We had to halt production completely until we'd found the fault.
hand (n) give sb a hand	/hænd/ /gɪv ɪsʌmbədi ə 'hænd/	Hand jdm. helfen, behilflich sein	Max is always there to give people a hand when they need it. He's very supportive.
hotline (n)	/'hɒtlaɪn/	Hotline	The hotline was changed to 800-HOT-HOGS and the company address to 1 Pork Avenue.
hype (n)	/haɪp/	Publicity, Werberummel	There's so much marketing hype these days, it's impossible to take it all in.
image (n)	/'ɪmɪdʒ/	Image	In America in the mid 90s Hennessy had a serious image problem.
implement (v)	/'ɪmpləmənt/	umsetzen	Does anyone have any suggestions as to how we should implement this?
impractical (adj) (opposite = practical)	/'ɪmpræktɪkəl/	unpraktisch	Let's review our ideas so far and eliminate impractical suggestions.

incentive scheme (n)	/ɪn'sentɪv ski:m/	Prämiensystem	A staff incentive scheme helped us to boost productivity.
incompetent (adj) (opposite = competent)	/ɪn'kɒmpətənt/	unfähig, inkompetent	With Olaf it's just one mistake after another. He's completely incompetent .
inconsiderate (adj) (opposite = considerate)	/ɪnkən'sɪdərət/	rücksichtslos, gedankenlos	Greta tends to take no notice of other people's needs. She's rather inconsiderate .
indecisive (adj) (opposite = decisive)	/ɪndɪ'saɪsɪv/	unentschlossen	Sam can never make up his mind about anything. He's extremely indecisive .
inflexible (adj) (opposite = flexible)	/ɪn'fleksɪbəl/	unflexibel	Brian can only do things his way. He's a bit inflexible .
influence (v)	/'ɪnfluəns/	beeinflussen	Other companies have copied the strategy to influence customers who believe they cannot be influenced .
ingenious (adj)	/ɪn'dʒi:niəs/	genial	The Hennessy marketing department has dreamt up an ingenious campaign to influence people's choice of drinks.
in-house (adj)	/ɪn'haʊs/	innerbetrieblich	Do you have any idea how long it would take to get an in-house production facility operational?
innovation (n)	/ɪnəʊ'veɪʃən/	Innovation	One innovation consultancy has worked out that most people get their best ideas away from the office.
inspiring (adj) (opposite = uninspiring)	/ɪn'spaɪərɪŋ/	anregend, inspirierend, motivierend	Callum really knows how to motivate his staff. He's incredibly inspiring .
invite (v)	/ɪn'vaɪt/	einladen	Invite everyone to offer solutions to the problem.
irresponsible (adj) (opposite = responsible)	/ɪrə'spɒnsɪbəl/	verantwortungslos	Jeannette too often allows her personal life to interfere with her work. She's rather irresponsible .
just-in-time (adj)	/dʒʌstɪn'taɪm/	just-in-time	Just-in-time production methods meant the

			Japanese could produce motorcycles more cheaply.
key (n) be the key to sth	/ki:/	Schlüssel der Schlüssel zu etw. sein	Rich, urban bikers were clearly the key to Harley's survival.
label (v)	/'leɪbəl/	mit einem Label versehen/ kennzeichnen	All the industrial cleaning products were labelled with the New Pig logo.
the latest thing (n)	/ðə 'leɪtəst θɪŋ/	der letzte Schrei	Hennessy martinis are the latest thing .
launch (n)	/lɔ:nʃ/	(Produkt-)Einführung	Why don't we delay the new product launch to give us time to sell existing stock.
launch (v)	/lɔ:nʃ/	(in den Markt) einführen	We always launch new products in January at the annual Trade Fair.
lead (n)	/li:d/	(hier:) Beispiel	We could try reviving some of our cold sales leads .
logo (n)	/'ləʊgəʊ/	Logo	To date, 50 people have become walking advertisements, with the name and logo of the restaurant tattooed on a visible part of their bodies!
maintain (v)	/meɪn'teɪn/	(bei-)behalten, aufrechterhalten	How can we maintain our profit margins with labour costs rising the way they are?
market share (n)	/ˌmɑ:kɪt 'ʃeə/	Marktanteil	Faced with strong competition from Japan, Harley was steadily losing market share .
masterstroke (n)	/ˌmɑ:stə'strəʊk/	Glanz-, Meisterstück	In a final masterstroke , Teerlink managed to get the tax increased on imported Japanese motorcycles for a fixed period of time. This gave American manufacturers time to recover.
mind (n) make up your mind	/maɪnd/ /meɪk ʌp jə 'maɪnd/	Geist, Verstand sich für/gegen etw. entscheiden	Sam can never make up his mind about anything. He's extremely indecisive.

modifications (n pl)	/mɒdɪfɪ'keɪʃənz/	(Produkt-)Änderung, Modifikation	We had to withdraw the product to make the necessary modifications .
motivate (v)	/'məʊtɪveɪt/	motivieren, begeistern	Callum really knows how to motivate his staff. He's incredibly inspiring.
net (adj) (opposite = gross) the net result	/net/ /ðə 'net rɪ,zʌlt/	netto (hier:) das Endergebnis	The net result is that we take no notice of advertising at all.
notice (n) take no notice of sth	/'nəʊtɪs/ /teɪk nəʊ 'nəʊtɪs əv ,sʌmθɪŋ/	Notiz, Kenntnis etw. ignorieren, von etw. keinerlei Notiz nehmen	Greta tends to take no notice of other people's needs. She's rather inconsiderate.
objective (n)	/ɒb'dʒektɪv/	Ziel	Our objective for this meeting is to think of ways we can get the supplies we need.
operational (adj)	/'ɒpə'reɪʃənəl/	(hier:) funktions-, betriebs- bereit	Do you have any idea how long it would take to get an in-house production facility operational ?
opinion (n) in my opinion, ...	/ə'pɪnjən/ /ɪn maɪ ə'pɪnjən/	Meinung meiner Meinung nach ...	In my opinion , our product development cycle is way too short.
option (n)	/'ɒpʃən/	Möglichkeit, Alternative	Another option would be to sell direct online.
outsource (v)	/'aʊtsɔ:s/	ausgliedern, "outsourcen"	If we'd been able to get the unions to accept a lower pay offer, we wouldn't be considering outsourcing to Asia.
pass sth on (phr v)	/pɑ:s ,sʌmθɪŋ 'ɒn/	weitergeben, (hier:) jdm. etw. zuspiesen	Someone in the company is passing on information to the competition.
peer pressure (n)	/'piə 'preʃə/	sozialer Druck, Gruppen- druck	Peer pressure seems to work. We see what our friends and colleagues are doing and we want to do it too.

perspective (n) change your perspective	/pə'spektɪv/ /ɪ'fɛmɔ̃ jə pə'spektɪv/	Sichtweise, Perspektive wechseln Sie die Perspek- tive	Simply changing your perspective can solve a lot of problems.
pile up (phr v)	/paɪl 'ʌp/	sich anhäufen	What on earth are we going to do about all this unsold stock piling up in the warehouses?
pioneer (v)	/paɪə'niə/ /paɪə'niə/	als Bahnbrecher/Pionier vorangehen	Jake Burton gave up his job on Wall Street to pioneer a new sport.
point-of-sale (adj)	/pɔɪntəv'seɪl/	Verkaufsstelle, Point-of- Sale	Conventional advertising and point-of-sale promotions seemed to have little effect.
post (v)	/pəʊst/	(hier:) kommunizieren, Fragen stellen	One American company regularly posts questions on a bulletin board and invites its staff to brainstorm suggestions.
potential (adj)	/pə'tenʃəl/	potenziell	I'm about to go into a meeting with a potential client.
premium (adj)	/'pri:mɪəm/	erst-, hochklassig	Hennessy is one of the premium brands owned by food and drinks giant, Diageo.
price-sensitive (adj)	/praɪs'sensɪtɪv/	preissensibel	This market is extremely price-sensitive .
proceed (v)	/prəʊ'si:d/	voranschreiten	We have now had time to discuss your proposal and would like to proceed with the deal.
productivity (n)	/ɪ'prɒdʌk'tɪvətɪ/	Produktivität	A staff incentive scheme helped us to boost productivity .
profit margins (n pl)	/'prɒfɪt ɪ'mɑ:ʃɪnz/	Gewinnspanne, -marge	How can we maintain our profit margins with labour costs rising the way they are?
promotion (n)	/prə'məʊʃən/	Verkaufsförderung	Conventional advertising and point-of-sale promotions seemed to have little effect.
proposal (n)	/prə'pəʊzəl/	Angebot, Vorschlag	We have now had time to discuss your proposal

prospective (adj)	/prɒs'pektɪv/	potenziell	and would like to proceed with the deal. We have meetings with three prospective suppliers this week.
put sb off (phr v)	/'pʊt ɪsʌmbədi ɒf/	(hier:) auf die Warteliste setzen	We need to put this prospective supplier off for the moment but let's keep their details on file.
quality assurance (n)	/'kwɒləti ə'sʊərəns/	Qualitätskontrolle	Harley executives were sent to Japan to learn some quality assurance techniques.
recover (v)	/rɪ'kʌvə/	sich erholen	Teerlink managed to get the tax increased on imported Japanese motorcycles for a fixed period of time. This gave American manufacturers time to recover .
reintroduce (v)	/ri:ɪntrə'dju:s/	wieder (auf dem Markt) einführen	We had to withdraw the product to make the necessary modifications. We'll reintroduce it next month.
reject (v)	/rɪ'dʒekt/	ablehnen, zurückweisen	I think we'll have to reject this idea for now.
renegotiate (v)	/ri:nə'gəʊʃieɪt/	erneut verhandeln	We should try to renegotiate with the unions and persuade them to accept a lower pay offer.
requirements (n pl) meet requirements	/rɪ'kwaɪəmənts/ /mɪt rɪ'kwaɪəmənts/	Anforderung(en) den Anforderungen genügen	As we demonstrated, our pump is a superior product in terms of efficiency and meets your requirements very well.
rescue plan (n)	/'reskjʊ: plæn/	Rettungsplan	The new Harley-Davidson CEO had to come up with a rescue plan - and fast!
restate (v)	/ri:'steɪt/	umformulieren	Try restating the problem as a challenge.
restrict (v) restrict access to sth	/rɪ'strɪkt/ /rɪ'strɪkt ɪk'ses tə	begrenzen, einschränken Zugang beschränken	We already restrict access to important files, but we could encrypt confidential information as well.

	/ˌsʌmθɪŋ/		
retail outlet (n)	/'ri:teɪl ˌaʊtlet/	Einzelhandelsgeschäft	We can't get retail outlets to stock our new product because they say it's too expensive.
reversal (n)	/rə'vɜ:səl/	Umkehr	Try problem reversal . Instead of asking how you can sell more of your products, consider how you could sell fewer and see where that idea takes you.
reverse (v)	/rə'vɜ:s/	umdrehen, -kehren	The Diageo marketing team needed to devise a truly original campaign if they were going to reverse a slow decline in sales.
review (v)	/rə'vjʊ:/	be-, auswerten	Let's review our ideas so far and eliminate impractical suggestions.
revive (v)	/rə'vaɪv/	wiederbeleben, aktivieren	We could try reviving some of our cold sales leads.
run (v) up and running	/rʌn/ /ʌp ən 'rʌnɪŋ/	laufen, rennen in Gang, in Betrieb	We could have had our own production plant up and running by now.
run at a loss	/'rʌn ət ə ˌlɒs/	Verlust erzeugen	If we don't cover our costs, we'll soon be running at a loss .
sale or return (n) offer sth on a sale or return basis	/seɪl ɔ: rɪ'tɜ:n/ /ɪpfə ˌsʌmθɪŋ ɒn ə seɪl ɔ: rɪ'tɜ:n ˌbeɪsɪs/	in Kommission etw. auf Kommissionsbasis anbieten	We could offer the product on a sale or return basis.
sell sth off (phr v)	/sel ˌsʌmθɪŋ ˈɒf/	abverkaufen	We could sell off the old stock at a discount.
shift (v)	/ʃɪft/	(hier:) verlegen	The answer could be to shift production to somewhere like South-East Asia.
slogan (n)	/'sləʊgən/	Slogan, Werbespruch	In the late 80s, Apple's slogan was 'Think different'.

sole (adj)	/səʊl/	alleinig, einzig	Our sole supplier is about to go bankrupt!
solution (n)	/sə'lu:ʃən/	Lösung	Invite everyone to offer solutions to the problem.
specifications (n pl)	/ˌspesɪfɪ'keɪʃənz/	Spezifikation, Pflichtenheft	I am afraid your product does not meet our specifications so we will be purchasing from another supplier this time.
sponsor (v)	/'spɒnsə/	sponsern	Hennessy sponsors party nights all over the world from Paris to Kuala Lumpur.
status symbol (n)	/'steɪtəs ˌsɪmbəl/	Statussymbol	Teerlink recognised the trend towards higher-income customers, for whom a Harley was a status symbol .
stealth marketing (n)	/steɪθ 'mɑ:kɪtɪŋ/	indirektes Marketings über Mundpropaganda und Empfehlungen	The Hennessy marketing department has dreamt up an ingenious campaign to influence people's choice of drinks. They call it ' stealth marketing '.
step sth up (phr v)	/'step ˌsʌmθɪŋ ʌp/	etw. verstärken, erhöhen	We'll need to step up production to keep up with demand.
stock (v)	/stɒk/	lagern	We can't get retail outlets to stock our new product because they say it's too expensive.
strategy (n)	/'strætədʒi/	Strategie	Other companies have copied the strategy to influence customers who believe they cannot be influenced.
summarise (v)	/'sʌməraɪz/	zusammenfassen	Summarise the basic problem and brainstorm some solutions with your team.
superior (adj) (opposite = inferior)	/su:'piəriə/	überlegen	As we demonstrated, our pump is a superior product in terms of efficiency and meets your requirements very well.
supplier (n)	/sə'plaɪə/	Lieferant	Our sole supplier is about to go bankrupt!

supplies (n pl)	/sə'plaɪz/	Hilfs- und Betriebsstoffe	Our objective for this meeting is to think of ways we can get the supplies we need.
supportive (adj) (opposite = unsupportive)	/sə'pɔ:tɪv/	unterstützend, hilfsbereit	Max is always there to give people a hand when they need it. He's very supportive .
suppose (v)	/sə'pəʊz/	annehmen	Supposing we sold it online? That could solve all our problems.
take sth in (phr v)	/'teɪk ɪ'sʌmθɪŋ ɪn/	aufnehmen	There's so much marketing hype these days, it's impossible to take it all in .
take sth on (phr v)	/'teɪk ɪ'sʌmθɪŋ ɒn/	sich etw. aufbürden	We could buy the company out but it would mean taking on all their debts.
target (n) target market	/'tɑ:gət/ /'tɑ:gət ɪ'mɑ:kɪt /	Ziel Zielmarkt	By creating an extended family of Harley enthusiasts, Teerlink was able to work effectively on the emotions of his target market .
meet a target	/mɪt ə 'tɑ:gət/	ein Ziel erreichen	Elena meets all her targets month after month. She's incredibly consistent.
term (n) in terms of sth	/tɜ:m/	Bedingung hinsichtlich, bezüglich	As we demonstrated, our pump is a superior product in terms of efficiency and meets your requirements very well.
touch (n) be in touch	/tʌtʃ/	Kontakt, Berührung in Kontakt treten	We are considering several alternative products and have not yet reached a final decision. We will be in touch in due course.
trend (n)	/trend/	Trend, Entwicklung	Teerlink recognised the trend towards higher-income customers, for whom a Harley was a status symbol.
trouble (n) be in trouble	/'trʌbəl/	Ärger, Streit, Problem Probleme haben	In the mid 80s Harley-Davidson was in big

union (n)	/'ju:njən/	Gewerkschaft	trouble. If we'd been able to get the unions to accept a lower pay offer, we wouldn't be considering outsourcing to Asia.
unreliable (adj) (opposite = reliable)	/ʌnrɪ'laɪəbəl/	unzuverlässig	You can never depend on Leo to do what he's supposed to do. He's totally unreliable .
unsociable (adj) (opposite = sociable)	/ʌn'səʊʃəbəl/	ungesellig	Gareth tends to keep himself to himself. He's a bit unsociable .
upgrade (v)	/ʌp'greɪd/	(hier:) verbessern, ausbauen	This is a technology-driven business. If we don't continually upgrade our product, the competition will.
withdraw (v)	/wɪθ'drɔ:/	sich zurückziehen	We had to withdraw the product to make the necessary modifications. We'll reintroduce it next month.

Unit 17

headword	pronunciation	translation/notes	example sentence
account (n)	/ə'kaʊnt/	Bericht, Abrechnung, Bankkonto	
take account of sth	/teɪk ə'kaʊnt əv ˌsʌmθɪŋ/	etw. berücksichtigen, ein-kalkulieren	Activists have failed to take account of carbon emissions caused by evaporation from the world's oceans.
accountability (n)	/əkaʊntə'bɪləti/	(hier:) Rechenschaft, Verantwortlichkeit	There is a need for more accountability and transparency in the corporate world.
accountable (adj)	/ə'kaʊntəbəl/	verantwortlich, rechen-schaftspflichtig	
be accountable to sb		jdm. rechenschaftspflichtig sein	Everywhere you look you see irresponsible management where companies don't seem to be accountable even to their shareholders.
activist (n)	/'æktɪvɪst/	Aktivist	Rock star and activist Bono launched a new push to fight HIV and AIDS in Africa by announcing a partnership with American Express and other companies.
address (v)	/ə'dres/	ansprechen	When companies decide to do something about their environmental record, they tend to address the symptoms and not the cause of the problem.
advantage (n)	/əd'vɑ:ntɪdʒ/	Vorteil	Being green gives you a distinct competitive advantage - just pursuing profits at all costs is very 'uncool'.

affect (v)	/ə'fekt/	beeinflussen, eine Auswirkung haben	Companies need to start considering the communities their businesses affect .
agenda (n)	/ə'dʒendə/	Tagesordnung, Agenda	For how long will climate change top the political agenda ?
alliance (n)	/ə'laɪəns/	Bündnis, Allianz	Bono referred to potential discomfort with his new alliances . If people are cynical or genuinely not interested, then the venture will fail.
alternative (adj)	/ɔ:l'tɜ:nətɪv/	alternativ	Virgin is the first major airline to switch to alternative , renewable energy.
assure (v) be assured of sth	/ə'ʃʊə/	versichern erfolgssicher, auf der Gewinnerseite stehen	These days you need to achieve excellence in ethics and corporate social responsibility to be assured of success.
balance (n) balance sheet	'bæləns ʃi:t/	Gleichgewicht, Balance Bilanz(aufstellung)	Being profitable and having a solid balance sheet are no longer enough for banks and corporates anywhere in the world to be assured of success.
on balance, ...	/ɒn 'bæləns/	alles in allem, per saldo	On balance , I'd say that social issues are more important than environmental ones.
balance sth out (phr v)	'bæləns ˌsʌmθɪŋ aʊt/	ausgleichen	Many companies try to balance out the good and bad by reducing their carbon footprint to zero.
bid (n) a bid to do sth	/bɪd/	(hier:) Versuch ein Versuch etw. zu tun	Virgin is the first major airline to use biofuels in a bid to cut its carbon emissions.
brand (n)	/brænd/	Marke	What is the motivation when Coca-Cola, a company whose brand alone is worth an estimated 70 billion dollars, donates just 20 million dollars to the Worldwide Fund for Nature?

carbon (n)		Kohlenstoff	
carbon emissions	/ˈkɑːbən əˌmɪʃənz/	Kohlenstoffemissionen	Aviation is responsible for about 3% of the world's total carbon emissions .
carbon footprint	/ˈkɑːbən ˌfʊtprɪnt/	CO2-Bilanz	Many companies try to balance out the good and bad by reducing their carbon footprint to zero.
carbon-neutrality	/ˈkɑːbən njuːtræləti/	Kohlenstoffneutralität	Is carbon-neutrality a myth or a reality?
cause (n)	/kɔːz/	(hier:) Sache (eine gute Sache)	For big brands motivated by profit, teaming up with a celebrity for a good cause is great PR.
charity (n)	/ˈtʃærəti/	Wohltätigkeit, wohltätige Zwecke	A small percentage of the profit will go to charity .
climate change (n)	/ˈklaɪmət ˌtʃeɪndʒ/	Klimawandel	Claims that climate change is a political priority can be dismissed as greenwashing politics.
communicate (v)	/kəˈmjuːnɪˌkeɪt/	kommunizieren	To succeed in the corporate world you have to define what you want, communicate it, measure it and stick to it, no matter what, for years.
competition (n)	/kəmpeɪˈtɪʃən/	Wettbewerb, Konkurrenz	It is a mistake to believe that you can defeat competition by doing wrong.
competitive (adj)	/kəmˈpetɪtɪv/	(hier:) Wettbewerbs-, auf den Wettbewerb bezogen	Being green gives you a distinct competitive advantage - just pursuing profits at all costs is very 'uncool'.
comply with sth (phr v)	/kəmˈplaɪ wɪθ ˌsʌmθɪŋ/	etw. befolgen, einhalten, mit etw. übereinstimmen	Investors, the media, politicians and regulators are focusing increasingly on companies' willingness and ability to comply with stricter ethical and community standards.
confidential (adj)	/kɒnfɪˈdenʃəl/	vertraulich	The public has more access to information that was previously confidential .
conscious (adj)	/ˈkɒnʃəs/	bewusst	Bono calls the scheme ' conscious commerce' for people who think about their spending power.

constructive (adj) (opposite = unconstructive)	/kən'strʌktɪv/	konstruktiv, positiv	These companies are doing something constructive about the environment.
consumer (n)	/kən'sju:mə/	Verbraucher/in, Konsument/in	Consumers want nice clothes but not if they are the product of slave labour.
consumerist (adj)	/kən'sju:məɪst/	konsumorientiert, an Konsumdenken orientiert	Big business is a reflection of the consumerist society it serves.
corporate (n)	/'kɔ:pəɪt/	Unternehmen	Being profitable and having a solid balance sheet are no longer enough for banks and corporates anywhere in the world to be assured of success.
cost (n) at all costs	/kɒst/ /æt ɔ:l 'kɒsts/	Kosten, Aufwand um jeden Preis, koste es was es wolle	Being green gives you a distinct competitive advantage - just pursuing profits at all costs is very 'uncool'.
counteract (v)	/kaʊntər'ækt/	entgegenwirken, ausgleichen	Companies who cannot cut their carbon dioxide emissions counteract that by planting thousands of trees or sponsoring research into cleaner energy.
cut (v)	/kʌt/	beschneiden, reduzieren	Virgin is the first major airline to use biofuels in a bid to cut its carbon emissions.
cynical (adj)	/'smɪkəl/	zynisch	Bono referred to potential discomfort with his new alliances. If people are cynical or genuinely not interested, then the venture will fail.
define (v)	/dɪ'faɪn/	festlegen, definieren	To succeed in the corporate world you have to define what you want, communicate it, measure it and stick to it, no matter what, for years.
the developing world (n)	/ðə dɪ'veləpɪŋ wɜ:ld/	die Entwicklungsländer	The company manufactures its clothing in the developing world because it is more profitable.
disclosure (n)	/dɪs'kləʊʒə/	Enthüllung, Bekanntgabe	We believe that more disclosure , increased transparency, increases trust and that it pays.

discomfort (n) (opposite = comfort)	/dɪs'kʌmfət/	Unbehagen	Bono referred to potential discomfort with his new alliances. If people are cynical or genuinely not interested, then the venture will fail.
donate (v)	/dəʊ'neɪt/	spenden	What is the motivation when Coca-Cola, a company whose brand alone is worth an estimated 70 billion dollars, donates just 20 million dollars to the Worldwide Fund for Nature?
economy (n)	/i:'kɒnəmi/	Wirtschaft	Fifty-one of the world's biggest economies are corporations, so if you can utilise that kind of power, you really will have a tremendous effect.
effect (n) have an effect	/ɪ'fekt/ /hæv ən ɪ'fekt/	etw. bewirken, beeinflussen eine Auswirkung auf etw. haben	Until corporate governance is improved, what chance is there that multinationals can have a positive effect on the world itself?
emerging economy (n)	/ɪ'mɜ:dʒɪŋ i:kɒnəmi/	Schwellenland	I invest in small businesses in emerging economies through an online microcredit company called Giva.org.
environment (n)	/ɪn'vaɪrənmənt/	Umwelt	These companies are doing something constructive about the environment .
environmental (adj)	/ɪnvaɪrən'mentəl/	Umwelt-	When companies decide to do something about their environmental record, they tend to address the symptoms and not the cause of the problem.
ethical (adj) (opposite = unethical)	/'eθɪkəl/	ethisch	Firms can no longer hide a poor ethical record behind an impressive set of accounts.
ethics (n pl)	/'eθɪks/	Ethik	These days you need to achieve excellence in ethics and corporate social responsibility to become a top company.
exceed (v)	/ək'si:d/	übertreffen, -steigen	Governments need to set limits on carbon emissions and tax those who exceed them.

exploit (v)	/ɪk'splɔɪt/	ausbeuten, sich etw. zunutze machen	If companies pollute and exploit , it's just a matter of time these days before they get found out.
face (v)	/feɪs/	sich etw. gegenübersehen, mit etw. konfrontiert sein	
let's face it ...	/lets 'feɪs ɪt/	seien wir ehrlich	Let's face it, consumers want cheap food.
figure (v)	'fɪɡə/	sich etw. denken, vorstellen	
figure it out ...	/,fɪɡə ɪt 'aʊt/	etw. herausfinden	Figure it out , why don't cheap clothes cost twice as much?
find sb out (phr v)	'faɪnd ,sʌmbədi aʊt/	jdm. auf die Schliche kommen, jdm. hinter etw. kommen	If companies pollute and exploit, it's just a matter of time these days before they get found out .
focus on sth (phr v)	'fəʊkəs ɒn ,sʌmθɪŋ/	sich auf etw. konzentrieren, etw. in den Mittelpunkt stellen	If you want to become a top company in the long term, you need to focus on financial targets.
give in to sth (phr v)	/gɪv 'ɪn tə ,sʌmθɪŋ/	einer Sache nachgeben	Companies have given in to public pressure with regard to their social and environmental impact.
globalisation (n)	'glɔːbəlɪzəʃən/	Globalisierung	A recent MORI poll on globalisation claims that 92% of people in Britain think the government should protect the environment.
governance (n)	'gʌvənəns/	Kontrolle (Bezug hier:) Grundsätze der Unternehmensführung	Until corporate governance is improved, what chance is there that multinationals can have a positive effect on the world itself?
green (adj)	/ɡriːn/	grün, Umwelt-	Too many firms just seem to see green issues as another marketing strategy.
greenwashing (n)	'ɡriːnwɒʃɪŋ/	(hier:) Integration von Umweltthemen	' Greenwashing ' is when a company uses green issues to improve its image.
house (n)	/haʊs/	Haus	
keep your house in order		vor der eigenen Tür kehren	The directors of the world's multinationals need to

	/ki:p jə 'haus in ɔ:də/		keep their own house in order before they start trying to have a positive effect on the world itself.
image (n)	/'ɪmɪdʒ/	Image, Ruf	'Greenwashing' is when a company uses green issues to improve its image .
impact (n)	/'ɪmpækt/	(Aus-)Wirkung, Bedeutung	Maybe I'm an incurable optimist, but I genuinely do see a change in the way businesses operate in terms of their social and environmental impact .
initiative (n)	/ɪ'nɪʃətɪv/	Initiative	I welcome this kind of energy-saving initiative but you have to put it into perspective.
investor (n)	/'ɪn'vestə/	Anleger, Investor	Investors , the media, politicians and regulators are focusing increasingly on companies' willingness and ability to comply with stricter ethical and community standards.
irresponsible (adj) (opposite = responsible)	/ɪrəs'pɒnsɪbəl/	unverantwortlich	Everywhere you look you see irresponsible management where companies don't seem to be accountable even to their shareholders.
issue (n)	/'ɪʃu:/	(hier:) Thema	Too many firms just seem to see green issues as another marketing strategy.
launch (v)	/lɔ:nʃ/	(hier:) initiieren, anstoßen	Rock star and activist Bono launched a new push to fight HIV and AIDS in Africa by announcing a partnership with American Express and other companies.
limit (n) set limits on sth	/'lɪmɪt/ /set 'lɪmɪts ɒn ,sʌmθɪŋ/	(Höchst-)Grenze, Beschränkung	Governments need to set limits on carbon emissions and tax those who exceed them.
the media (n pl)	/ðə 'mi:diə/	die Medien	Investors, the media , politicians and regulators are focusing increasingly on companies' willingness and ability to comply with stricter ethical and

microcredit (n)	/ˌmaɪkrəʊˈkredɪt/	Kleinkredit, Mikrokredit	community standards. I invest in small businesses in emerging economies through an online microcredit company called Giva.org.
monitor (v)	/'mɒnɪtə/	überwachen, kontrollieren	Gap is monitoring safety standards and working conditions in its South-Asian factories.
motivate (v)	/'məʊtɪveɪt/	motivieren, antreiben	For big brands motivated by profit, teaming up with a celebrity for a good cause is great PR.
motivation (n)	/'məʊtɪ'veɪʃən/	Motivation	What is the motivation when Coca-Cola, a company whose brand alone is worth an estimated 70 billion dollars, donates just 20 million dollars to the Worldwide Fund for Nature?
multinational (n)	/mʌltɪ'næʃənəl/	multinational	The directors of the world's multinationals need to keep their own house in order before they start trying to have a positive effect on the world itself.
myth (n)	/mɪθ/	Mythos	Is carbon-neutrality a myth or a reality?
operate (v)	/'ɒpəreɪt/	funktionieren, handeln	Maybe I'm an incurable optimist, but I genuinely do see a change in the way businesses operate in terms of their social and environmental impact.
optional (adj) (opposite = compulsory)	/'ɒpʃənəl/	zur Wahl stehen, optional	Being nice is no longer optional - it is becoming a business necessity.
partnership (n)	/'pɑːtnəʃɪp/	Partnerschaft, Zusammen- arbeit	Rock star and activist Bono launched a new push to fight HIV and AIDS in Africa by announcing a partnership with American Express and other companies.
percentage (n)	/'pɜːsentɪdʒ/	(prozentualer) Anteil	A small percentage of the profit will go to charity.
perspective (n)	/'pɜːspektɪv/	Sicht, Perspektive	

put sth into perspective	/pʊt ˌsʌmθɪŋ ɪntʊ pə'spektɪv/	etw. relativ betrachten	I welcome this kind of energy-saving initiative but you have to put it into perspective .
poll (n)	/pɒl/	Umfrage	A recent MORI poll on globalisation claims that 92% of people in Britain think the government should protect the environment.
pollute (v)	/pə'lu:t/	verschmutzen	If companies pollute and exploit, it's just a matter of time these days before they get found out.
potential (adj)	/pə'tenʃəl/	(hier:) möglich	Bono referred to potential discomfort with his new alliances. If people are cynical or genuinely not interested, then the venture will fail.
PR (= Public Relations) (n)	/pi:'ɑ:/	PR, Öffentlichkeitsarbeit	For big brands motivated by profit, teaming up with a celebrity for a good cause is great PR .
pressure (n)	/'preʃə/	Druck	Companies have given in to public pressure with regard to their social and environmental impact.
priority (n)	/praɪ'brəti/	Priorität, Vorrang	Claims that climate change is a political priority can be dismissed as greenwashing politics.
profitable (adj) (opposite = unprofitable)	/'prɒfɪtəbəl/	gewinnbringend, profitabel	The company manufactures its clothing in the developing world because it is more profitable .
pursue (v)	/pə'sju:z/	verfolgen, einer Sache nachgehen	Being green gives you a distinct competitive advantage - just pursuing profits at all costs is very 'uncool'.
push (n)	/pʊʃ/	(hier:) Anstoß, Initiative	Rock star and activist Bono launched a new push to fight HIV and AIDS in Africa by announcing a partnership with American Express and other companies.
recycle (v)	/ri:'saɪkəl/	wiederverwerten, -aufbereiten, regenerieren	It's a step in the right direction when one manufacturer says it's going to recycle its old PCs.

redefine (v)	/ri:di'faɪn/	neu definieren	The Internet and the young generation of people running it are redefining business.
reflection (n)	/rɪ'flekʃən/	Spiegelung	Big business is a reflection of the consumerist society it serves.
regulator (n)	/'regjʊ,leɪtə/	(hier:) Regulierer	Investors, the media, politicians and regulators are focusing increasingly on companies' willingness and ability to comply with stricter ethical and community standards.
renewable (adj) (opposite = non-renewable)	/rɪ'nju:əbəl/	erneuerbar	Virgin is the first major airline to switch to alternative, renewable energy.
responsible (adj) be responsible for sth	/'rɪs'pɒnsəbəl/	verantwortlich für etw. verantwortlich sein	Aviation is responsible for about 3% of the world's total carbon emissions.
responsibility (n)	/'rɪs,pɒnsɪ'bɪlɪtɪ/	Verantwortlichkeit, Verant- wortung	These days you need to achieve excellence in ethics and corporate social responsibility to become a top company.
revenue (n)	/'revənju:/	Einnahme(n), Erlös	A slice of the revenue will go to the Global Fund to Fight Aids, Tuberculosis and Malaria.
shareholder (n)	/'ʃeə'həʊldə/	Anteilseigner/in, Aktionär/in	Everywhere you look you see irresponsible management where companies don't seem to be accountable even to their shareholders .
slave labour (n)	/'slɛv 'leɪbə/	Sklavenarbeit	If you don't want the clothes you buy to be produced by slave labour then they will cost more!
slice (n)	/'slaɪs/	(An-)Teil	A slice of the revenue will go to the Global Fund to Fight Aids, Tuberculosis and Malaria.
spending power (n)	/'spendɪŋ ,paʊə/	Kaufkraft	Bono calls the scheme 'conscious commerce' for people who think about their spending power .
sponsor (v)	/'spɒnsə/	finanziell unterstützen,	Companies who cannot cut their carbon dioxide

		sponsorn	emissions counteract that by planting thousands of trees or sponsoring research into cleaner energy.
stakeholder (n)	/'steɪkˌhəʊldə/	Teilhaber/in, Interessenvertreter/in	Companies need to stop just thinking about their shareholders and start taking their other stakeholders seriously.
standards (n pl)	/'stændədz/	Standard	Gap is monitoring safety standards and working conditions in its South-Asian factories.
step (n) a step in the right direction	/step/ /ə ˌstep ɪn ðə raɪt daɪ'rekʃən/	Schritt Schritt in die richtige Richtung	It's a step in the right direction when one manufacturer says it's going to recycle its old PCs.
stick to sth (phr v)	/'stɪk tə ˌsʌmθɪŋ/	bei etw. bleiben, etw. konsequent fortführen	To succeed in the corporate world you have to define what you want, communicate it, measure it and stick to it , no matter what, for years.
strategy (n)	/'strætədʒi/	(hier:) Konzept	Too many firms just seem to see green issues as another marketing strategy .
switch to sth (phr v)	/'swɪtʃ tə ˌsʌmθɪŋ/	auf etw. wechseln, umschalten	Virgin is the first major airline to switch to alternative, renewable energy.
symptom (n)	/'sɪmptəm/	Symptom	When companies decide to do something about their environmental record, they tend to address the symptoms and not the cause of the problem.
target (n)	/'tɑːɡət/	Ziel	If you want to become a top company in the long term, you need to focus on financial targets .
tax (v)	/tæks/	besteuern	Governments need to set limits on carbon emissions and tax those who exceed them.
team up with sb (phr v)	/ti:m 'ʌp wɪθ ˌsʌmbədi/	sich mit jdm. zusammentun	For big brands motivated by profit, teaming up with a celebrity for a good cause is great PR.

term (n)	/tɜ:m/	Bedingung, Bezeichnung	
in terms of ...	/ɪn ˈtɜ:mz əv/	hinsichtlich, bezüglich, mit Blick auf	Maybe I'm an incurable optimist, but I genuinely do see a change in the way businesses operate in terms of their social and environmental impact.
in the long/short term	/ɪn ðə lɒŋ/ʃɔ:t ˈtɜ:m/	auf lange/kurze Sicht	If you want to become a top company in the long term , you need to focus on financial targets.
top (v)	/tɒp/	(hier:) etw. anführen, über-treffen	For how long will climate change top the political agenda?
transparency (n)	/trænsˈpærənsi/	Transparenz	We believe that more disclosure, increased transparency , increases trust and that it pays.
utilise (v)	/'ju:tɪlaɪz/	etw. nutzen, verwenden	Fifty-one of the world's biggest economies are corporations, so if you can utilise that kind of power, you really will have a tremendous effect.
way (n)	/weɪ/	Weg, Route	
have sth both ways	/hæv ˌsʌmθɪŋ bəʊθ weɪz/	alles/beides haben wollen	You can't have it both ways - if you don't want the clothes you buy to be produced by slave labour then they will cost more!
working conditions (n pl)	/'wɜ:kɪŋ kənˌdɪʃənz/	Arbeitsbedingungen	Gap is monitoring safety standards and working conditions in its South-Asian factories.

Unit 18

headword	pronunciation	translation/notes	example sentence
allergic (adj) be allergic to sth	/ə'li:ʤɪk/	allergisch allergisch gegen etw. sein, auf etw. allergisch reagieren	I'm allergic to mussels.
allow (v) be allowed sth	/ə'laʊ/	erlauben, dürfen etw. tun dürfen	I'm afraid I'm not allowed any alcohol at all. I'm only allowed a little sugar.
arrange (v)	/ə'reɪndʒ/	etw. einrichten, für etw. sorgen	We'll arrange for you to have a bigger budget.
atmosphere (n)	/'ætməsfiə/	Atmosphäre, Stimmung	There's a very pleasant atmosphere there and they have a superb menu.
baked (adj)	/beɪkt/	gebacken	The fish is baked in the oven with vegetables.
basis (n) on the basis that ...	/'beɪsɪs/ /ɒn ðə 'beɪsɪs ðæt/	Basis, Grundlage auf der Grundlage/Basis	Cars were such a novelty a hundred years ago that motor policies were written on the basis that cars were just ships that sailed on the land!
bill (n) fight over the bill	/bɪl/ /'faɪt ɪəʊvə ðə bɪl	Rechnung über eine Rechnung streiten	We fought over the bill for a while and then ended up splitting it.
bizarre (adj)	/bɪ'zɑ:/	seltsam, eigenartig	Lloyd's has been asked to issue some bizarre policies over the last hundred years.

boiled (adj)	/bɔɪld/	gekocht	I can't have the roast chicken. I can only eat food which has been boiled or grilled.
bouquet (n)	/bu:'keɪ/	(hier:) Blume, Bukett	It's a crisp, dry white wine with a delicate bouquet .
budget (n)	/'bʌdʒɪt/	Etat, Budget	We'll arrange for you to have a bigger budget .
come (v)	/kʌm/	(her-)kommen	This is a nice place. Do you come here often?
come with sth (phr v)	/'kʌm wɪθ ˌsʌmθɪŋ/	(hier:) mit etw. servieren	You could try the lamb. It comes with potatoes and a salad.
compliment (v)	/'kɒmplɪmənt/	jdm. Komplimente machen	It's good manners to compliment your host on the meal.
component (n)	/kəm'pəʊnənt/	Teil, Komponente	The components for Ford cars are manufactured in fifteen different countries.
contact (n)	/'kɒntækt/	(hier:) Netzwerk, Kontakte	With your expertise and my contacts , this idea has great potential.
convenient (adj)	/kən'vi:njənt/	günstig, angenehm	This restaurant is very convenient and the food is excellent.
cook (v)	/kʊk/	kochen	If fugu isn't cooked the right way, it's poisonous.
cover (v)	/'kʌvə/	(ab-)decken	The very first car to be insured at Lloyd's was covered by a marine policy.
cuisine (n)	/kwɪ'zi:n/	Küche (fig.)	I chose this restaurant because I thought you might like to try some of our local cuisine .
culturally aware (adv)	/'kʌltʃərəli əˌweə/	kulturbewusst	The more you travel on business, you more culturally aware you become about food and eating out.
delicious (adj) (opposite = disgusting)	/dɪ'liʃəs/	delikat, köstlich	This chicken is absolutely delicious!

diet (n) on a diet	/ˈdaɪət/	Ernährung, Diät auf Diät sein	I'm on a special diet at the moment. I can't eat anything fried, made of pastry or cooked in oil.
dish (n)	/dɪʃ/	(hier:) Gericht	Fugu is a traditional Japanese dish .
eat (v)	/i:t/	essen	Is there anything you don't eat ?
estimate (v)	/estɪˈmeɪt/	schätzen, veranschlagen	A grain of rice with a portrait of the Queen and the Duke of Edinburgh on it was estimated to be worth \$20,000.
exotic (adj)	/ɪgˈzɒtɪk/	exotisch	It's a little exotic . You may not like it.
expertise (n)	/ekspɜːˈtiːz/	Know-how, Wissen und Können, Expertise	With your expertise and my contacts, this idea has great potential.
fancy (v)	/ˈfænsi/	auf etw. stehen, auf etw. Lust haben	I don't fancy the soup. I don't like artichokes.
fried (adj)	/fraɪd/	gebraten	I'm on a special diet at the moment. I can't eat anything fried , made of pastry or cooked in oil.
get (v)	/get/	bekommen	Let me get this. No, really, it's my treat.
get back to sth (phr v)	/get ˈbæk tə ˌsʌmθɪŋ/	auf etw. zurückkommen	Anyway, getting back to this idea of mine ...
go back to sth (phr v)	/gəʊ ˈbæk tə ˌsʌmθɪŋ/	auf etw. zurückkommen	Going back to what we were talking about ...
go well with sth (phr v)	/gəʊ ˈwel wɪθ ˌsʌmθɪŋ/	gut zu etw. passen	The wine comes from the Napa valley region and goes very well with fish.
grilled (adj)	/grɪld/	gegrillt	I can't have the roast chicken. I can only eat food that has been boiled or grilled .

guest (n)	/gest/	Gast	"Let me pay for this". "No, no, I insist. You're my guest ".
host (n)	/həʊst/	Gastgeber	You are the host , so insist on paying for the meal.
how about ... ?	/haʊ ə'baʊt/	wie wär's mit ...?	"Now, how about a dessert?" "I don't think I will, thank you".
insist (v)	/ɪn'sɪst/	bestehen auf etw.	"But you paid yesterday, James. It's my turn". "No, no, I insist . You're my guest".
insure (v)	/ɪn'ʃʊə/	versichern	The very first car to be insured at Lloyd's was covered by a marine policy.
insure against sth	/ɪn'ʃʊə əɡenst ˌsʌmθɪŋ/	gegen etw. versichern	One rather confident comedy theatre group insured itself against the risk of a member of the audience dying laughing.
introduce (v)	/ɪntrə'dju:s/	(hier:) einführen	When was the euro first introduced ?
issue (v)	/'ɪʃu:/	(hier:) erlassen, aufstellen	Lloyd's has been asked to issue some bizarre policies over the last hundred years.
like (v)	/laɪk/	mögen	It's a little exotic. You may not like it.
local (adj)	/'ləʊkəl/	vor Ort, örtlich	You might like to try the local speciality.
look (n)	/lʊk/	(hier:) Aussehen	I quite like the look of this pasta dish.
lunch (n) over lunch	/lʌnʃ/ /ˌəʊvə 'lʌnʃ/	(leichtes) Mittagessen beim Mittagessen	It would be good to discuss our business idea over lunch but we mustn't talk shop for the whole meal.
made of ... (adj)	/meɪd əv/	gemacht aus ...	I'm on a special diet at the moment. I can't eat anything fried, made of pastry or cooked in oil.
novelty (n)	/'nɒvəlti/	Neuheit	Cars were such a novelty a hundred years ago

on (adv) be on sb	/ɒn/	auf auf jdn. gehen ("das geht auf mich")
overtake (v)	/,əʊvə'teɪk/	überholen
pay (v)	/peɪ/	(be-)zahlen
plain (adj)	/pleɪn/	(hier:) gutbürgerlich
poisonous (adj)	/'pɔɪzənəs/	giftig
policy (n)	/'pɒləsi/	Grundsatz
potential (n)	/pə'tenʃəl/	Potenzial
re-appoint (v)	/ri:ə'pɔɪnt/	wieder berufen, ernennen
recommend (v)	/rekə'mend/	empfehlen
risk (n) run a risk	/rɪsk/ /rɪʃk ə 'rɪsk/	Risiko ein Risiko eingehen
roast (adj)	/rəʊst/	gebraten, Brat-, Röst-
sauce (n)	/sɔ:s/	Soße

that motor policies were written on the basis that cars were just ships that sailed on the land!

This one's on me. You paid last time.

As an exporter of computer software, the Republic of Ireland has overtaken the USA.

"But you **paid** yesterday, James. It's my turn".
"No, no, I insist. You're my guest".

The chicken is very **plain** and simple.

If fugu isn't cooked the right way, it's **poisonous**.

Lloyd's has been asked to issue some bizarre **policies** over the last hundred years.

With your expertise and my contacts, this idea has great **potential**.

Steve Jobs was **re-appointed** head of Apple Computers in 1997.

What do you **recommend** as a main course?

Food critic and gourmet Egon Ronay **runs a** different **risk**. His career would be destroyed if he was ever to lose his sense of taste.

I can't have the roast chicken. I can only eat food that has been boiled or grilled.

Is there a **sauce** on the fish?

serve (v)	/sɜ:v/	(hier:) anrichten	This is something really special. It's squid served in its own ink, as a sauce.
		servieren	I'm sure they can serve the chicken without the sauce.
shop (n)	/ʃɒp/	Laden	
talk shop	/tɔ:k 'ʃɒp/	fachsimpeln (über das Geschäft sprechen)	It would be good to discuss our business idea over lunch but we mustn't talk shop for the whole meal.
simple (adj)	/'sɪmpəl/	einfach	The chicken is very plain and simple .
sound (v)	/saʊnd/	klingen	"The fish is cooked with white wine and cream." "That sounds nice."
special (adj)	/'speʃəl/	besonders	This is something really special . It's squid served in its own ink, as a sauce.
special (n)	/'speʃəl/	(hier:) Tagesmenü	This is the standard menu but they also have specials written on the blackboard.
specialise (v)	/'speʃəlaɪz/	spezialisieren	This place specialises in fish. Maybe you'd prefer an Italian restaurant?
speciality (n)	/'speʃɪ'æləti/	Spezialität	The mussels are a speciality here. You might like to try the local speciality .
speed sth up (phr v)	/spi:d ɪs'ʌmθɪŋ 'ʌp/	etw. beschleunigen	If we speed the project up , we can finish by the end of the year.
split (v)	/splɪt/	(auf-)teilen	We fought over the bill for a while, then ended up splitting it.
superb (adj)	/su:'pɜ:b/	hervorragend	There's a very pleasant atmosphere there and they have a superb menu.
supersede (v)	/'su:pə'si:d/	etw. ersetzen, an die Stelle	These days, e-mail has largely superseded the fax

		von etw. treten	machine.
tip (n)	/tɪp/	Trinkgeld	In Japan a tip is not expected; in France it is an insult not to leave one.
traditional (adj)	/trə'dɪʃənəl/	traditionell, herkömmlich	Fugu is a traditional Japanese dish.
treat (n)	/tri:t/	Vergnügen (hier:) Rechnung	"But you paid yesterday, James. It's my turn". "No, no, I insist. It's my treat ".
try (v)	/traɪ/	(hier:) kosten	You could try the lamb. It comes with potatoes and a salad.
		probieren	I think I might try a bit of that.
			Maybe you should try something else.
turn (n)	/tɜ:n/	Wende, Runde	
it's my turn		ich bin dran	"But you paid yesterday, James. It's my turn ". "No, no, I insist. You're my guest".
typically (adv)	/'tɪpɪkəli/	typisch	Perhaps you'd like something more typically English?
way (n)	/weɪ/	(hier:) Art (und Weise)	If fugu isn't cooked the right way , it's poisonous.
wonder (v)	/'wʌndə/	sich fragen	I wonder what's in it?

Unit 19

headword	pronunciation	translation/notes	example sentence
action-packed (adj)	/ˈækʃənpækt/	aktionsgeladen, voller Aktivitäten	At the end of an action-packed morning of training, we were left to work out a winning race strategy.
action plan (n)	/ˈækʃən plæn/	Aktionsplan	Our main objective today is to agree an action plan that will get us back on schedule within the next three months.
agenda (n)	/əˈdʒendə/	Tagesordnung	I suggest we skip item one on our agenda until we hear from Sulaiman.
agree (v)	/əˈɡriː/	Einigung erzielen, vereinbaren	Once we have agreed the figures we can move on to our marketing strategy. We are all agreed that we need some onsite training to resolve this problem.
allocate (v)	/ˈæləkeɪt/	zuordnen	We need to decide how much money we can allocate to training this year.
alteration (n)	/ˌɔːltəˈreɪʃən/	Änderung	When you've made the alterations , could you e-mail me another copy and cc one to Lisa as well?
appeal (v)	/əˈpiːl/	mit etw. Anklang finden	I found a joke on the Internet that might appeal to your sense of humour.
appraisal (n)	/əˈpreɪzəl/	(hier:) Mitarbeitergespräch	Appraisals , demonstrations and complex negotiations should probably still take place as face-to-face meetings.

asap (= as soon as possible)	/eɪseɪ'piː/	so bald wie möglich	Please let me know what the position is asap .
assure (v)	/ə'ʃʊə/	versichern	Anna assured Gerry the current cost of training was negligible and recommended we spend more.
attachment (n)	/ə'tætʃmənt/	Anhang	I'm sending the first draft of the report as an attachment together with a detailed breakdown of costs for the whole project.
attention (n) bring sth to sb's attention	/ə'tenʃən/	Aufmerksamkeit jds. Aufmerksamkeit auf etw. lenken	We need to bring this problem to the client's attention .
audio-conference (n)	/'ɔːdiəʊ,kɒnfərəns/	Telefonkonferenz	Web conferencing is taking over as the new virtual meeting, although many companies still use audio- and video-conferences .
back-up (adj)	/'bækʌp/	Reserve-	We should have back-up supplies in place for a situation like this.
balance (n)	/'bæləns/	Gleichgewicht	Web conferencing could be the answer to your work-life balance , your department's travel budget and your company's carbon footprint.
break (n) give sb a break	/breɪk/ /gɪv ɪsʌmbədi ə breɪk/	Pause, Unterbrechung jdn. verschonen (jdn. eine Chance geben)	I only just missed the deadline. Give me a break .
breakdown (n)	/'breɪkdaʊn/	Aufschlüsselung	I'm sending the first draft of the report as an attachment together with a detailed breakdown of costs for the whole project.
break down (phr v)	/breɪk 'daʊn/	sich gliedern, aufschlüsseln	The trends break down into e-commerce, telecommuting and teleconferencing.
briefing (n)	/'briːfɪŋ/	Briefing, Informationsgespräch, Einweisung	Crisis meetings, multinational team briefings , project updates and routine decision-making can all

			be just as effective as teleconferences instead of face-to-face meetings.
budget (n)	/'bʌdʒət/	Etat, Budget	Web conferencing could be the answer to your work-life balance, your department's travel budget and your company's carbon footprint.
calculate (v)	/'kælkjuleɪt/	(hier:) hochrechnen	The American Consumer Institute has calculated that the world will save roughly one billion tons of carbon in the next ten years by operating on the Internet.
carbon (n)		Kohlenstoff	
carbon emissions	/'kɑ:bən ə,mɪʃənz/	Kohlenstoffemissionen	E-commerce will reduce carbon emissions by 200 million tons.
carbon footprint	/'kɑ:bən ˌfʊtprɪnt/	CO2-Bilanz	Web conferencing could be the answer to your work-life balance, your department's travel budget and your company's carbon footprint .
cc (v)	/si:'si:/	jdn. auf den Verteiler nehmen/setzen, eine Kopie zur Verfügung stellen	When you've made the alterations, could you e-mail me another copy and cc one to Lisa as well?
circulate (v)	/'sɜ:kju:leɪt/	ausgeben, in den Umlauf geben	After the teleconference, Ernst circulated notes to his team on what had been discussed.
clarify (v)	/'klærɪfaɪ/	klären	I've set up a teleconference this afternoon to clarify the situation.
coincide with sth (phr v)	/kəʊɪn'saɪd wɪθ ˌsʌmbədi/	mit etw. zusammenfallen, -treffen	Over 30% of business travellers say they have timed work trips to coincide with meeting a partner.
come in (phr v)	/kʌm 'ɪn/	sich (an einer bestimmten Stelle) einbringen	Could I just come in here and make a suggestion?
computer literacy (n)	/kəm'pjʊ:tə ˌɪtərəsi/	Computerkenntnisse	I suggest we make computer literacy a requirement for employment.

contradict (v)	/kɒntrə'dɪkt/	widersprechen	Do these reports support or contradict the messages in the advertisements?
cope with sth (phr v)	/'kəʊp wɪθ ˌsʌmθɪŋ/	mit etw. zurechtkommen, etw. bewältigen	We've had to keep revising our work schemes to cope with all the changes.
cover (v)	/'kʌvə/	(hier:) abdecken	I think we have covered everything we needed to discuss.
crisis (n)	/'kraɪsɪs/	Krise	Crisis meetings, multinational team briefings, project updates and routine decision-making can all be just as effective as teleconferences instead of face-to-face meetings.
cut (n)	/kʌt/	(hier:) Kürzung	He refused to accept cuts .
deadline (n) miss a deadline	/'dedlaɪn/	Termin einen Termin verpassen	I just missed the deadline but I was only two days late.
decision-making (n)	/dɪ'sɪʒən,meɪkɪŋ/	Beschlussfassung, Entscheidungsfindung	Crisis meetings, multinational team briefings, project updates and routine decision-making can all be just as effective as teleconferences instead of face-to-face meetings.
delay (n)	/dɪ'leɪ/	Verzug, Verzögerung	Sorry for the delay in getting back to you.
demonstration (n)	/demən'streɪʃən/	(Produkt-)Vorführung, -demonstration	Appraisals, demonstrations and complex negotiations should probably still take place as face-to-face meetings.
detailed (adj) (opposite = rough)	/'di:teɪld/	detailliert	I'm sending the first draft of the report as an attachment together with a detailed breakdown of costs for the whole project.
digression (n)	/daɪ'greʃən/	Exkurs, Abschweifung	Participants should be able to discuss their preferences, but the chairman should try to prevent arguments and digressions .

discourage (v)	/dɪs'kʌrɪdʒ/	entmutigen (hier: verhindern)	The chairman should make sure that inputs are kept short and discourage too much interruption.
doubt (v)	/daʊt/	(be-)zweifeln	Anna insisted that we spend more on advanced IT training, but Ingmar doubted that was what was needed.
down (adv)	/daʊn/	abgestürzt sein	Our server's been down again.
draft (n)	/dra:ft/	Entwurf	I'm sending the first draft of the report as an attachment together with a detailed breakdown of costs for the whole project.
draw sth up (phr v)	/'drɔ: ʃʌmθɪŋ ʌp/	entwerfen, erstellen	I've drawn up a shortlist of options, including the practical training element, the fun factor, safety and cost.
due (adj) be due	/dju:/	Anteil, Gebühr, Fälligkeit fällig sein	This is just a quick reminder to let you know that the Hoechst report was due yesterday.
e-commerce (n)	/i:'kɒmɜ:s/	elektronischer Handel, E-Commerce	E-commerce will reduce carbon emissions by 200 million tons.
emphasise (v)	/'emfəsaɪz/	betonen, herausstellen	Karim emphasised that the biggest problem was the changes to the specifications.
enforce (v)	/ɪn'fɔ:s/	umsetzen (vollstrecken)	The client is unhappy with progress and demanding that penalty clauses in the contract be enforced if solutions cannot be found.
entrepreneur (n)	/'ɒnrəprə'nɜ:z/	Unternehmer/in	Ritterberger is building a marina complex in Dubai for entrepreneur Ali Al-Fulani.
estimate (n)	/'estɪmət/	Angebot, Kostenvoranschlag	Estimates would give us more room to negotiate on fees, but I think the client will appreciate that we've fully itemised the costs.

executive (n)	/ɪg'zekjətɪv/	Führungskraft, leitende/ Angestellte/r	When the executive returned after a two-day break, there were 200 voicemail messages waiting for him!
face-to-face (adj)	/feɪstə'feɪs/	direkt, persönlich	I've experienced virtual meetings that were actually more effective than any face-to-face meeting I've been in.
factor (n)	/'fæktə/	Faktor, Element	I've drawn up a shortlist of options, including the practical training element, the fun factor , safety and cost.
figure (n)	/'fɪgə/	Zahlen(werk)	Should we quote precise figures at this stage or do you think a rough estimate would be better?
foresee (v)	/fɔ:'si:/	vorhersehen	There are some problems we did not foresee between our two main work teams.
fortune (n) spend a fortune on sth	/'fɔ:tju:n/ /spend ə 'fɔ:tju:n ɒn ,sʌmθɪŋ/	Vermögen ein Vermögen für etw. aus- geben	Gerry warned us that if we didn't change our recruitment policy, we'd have to spend a fortune on training.
get back to sb (phr v)	/get 'bæk tə ,sʌmbədi/	auf jdn. zurückkommen	Sorry for the delay in getting back to you.
get through (phr v)	/get 'θru:/	durchkommen	Sorry, I had a bit of trouble getting through .
go ahead (phr v)	/gəʊ ə'hed/	loslegen, anfangen	Now that everybody's here, let's go ahead and start.
hit (v)	/hɪt/	treffen (hier:) beeinträchtigt werden	The project has been hit by a series of problems and is running three months behind schedule.
hold-up (n)	/'həʊldʌp/	Stillstand, Störung	Supply hold-ups are just one cause of the delays.
input (n)	/'ɪnpʊt/	(hier:) (Diskussions-)Beitrag	The chairman should make sure that inputs are kept short and discourage too much interruption.

input on sth	/ˈɪnpʊt ɒn ˌsʌmθɪŋ/	Beitrag zu etw.	I'd like Jarek's input on how we handle some of these changes to specifications the client is asking for.
insist (v)	/ɪnˈsɪst/	auf etw. bestehen	Anna insisted that we spend more on advanced IT training, but Ingmar doubted that was what was needed.
introduce (v)	/ɪntrəˈdjuːs/	sich vorstellen	The participants briefly introduced themselves.
invite (v)	/ɪnˈvaɪt/	(hier:) auffordern, erbitten	Ernst invited suggestions from the other participants.
invite sb to do sth		jd. auffordern etw. zu tun	Hoescht have invited us to put together a proposal.
issue (n)	/ˈɪʃuː/	Thema	
raise an issue	/reɪz ən ˈɪʃuː/	ein Thema aufbringen/an-sprechen	Gerry raised the issue of the training budget and invited comments from the group.
itemise (v)	/ˈaɪtəmaɪz/	(Kosten) spezifizieren, auf-schlüsseln	Estimates would give us more room to negotiate on fees, but I think the client will appreciate that we've fully itemised the costs.
lack (v)	/læk/	mangeln, an etw. fehlen	Ingmar pointed out that most of our personnel lack basic computer skills.
language barrier (n)	/ˈlæŋwɪdʒ ˌbæriə/	Sprachbarriere	There are some problems we did not foresee between our two main work teams. There's been a language barrier .
let sb down (phr v)	/let ˌsʌmbədi ˈdaʊn/	jd. im Stich lassen, hängen lassen	I have to get this proposal in on schedule. Don't let me down .
life (n)	/laɪf/	Leben	
make life difficult for sb	/meɪk laɪf ˈdɪfɪkəlt fɔː/	das Leben schwer machen	All these changes to the specifications are making life very difficult for us all.

	,sʌmbədi/		
logistical (adj)	/lə'dʒɪstɪkəl/	logistisch	We need a fresh look at this entire project on a logistical level.
loop (n) keep sb in the loop	/lu:p/ /ki:p ,sʌmbədi ɪn ðə 'lu:p/	Schleife, Schlaufe jdn. auf dem Laufenden halten	I need to know straight away if there are any problems. Please keep me in the loop .
minimum (n) to a minimum	/'mɪnɪməm/	Minimum auf ein Minimum reduzieren	Let's try to keep interruptions to a minimum .
move on (phr v)	/mu:v 'ɒn/	weitergehen	Let's move straight on to item two on the agenda.
multinational (adj)	/mʌltɪ'næʃənəl/	multinational	The human resources director of a multinational IT solutions company sent 30 of his staff on a team-building weekend.
negligible (adj) (opposite = considerable)	/'neglɪdʒəbəl/	zu vernachlässigen, unbedeutend, unerheblich	Anna assured Gerry the current cost of training was negligible and recommended we spend more.
negotiate (v)	/nə'gəʊʃɪeɪt/	verhandeln	Estimates would give us more room to negotiate on fees, but I think the client will appreciate that we've fully itemised the costs.
negotiation (n)	/nə'gəʊʃɪ'eɪʃən/	Verhandlungen	Appraisals, demonstrations, and complex negotiations should probably still take place as face-to-face meetings.
objective (n)	/ɒb'dʒektɪv/	Ziel	Our main objective today is to agree an action plan that will get us back on schedule within the next three months.
onsite (adj) (opposite = offsite)	/ɒn'saɪt/	vor-Ort-, an Ort und Stelle	We are all agreed that we need some onsite training to resolve this problem.
operate (v)	/'ɒpəreɪt/	(hier:) agieren, nutzen	The American Consumer Institute has calculated

			that the world will save roughly one billion tons of carbon in the next ten years by operating on the Internet.
option (n)	/'ɒpʃən/	(hier:) (Wahl-)Möglichkeit	I've drawn up a shortlist of options , including the practical training element, the fun factor, safety and cost.
outline (v)	/'aʊtlaɪn/	skizzieren, umreißen, kurz beschreiben	Our first meeting outlined the communication problems the two teams have had.
overall (adj)	/əʊvər'ɔ:l/	Gesamt-, allgemein	We will have another look at overall logistics and report back to you.
participant (n)	/pɑ:'tɪsɪpənt/	Teilnehmer/in	The participants briefly introduced themselves.
penalty clause (n)	/'penəlti klaɪz/	Strafklausel, -bestimmung	The client, a Dubai entrepreneur, is unhappy with progress and demanding that penalty clauses in the contract be enforced if solutions cannot be found.
place (n) have sth in place	/pleɪs/ /hæv ɪ'slɑ:mθɪŋ ɪn 'pleɪs/	Ort, Platz etw. in Reserve haben	We should have back-up supplies in place for a situation like this.
point sth out (phr v)	/pɔɪnt ɪ'slɑ:mθɪŋ 'aʊt/	auf etw. verweisen, etw. herausstellen	Ingmar pointed out that most of our personnel lack basic computer skills.
policy (n)	/'pɒləsi/	-Politik, Leitlinie	Gerry warned us that if we didn't change our recruitment policy , we'd have to spend a fortune on training.
position (n)	/pə'zɪʃən/	(hier:) Situation	Please let me know what the position is asap.
post (v) keep sb posted	/pəʊst/	senden, buchen, bekanntgeben jdn. auf dem Laufenden	Keep me posted. Let's schedule another meeting

		halten, jdn. unterrichtet halten	for next week.
precise (adj) (opposite = rough)	/pri'saɪs/	genau, exakt	Should we quote precise figures at this stage or do you think a rough estimate would be better?
preference (n)	/'prefərəns/	(hier:) bevorzugtes Thema	Participants should be able to discuss their preferences , but the chairman should try to prevent arguments and digressions.
pressure (n) be under pressure from sb	/'preʃə/	Druck unter jds. Druck stehen	Jonathan is under a lot of pressure from head office to get the proposal in on schedule.
put sth together (phr v)	/'pʊt ɪsəmθɪŋ təgeðə/	zusammentragen, erstellen	We are putting together a proposal for a new client, pharmaceutical giant, Hoechst.
quote (v)	/kwəʊt/	(hier:) angeben, nennen	Should we quote precise figures at this stage or do you think a rough estimate would be better?
recap (v)	/'ri:kæp/	zusammenfassen, rekapitulieren	So, just to recap on what we've said, there are some problems we did not foresee between our two main work teams. There's been a language barrier.
recommend (v)	/'rekə'mend/	empfehlen, (an-)raten	Lars recommended that we change our security policy.
recruitment (n) recruitment policy	/'rɪ'krʊ:tmənt/	Neueinstellung Einstellungspolitik	Gerry warned us that if we didn't change our recruitment policy, we'd have to spend a fortune on training.
reminder (n)	/'rɪ'maɪndə/	Erinnerung, Ermahnung	This is just a quick reminder to let you know that the Hoechst report was due yesterday.
renegotiate (v)	/'ri:nə'gəʊʃɪeɪt/	neu verhandeln	With all these delays and changes to the specifications we may even need to renegotiate the contract.

report back to sb (phr v)	/rɪ'pɔ:t bæk tə ˌsʌmbədi/	jdm. über etw. Bericht er- statten, berichten	We will have another look at overall logistics and report back to you .
requirement (n)	/rɪ'kwairəmənt/	(Grund-)Voraussetzung, Bedingung	I suggest we make computer literacy a requirement for employment.
resolve (v)	/rɪ'zɒlv/	lösen	We are all agreed that we need some onsite training to resolve this problem.
responsibility (n)	/rɪs,pɒnsɪ'bɪlɪtɪ/	Verantwortung	IT training is the company's responsibility .
revise (v)	/rɪ'vaɪz/	(hier:) überarbeiten	We've had to keep revising our work schemes to cope with all the changes.
room (n) give sb room to do sth	/rʊm/ /gɪv ˌsʌmbədi 'rʊm tə du: ˌsʌmθɪŋ/	Zimmer, Raum jdm. (Spiel-)Raum für etw. lassen	Estimates would give us more room to negotiate on fees, but I think the client will appreciate that we've fully itemised the costs.
rough (adj) (opposite = precise)	/rʌf/	(hier:) grob, ungefähr	Should we quote precise figures at this stage or do you think a rough estimate would be better?
run short of sth (phr v)	/rʌn 'ʃɔ:t əv ˌsʌmθɪŋ/	etw. nicht mehr haben, etw. geht langsam aus	We're running short of time. Jarek, can I leave that with you?
schedule (n) behind schedule	/'ʃedju:l/ /bɪ,haɪnd 'ʃedju:l/	(Termin-, Zeit-)Plan in Verzug	The project has been hit by a series of problems and is running three months behind schedule .
on schedule	/ɒn 'ʃedju:l/	fristgemäß, -gerecht	Our main objective today is to agree an action plan that will get us back on schedule within the next three months.
tight schedule	/taɪt 'ʃedju:l/	enger/gedrängter Termin- kalender	We're working to a very tight schedule .
schedule (v)	/'ʃedju:l/	(hier:) festlegen, ansetzen	Keep me posted. Let's schedule another meeting for next week.

set sth up (phr v)	/set ˌsʌmθɪŋ ˈʌp/	arrangieren	I've set up a teleconference this afternoon to clarify the situation.
shortlist (n)	/'ʃɔ:tɪst/	(hier:) Übersicht mit wesentlichen Optionen	I've drawn up a shortlist of options, including the practical training element, the fun factor, safety and cost.
sister company (n)	/'sɪstə ˌkʌmpəni/	Schwesterfirma, -gesellschaft	Jarek is the new chief engineer at our sister company in Warsaw.
skip (v)	/skɪp/	überspringen, auslassen	I suggest we skip item one on our agenda until we hear from Sulaiman.
specification (n)	/'spesɪfɪ'keɪʃən /	Spezifikationen	I'd like Jarek's input on how we handle some of these changes to specifications the client is asking for.
speed up (phr v)	/spi:d ˈʌp/	schneller machen, beschleunigen, sich beeilen	We'll have to speed up or we'll miss the deadline.
stake (n) be at stake	/steɪk/	Pfahl, Pflock auf dem Spiel stehen	I'm sure I don't need to remind you what's at stake here.
stick to sth (phr v)	/'stɪk tə ˌsʌmθɪŋ/	(hier:) einhalten	It looks better if we show that we can set and stick to a budget.
strategy (n)	/'strætədʒi/	Strategie, Konzept	At the end of an action-packed morning of training, we were left to work out a winning race strategy .
supply (n)	/sə'plaɪ/	Vorrat	We should have back-up supplies in place for a situation like this.
support (v)	/sə'pɔ:t/	unterstützen, -mauern	Do these reports support or contradict the messages in the advertisements?
team-building (adj)	/'ti:mbɪldɪŋ/	Teamentwicklung	The human resources director of a multinational IT solutions company sent 30 of his staff on a team-building weekend.

telecommuting (n)	/telɪkə'mju:ɪŋ/	Telearbeit, Heimarbeit am PC	Telecommuting will prevent 250 million tons of emissions from reduced driving.
teleconference (n)	/telɪ'kɒnfərəns/	Telefonkonferenz	I've set up a teleconference this afternoon to clarify the situation.
teleconferencing	/telɪ'kɒnfərənsɪŋ/	Telefonkonferenzen	Teleconferencing could prevent 200 million tons of emissions if it replaces 10% of face-to-face meetings.
together with sth	/tə'geðə wɪθ ˌsʌmθɪŋ/	zusammen mit etw.	I'm sending the first draft of the report as an attachment together with a detailed breakdown of costs for the whole project.
trend (n)	/trend/	Trend, Entwicklung	The trends break down into e-commerce, telecommuting and teleconferencing.
unseasonal (adj)	/ʌn'si:zənəl/	saisonuntypisch, unüblich für die Jahreszeit	The weather is most unseasonal . We could not be fully prepared for it.
update (n)	/'ʌpdeɪt/	(hier:) Aktualisierung, Austausch über den neusten Stand	Crisis meetings, multinational team briefings, project updates and routine decision-making can all be just as effective as teleconferences instead of face-to-face meetings.
video-conference (n)	/'vɪdɪəʊ,kɒnfərəns/	Videokonferenz	Web conferencing is taking over as the new virtual meeting, although many companies still use audio- and video-conferences .
virtual (adj)	/'vɜ:tʃuəl/	virtuell	I've experienced virtual meetings that were actually more effective than any face-to-face meeting I've been in.
voicemail (n)	/'vɔɪsmel/	Nachricht per Telefon, Voicemail	When the executive returned after a two-day break, there were 200 voicemail messages waiting for him!
warn (v)	/wɔ:n/	warnen	Gerry warned us that if we didn't change our recruitment policy, we'd have to spend a fortune on

web conferencing (n)

/'web ˌkɒnfərənsɪŋ/

Internetkonferenz

training.

Web conferencing could be the answer to your work-life balance, your department's travel budget and your company's carbon footprint.

work pattern (n)

/'wɜ:k ˌpætən/

(hier:) Arbeitsstil

Our **work patterns** are different from what they are used to in Dubai.

Unit 20

headword	pronunciation	translation/notes	example sentence
acceptable (adj) (opposite = unacceptable)	/æk'septəbəl/	annehmbar, akzeptabel	That would come to a total fee of £20,400 and you would invoice us on completion of the whole series of seminars. Are these terms broadly acceptable ?
addicted (adj) be addicted to sth	/ə'dɪktəd/	süchtig, abhängig nach etw. süchtig sein	I'm addicted to smoking.
advance (n) in advance	/əd'vɑ:ns/	Anmarsch, Erhöhung, Vorschuss im Voraus	What if we offered you an alternative? What if you paid us two million in advance , two million mid-contract, and another 3.2 million on completion?
after-sales (adj) after-sales service	/ɑ:ftə'seɪlz/ /ɑ:ftə'seɪlz 'sɜ:vi:s/	Kundendienst- Kundendienst	We hoped you would provide after-sales service .
agree (v) agree on sth	/ə'gri:/	vereinbaren übereinstimmen	When you finally get to the agreement stage, agree the general terms but leave the details to the lawyers. We haven't agreed on the discount yet.
agreement (n) reach an agreement	/ə'gri:mənt/ /ri:tʃ ən ə'gri:mənt/	Vereinbarung, Abschluss zu einer Vereinbarung kommen, einen Abschluss erzielen	Know what your fall-back position is - what you'll do if you don't reach an agreement .

alternative (n)	/ɔ:l'tɜ:nətɪv/	Alternative	What if we offered you an alternative ? What if you paid us two million in advance, two million mid-contract, and another 3.2 million on completion?
approach (n)	/ə'prəʊtʃ/	Vorgehen, Ansatz	When negotiating, do you favour straight-talking or do you prefer the diplomatic approach ?
approach (v)	/ə'prəʊtʃ/	(hier:) ansprechen	Arsenal and Juventus are interested in this player as well but we have approached Manchester United first.
approve (v)	/ə'pru:v/	genehmigen, billigen, anerkennen	You will conduct most of the sessions yourself, using materials especially designed to meet our specific needs and approved by us prior to the seminar.
back (n) on the back of sth	/bæk/ /ɒn ðə 'bæk əv ,sʌmθɪŋ/	Rücken, Hintergrund (hier:) auf der Basis/Grundlage von etw.	Top clubs have grown on the back of television contracts.
bargain (v)	/'bɑ:gən/	(ver-)handeln, feilschen	Don't be tempted to make your counter-proposals and enter the bargaining phase until after a good long break.
basis (n) on the basis of sth	/'beɪsɪs/ /ɒn ðə 'beɪsɪs əv ,sʌmθɪŋ/	Basis, Grundlage auf der Basis von etw.	The agent's commission is calculated on the basis of the player's annual fee.
on a trial basis	/ɒn ə ,traɪəl 'beɪsɪs/	versuchs-, probeweise, auf Versuchsbasis	Would you like to have the product on a trial basis ?
best alternative to a negotiated agreement (BATNA) (n)	/best ɔ:l'tɜ:nətɪv tu ə nə,gəʊ'fɪətəd ə,grɪ:mənt/	beste Alternative zu einem verhandelten Abschluss	You nearly always have a BATNA , however undesirable. But if you really haven't got one, you need to be good at bluffing.

bid (n)	/bɪd/	Angebot	This would up the price to your original bid of 7.8 million dollars.
big time (adv)	/'bɪg taɪm/	(hier:) in großem Maßstab	We need to sell the shares today or we'll lose big time!
bluechip (n)	/'blu:tʃɪp/	erstklassige Aktie, Bluechip	Clubs like Bayern Munich, Arsenal, Real Madrid and AC Milan turn profits many bluechip companies would envy.
bluff (v)	/blʌf/	bluffen	You nearly always have a BATNA , however undesirable. But if you really haven't got one, you need to be good at bluffing.
brand (n)	/brænd/	Marke	Manchester United have a strong brand and they have worked to maximise it by bringing in good people.
break off (phr v)	/breɪk 'ɒf/	abbrechen	If the bargaining phase isn't over quickly, break off and fix another meeting.
breakthrough (n) make a breakthrough	/'breɪkθruː/ /meɪk ə 'breɪkθruː/	Durchbruch einen Durchbruch erzielen	We've made a breakthrough in the Petersen negotiation. They've offered us a 10% discount.
broadly (adv)	/'brɔːdli/	im Großen und Ganzen	That would come to a total fee of £20,400 and you would invoice us on completion of the whole series of seminars. Are these terms broadly acceptable?
calculate (v)	/'kælkjuːleɪt/	berechnen, kalkulieren	The agent's commission is calculated on the basis of the player's annual fee.
career (n)	/kə'riə/	Karriere, Laufbahn	Trapero has a brilliant career in football ahead of him.
close (v) (opposite = open) close on a high note	/kləʊz/ /'kləʊz ɒn ə 'haɪ	(be-)schließen auf dem Höhepunkt abschließen	Close the negotiations on a high note and remember to celebrate!

	nəʊt/		
commission (n)	/kə'mɪʃən/	Provision	The agent's commission is calculated on the basis of the player's annual fee.
commitment (n)	/kə'mɪtmənt/	Engagement	We would like some kind of commitment from you now.
completion (n) on completion	/kəm'pli:ʃən/	Fertigstellung, Abschluss bei Fertigstellung	What if we offered you an alternative? What if you paid us two million in advance, two million mid-contract, and another 3.2 million on completion ?
compromise (n)	/'kɒmprə,maɪz/	Kompromiss	We should spend more time looking for a compromise here.
accept a compromise	/ək,sept ə 'kɒmprəmaɪz/	einen Kompromiss akzeptieren, in einen Kompromiss einwilligen	Would you be willing to accept a compromise ?
concession (n) make a concession	/kən'seʃən/ /meɪk ə kən'seʃən/	Zugeständnis ein Zugeständnis machen	My advice would be: don't make any concessions without asking for something in return; ask lots and lots of questions; and don't give in to pressure.
condition (n) on one condition	/kən'dɪʃən/ /ɒn wʌn kən'dɪʃən/	Bedingung unter einer Bedingung	I'm afraid we could only accept this on one condition . We'd want a 25% non-refundable deposit in advance.
conduct (v)	/kən'dʌkt/	durchführen	You will conduct most of the sessions yourself, using materials especially designed to meet our specific needs and approved by us prior to the seminar.
conscience (n) guilty conscience	/'kɒnʃəns/ /ˌgɪlti 'kɒnʃəns/	Gewissen schlechtes Gewissen	The priests developed guilty consciences and asked their superior for permission to smoke.

contractor (n)	/kən'træktə/	Lieferant, Subunternehmer	I can only give you a guarantee that we'll finish on schedule by bringing in more outside contractors .
counter- (adj)	/'kauntə/	Gegen-	Don't be tempted to make your counter -proposals and enter the bargaining phase until after a good long break. The client's counter -offer was 7 million euros.
cover (v)	/'kʌvə/	decken	This is a specially designed course for your personnel only. Obviously, we have to cover our development costs.
coverage (n) media coverage	/'kʌvərɪdʒ/	Abdeckung Berichterstattung in den Medien	It was the media coverage of the 1990 World Cup and the arrival of SkyTV in 1993 that really transformed the game into the money-making industry it is today.
deadline (n) meet a deadline	/'dedlaɪn/	Termin einen Termin (ein-)halten	Can we rely on you to meet all our deadlines ?
deadlock (n) reach/break a deadlock	/'dedlɒk/ /ri:tʃ/'breɪk ə 'dedlɒk/	Stillstand einen Stillstand erreichen/ überwinden	The negotiations have reached (a) deadlock . Our revised offer broke the deadlock .
deferred payment (n)	/dɪ'fɜ:d ,peɪmənt/	Zahlungsaufschub	Supposing we were to offer you deferred payment , would that help you to make a decision?
demand (n)	/dɪ'mɑ:nd/	(An-)Forderung	How do you negotiate with someone who won't listen, who keeps interrupting, who becomes aggressive, who makes last-minute demands , who won't make a decision?
deny (v)	/dɪ'naɪ/	verweigern, abschlagen	He was denied permission to smoke.
deposit (n)	/dɪ'pɒzɪt/	(hier:) Anzahlung	I'm afraid we could only accept this on one condition. We'd want a 25% non-refundable

details (n pl) work out the details	<i>/'di:teɪlz/ /ˌwɜ:k aʊt ðə 'di:teɪlz/</i>	Einzelheiten, Details die Einzelheiten ausarbeiten	deposit in advance. When you finally get to the agreement stage, agree the general terms but leave the lawyers to work out the details .
diplomatic (adj) (opposite = undiplomatic)	<i>/dɪplə'mætɪk/</i>	diplomatisch	When negotiating, do you favour straight-talking or do you prefer the diplomatic approach?
discount (n)	<i>/'dɪskaʊnt/</i>	Rabatt, Ermäßigung, Nachlass	Since we are booking eight seminars, we'll obviously expect a reasonable discount on your usual fee.
dissuade (v)	<i>/'dɪsweɪd/</i>	jdn. von etw. abbringen	I'm trying to dissuade my daughter from wanting a mobile phone.
effort (n) in an effort to do sth	<i>/'efət/</i>	Bestreben, Mühe, Versuch im Bestreben etw. zu tun	The words 'football' and 'club' were officially dropped from the players' badges in 2000 in an effort to strengthen corporate image.
establish (v)	<i>/'ɪstæblɪʃ/</i>	(hier:) festlegen	Make sure you establish all the points you're going to negotiate and have a clear idea of your opening, target and walk-away position on each.
expire (v)	<i>/'ɪkspaɪə/</i>	auslaufen	If a player wants to leave before his contract expires , he has to pay a penalty.
explore (v)	<i>/'ɪksplɔ:/</i>	sondieren, auskundschaften, erkunden	Ideally, a successful negotiation is a kind of joint problem-solving meeting, where we identify each other's interests, wants and needs and then explore the different ways we could satisfy those.
extra (n)	<i>/'ekstrə/</i>	versteckte Sonderleistung	We need to be sure that there are no hidden extras .
fall-back position (FBP) (n)	<i>/'fɔ:l bæk pə'zɪʃən/</i>	Rückzugsposition	Know what your fall-back position is - what you'll do if you don't reach an agreement.

finalise (v)	/ˈfaɪnəlaɪz/	zum Abschluss bringen, endgültig festlegen	We seem to be nearing agreement but, before we finalise things, can we just run through the main points once more?
financial package (n)	/faɪˈnænsjəl ˌpækɪdʒ/	Finanzpaket	We are here to negotiate our client's financial package with Manchester United.
fixed (adj) (opposite = changeable)	/fɪkst/	fest	Wouldn't a fixed interest rate be a better idea?
flotation (n)	/fləʊˈteɪʃən/	(hier:) Emission von Aktien	With a successful stock market flotation in 1991 and a current market value of over \$1.4 billion, Manchester United is as much a triumph of the media as of great soccer.
fortune (n) spend a fortune on sth	/ˈfɔːtjuːn/ /spend ə ˈfɔːtjuːn ɒn ˌsʌmθɪŋ/	Vermögen ein Vermögen für etw. ausgeben	Children with mobile phones can spend a fortune on calls and expensive music downloads.
gift voucher (n)	/ˈɡɪft ˌvaʊtʃə/	Geschenkgutschein	It's company policy not to give refunds on returned products, but we do give gift vouchers to the value of the returned goods.
give in to sth (phr v)	/ɡɪv ˈɪn tə ˌsʌmθɪŋ/	einer Sache nachgeben	My advice would be: don't make any concessions without asking for something in return; ask lots and lots of questions; and don't give in to pressure.
governing body (n)	/ˌɡʌvənɪŋ ˈbɒdi/	Dachverband	FIFA is the governing body for world football.
gross (adj) (opposite = net)	/ɡrəʊs/	brutto	All the figures I've mentioned are net, not gross . Footballers don't like to worry about how much tax they're going to have to pay!
guarantee (n)	/ɡærənˈtiː/	Garantie, feste Zusage	What we need from you is a guarantee that the project will be finished in time.
identify (v)	/aɪˈdentɪfaɪ/	(hier:) ermitteln, genau be-	Ideally, a successful negotiation is a kind of joint

		stimmen	problem-solving meeting, where we identify each other's interests, wants and needs and then explore the different ways we could satisfy those.
image (n) corporate image	/'ɪmɪdʒ/	Image, Ruf, Bild Firmenimage, Image des Unternehmens	The words 'football' and 'club' were officially dropped from the players' badges in 2000 in an effort to strengthen corporate image .
income (n)	/'ɪnkʌm/	Einkommen	The annual fee is to stop players going to another team and it's their main source of income .
initial (adj)	/ɪ'nɪʃəl/	Ausgangs-, Anfangs-	I'd like to start by outlining our initial position.
interests (n pl) in sb's interests	/'ɪntərəsts/	Interessen in jds. Interesse	I represent the interests of Alberto Trapero. It is in your interests to go for a five-year contract.
invest in sth (phr v)	/ɪn'vest ɪn ɪ'sʌmθɪŋ/	in etw. investieren	We don't want to invest in the development of a player who disappears to another club after just a few seasons.
invoice (v)	/'ɪnvɔɪs/	in Rechnung stellen	That would come to a total fee of £20,400 and you would invoice us on completion of the whole series of seminars. Are these terms broadly acceptable?
live up to sth (phr v)	/lɪv 'ʌp tə ɪ'sʌmθɪŋ/	etw. erfüllen, etw. gerecht werden	The annual fee could always be raised on renewal of the contract if Trapero lives up to his potential.
logo (n)	/'ləʊgəʊ/	Logo	What's in it for the sponsors? Not even Vodafone has its logo in the Amazon rainforest!
long-term (adj) (opposite = short-term)	/'lɒŋtɜ:m/	langfristig	Starting to bargain straight away may work for a small, one-off deal, but it's no way to build a long-term business relationship.
market value (n)	/'mɑ:kɪt 'vælju:/	Marktwert	With a current market value of over \$1.4 billion, Manchester United is as much a triumph of the

match (v)	/mætʃ/	mit etw. gleichziehen, etw. angleichen	media as of great soccer. We'll match any price you've been quoted.
maximise (v) (opposite = minimise)	/'mæksɪmaɪz/	maximieren	Manchester United has a strong brand and they have worked to maximise it by bringing in good people.
measure (n)	/'meɪʒə/	Maßnahme	Having a mobile phone is a very good security measure for children.
the media (n pl)	/ðə 'mi:diə/	die Medien	Manchester United is as much a triumph of the media as of great soccer.
megastore (n)	/'megəstɔ:/	Megastore	The team's megastore at Old Trafford is constantly packed and merchandising outlets as far away as Singapore, Hong Kong and Sydney attract thousands of fans.
mentality (n)	/men'tæləti/	Mentalität, Haltung	Win-win negotiation is a great idea, but most people have a simple 'I win - you lose' mentality .
merchandising (n)	/'mɜ:ʃəndaɪzɪŋ/	Merchandising	On my client's behalf, I need to secure a fair percentage of merchandising products.
mid- (adj)	/mɪd/	in der Mitte von/des	What if we offered you an alternative? What if you paid us two million in advance, two million mid- contract, and another 3.2 million on completion?
mind (n) have sth in mind	/maɪnd/ /hæv ˌsʌmθɪŋ ɪn 'maɪnd/	Verstand, Gedanke, Ansicht etw. im Sinn haben	It depends what sort of compromise you had in mind .
make up your mind	/meɪk ʌp jə 'maɪnd/	sich entscheiden/entschließen	I think you could cover your development costs quite easily on just over £20,000. My mind's made up . Take it or leave it.

movement (n)	/ˈmuːvmənt/	Bewegung	We'd like to see some movement on price. We had a rather lower figure in mind than the one you've quoted us.
multinational (adj)	/mʌltr'næʃənəl/	multinational	Manchester United stopped being just a famous football team several years ago and became a highly successful multinational corporation.
near (v)	/'niə/	(an-)nähern	We seem to be nearing agreement but, before we finalise things, can we just run through the main points once more?
needs (n pl) meet sb's needs	/niːdz/ /mi:t ˌsʌmbədiz niːdz/	Anforderungen, Bedarf jds. Anforderungen ent- sprechen/genügen	You will conduct most of the sessions yourself, using materials especially designed to meet our specific needs and approved by us prior to the seminar.
negotiate (v)	/nə'gəʊʃieɪt/	verhandeln	We are here to negotiate our client's financial package with Manchester United.
negotiation (n)	/nə'gəʊʃi'eɪʃən/	Verhandlung	The negotiation is scheduled to be held at Old Trafford. Make sure you agree on a procedure before you start negotiations .
negotiator (n)	/nə'gəʊʃieɪtə/	Verhandlungspartner, -führer	Inexperienced negotiators tend to go straight in there and start bargaining.
net (adj) (opposite = gross)	/net/	netto	All the figures I've mentioned are net , not gross. Footballers don't like to worry about how much tax they're going to have to pay!
net (v)	/net/	netto verdienen/abwerfen/ entsprechen	The sponsorship deal with Vodafone alone netted Manchester £36 million.
non-refundable (adj) (opposite = refundable)	/nɒnrɪ:'fʌndəbəl/	nicht (zu-)rückzahlbar	I'm afraid we could only accept this on one condition. We'd want a 25% non-refundable

one-off (adj)	/wʌn'ɒf/	einmalig, Einmal-	deposit in advance. Starting to bargain straight away may work for a small, one-off deal, but it's no way to build a long-term business relationship.
opening position (OP) (n)	/'əʊpənɪŋ pə'zɪʃən/	Eröffnungs-, Ausgangs-	Make sure you establish all the points you're going to negotiate and have a clear idea of your opening , target and walk-away position on each.
operation (n) in operation	/ɒpə'reɪʃən/	Betrieb, Ablauf, Betätigung in Betrieb	We were hoping to have the plant fully in operation by next September.
operational (adj)	/ɒpə'reɪʃənəl/	betriebsfähig, in Betrieb sein	The system should be operational by the end of next week
option (n)	/'ɒpʃən/	Option, (Handlungs-) Möglichkeit	At this stage we do not see this as a viable option .
outlet (n)	/'aʊtlet/	Verkaufsstelle, Laden	The team's megastore at Old Trafford is constantly packed and merchandising outlets as far away as Singapore, Hong Kong and Sydney attract thousands of fans.
outline (v)	/'aʊtlaɪn/	skizzieren, umreißen	I'd like to start by outlining our initial position.
outset (n) at the outset	/'aʊtset/	Beginn, Anfang zu Beginn, am Anfang	Spend as much time as possible at the outset getting to know exactly who you're dealing with.
outside (adj) (opposite = inside)	/'aʊtsaɪd/	außen	I can only give you a guarantee that we'll finish on schedule by bringing in more outside contractors.
overrun (n)	/'əʊvə'raʊn/	Überschreitung, Überziehung	The schedule overrun penalty will be 25,000 per week.
overshadow (v)	/'əʊvə'ʃædəʊ/	überschatten	Never begin a deal, a battle or a love affair if the fear of losing overshadows the prospect of

overtime (n)	/ˈəʊvətáɪm/	Mehrarbeit, Überstunden	winning. I've been working extremely hard lately, doing a lot of overtime .
participant (n)	/pɑːˈtɪsɪpənt/	Teilnehmer/in	Each seminar is to have no more than 16 participants .
penalty (n)	/ˈpenəlti/	Strafe, Geldbuße	There will be a heavy penalty for early termination of the contract.
percentage (n)	/pəˈsentɪdʒ/	(prozentualer) Anteil	On my client's behalf, I need to secure a fair percentage of merchandising products.
permission (n) ask for permission	/pɜːˈmɪʃən/ /ˌɑːsk fə pɜːˈmɪʃən/	Genehmigung, Erlaubnis um Erlaubnis bitten	The priests developed guilty consciences and asked their superior for permission to smoke.
phase (n)	/feɪz/	Phase, Stadium	Don't be tempted to make your counter-proposals and enter the bargaining phase until after a good long break.
plant (n)	/plɑːnt/	Werk, Betrieb	We were hoping to have the plant fully in operation by next September.
policy (n)	/ˈpɒləsi/	Politik, Leitlinie, Grundsatz	It's company policy not to give refunds on returned products, but we do give gift vouchers to the value of the returned goods.
position (n) be in a position to do sth	/pəˈzɪʃən/	Position, Situation, Lage in der Lage sein etw. zu tun	I'd like to start by outlining our initial position . We may be in a position to revise our offer.
potential (n)	/pəˈtenʃəl/	Potenzial	A transfer fee of £10 million is quite a lot for a young player, but fair considering Trapero's enormous potential .
pressure (n) apply pressure	/ˈpreʃə/ /əˌplaɪ ˈpreʃə/	Druck Druck ausüben	The other side are applying pressure on us to

give in to pressure	/gɪv ɪn tə 'preʃə/	Druck nachgeben	sign today. We refuse to give in to pressure . We need more time to consider our position.
prior (adj)	/'praɪə/	(be-)vor, vorherig, vorausgehend	
prior to ...		vor, im Vorfeld	You will conduct most of the sessions yourself, using materials especially designed to meet our specific needs and approved by us prior to the seminar.
procedure (n)	/prəʊ'si:dʒə/	Vorgehen(sweise)	Make sure you agree on a procedure before you start negotiations.
productive (adj) (opposite = unproductive)	/prə'dʌktɪv/	produktiv	We are looking forward to a productive meeting.
profit (n) turn a profit	/'prɒfɪt/ /tʒ:n ə 'prɒfɪt/	Gewinn, Überschuss einen Gewinn machen	Clubs like Bayern Munich, Arsenal, Real Madrid and AC Milan turn profits many bluechip companies would envy.
proposal (n)	/prə'pəʊzəl/	Angebot, Vorschlag	Don't interrupt while they're setting out their proposals .
prospect (n)	/'prɒspekt/	Aussicht, Ausblick	Never begin a deal, a battle or a love affair if the fear of losing overshadows the prospect of winning.
put sth forward (phr v)	/'put ˌsʌmθɪŋ ˌfɔ:wəd/	etw. vorbringen, -schlagen	You have put forward an interesting proposal about a series of seminars specially designed for our company.
quote (v)	/kwəʊt/	(hier:) anbieten	We'd like to see some movement on price. We had a rather lower figure in mind than the one you've quoted us.

rapport (n)	/ræ'pɔː/	Übereinstimmung, harmonisches Verhältnis Übereinstimmung herstellen	Creating rapport can take several hours or several months!
create rapport	/kriːeɪt ræ'pɔː/		
receipt (n)	/rə'siːt/	Quittung, Beleg	I can't find the receipt , but I still have the box which clearly has the store's price label on it.
refund (v)	/'riːfʌnd/	Rückvergütung, Kostenerstattung	It's company policy not to give refunds on returned products, but we do give gift vouchers to the value of the returned goods.
rely (v)	/rɪ'laɪ/	verlassen sich darauf verlassen, dass jd. etw. tut	Can we rely on you to meet all our deadlines?
rely on sb to do sth			
renewal (n)	/rɪ'njuːəl/	(hier:) Verlängerung	The annual fee could always be raised on renewal of the contract if Trapero lives up to his potential.
represent (v)	/reprɪ'zent/	vertreten	I represent the interests of Alberto Trapero.
request (n)	/rɪ'kwest/	Anfrage, Anliegen	The superior found the priest's dedication admirable and immediately granted his request .
grant a request	/grɑːnt ə rɪ'kwest/	eine Anfrage bewilligen	
requirements (n pl)	/rɪ'kwaɪəmənts/	(hier:) Anforderungen	Would you like to set out your requirements for these seminars?
respect (n)	/rɪ'spekt/	Hinsicht, Achtung, Respekt	With respect , you don't quite understand.
with respect, ...	/wɪθ rɪ'spekt/	mit Verlaub, ...	
revise (v)	/rɪ'vaɪz/	ändern, revidieren, überarbeiten	We may be in a position to revise our offer.
rival (n)	/'raɪvəl/	Gegner, Rivale	Nike sponsor Arsenal, our main rivals in the Premier League.
satisfy (v)	/'sætɪsfaɪ/	befriedigen	Ideally, a successful negotiation is a kind of joint

			problem-solving meeting, where we identify each other's interests, wants and needs and then explore the different ways we could satisfy those.
schedule (n) on schedule	/'ʃedju:l/	(Ablauf-)Plan fristgerecht, -gemäß	Will you manage to complete the project on schedule ?
over schedule		im Verzug sein, Verspätung haben	There would be a penalty if you run over schedule ?
schedule (v)	/'ʃedju:l/	planen, vorsehen	The negotiation is scheduled to be held at Old Trafford.
secure (v)	/sɪ'kʊə/	sicherstellen	On my client's behalf, I need to secure a fair percentage of merchandising products.
set sth out (phr v)	/set ,sʌmθɪŋ 'aʊt/	etw. darlegen	Don't interrupt while they're setting out their proposals.
shortage (n)	/'ʃɔ:tɪdʒ/	Mangel	There is no shortage of young internationals wanting to play for the world's most famous football club.
source (n)	/sɔ:s/	Quelle	The annual fee is to stop players going to another team and it's their main source of income.
specific (adj) (opposite = general)	/spɪ'sɪfɪk/	spezifisch, besonders	You will conduct most of the sessions yourself, using materials especially designed to meet our specific needs and approved by us prior to the seminar.
sponsor (n)	/'spɒnsə/	Sponsor	What's in it for the sponsors ? Not even Vodafone has its logo in the Amazon rainforest!
sponsor (v)	/'spɒnsə/	sponsern	Nike sponsor Arsenal, our main rivals in the Premier League.

sponsorship (n)	/ˈspɒnsəʃɪp/	Sponsoring	At present my client has a £1 million a year sponsorship deal with Nike.
stage (n) at this stage	/steɪdʒ/ /æt ðɪs 'steɪdʒ/	Abschnitt, Etappe, Stadium gegenwärtig, in diesem Stadium	I think that's about as far as we can go at this stage .
status (n)	/'steɪtəs/	(hier:) Rang	Trapero is already a superb player of international status .
straight-talking (n)	/streɪt'tɔ:kɪŋ/	(hier:) offene und direkte Verhandlungsführung	When negotiating, do you favour straight-talking or do you prefer the diplomatic approach?
strengthen (v)	/'streŋθən/	(be-)stärken, bekräftigen	The words 'football' and 'club' were officially dropped from the players' badges in 2000 in an effort to strengthen corporate image.
tactics (n pl)	/'tæktɪks/	Taktik	I must have read dozens of books on negotiation tactics . The problem is, so has everybody else.
take it or leave it	/'teɪk ɪt ɔ: ,li:v ɪt/	entweder du akzeptierst es oder du lässt es bleiben (nimm es oder vergiss es)	I think you could cover your development costs quite easily on just over £20,000. My mind's made up. Take it or leave it .
target position (TP) (n)	/'tɑ:ɡɪt pə'zɪʃən/	Zielposition	Make sure you establish all the points you're going to negotiate and have a clear idea of your opening, target and walk-away position on each.
termination (n)	/tɜ:mɪ'neɪʃən/	Beendigung	There will be a heavy penalty for early termination of the contract.
terms (n pl)	/tɜ:mz/	Bedingungen	When you finally get to the agreement stage, agree the general terms but leave the details to the lawyers.
think sth over (phr v)	/'θɪŋk ,sʌmθɪŋ ,əʊvə/	etw. überdenken	I'd like some more time to think this offer over .

tie sth up (phr v)	/ˈtaɪ ˌsʌmθɪŋ ʌp/	lahmlegen, blockieren	I needed to return some calls, but the phone was tied up by my daughter.
tie up the loose ends	/taɪ ˈʌp ðə luːs ˌendz/	offene Fragen klären	OK, we seem to have reached a decision so let's just tie up a few loose ends .
time out (n)	/taɪm ˈaʊt/	Auszeit	We may need to take a couple of time outs during the meeting to discuss our position. The other team called time out for ten minutes.
time-scale (n)	/ˈtaɪmskeɪl/	Zeitraumen, -fenster	What sort of time-scale are we looking at?
transfer (n)	/ˈtrɑːnsfɜː/	Transfer	A transfer fee of £10 million is quite a lot for a young player, but fair considering Trapero's enormous potential.
trial (n) on a trial basis	/ˈtraɪəl/ /ɒn ə ˌtraɪəl ˈbeɪsɪs/	Versuch, Probe probe-, versuchsweise, auf Versuchsbasis	Would you like to have the product on a trial basis ?
triumph (n)	/ˈtraɪʌmf/	Triumph	Manchester United is as much a triumph of the media as of great soccer.
up (v)	/ʌp/	erhöhen	This would up the price to your original bid of 7.8 million dollars.
value (n)	/ˈvæljuː/	Wert	It's company policy not to give refunds on returned products, but we do give gift vouchers to the value of the returned goods.
viable (adj)	/ˈvaɪəbəl/	machbar, realisierbar	At this stage we do not see this as a viable option.
walk-away position (WAP) (n)	/wɔːkəˈweɪ pəˌzɪʃən/	“Minimumziel” in einer Verhandlung	Make sure you establish all the points you're going to negotiate and have a clear idea of your opening, target and walk-away position on each.

weigh sth up (phr v)	/weɪ ˌsʌmθɪŋ ˈʌp/	abwägen	Don't be in too much of a hurry to make a decision. Weigh up your options carefully first.
win-win negotiation (n)	/wɪnwɪn nəˌɡəʊʃɪˈreɪʃən/	Win-win-Verhandlung; Verhandlung, in der beide Parteien gewinnen	Win-win negotiation is a great idea, but most people have a simple 'I win - you lose' mentality.
work sth out (phr v)	/'wɜ:k ˌsʌmθɪŋ aʊt/	etw. ausmachen etw. ausarbeiten	The player usually works something out with the club. There's no point having players who don't want to play for you anymore. When you finally get to the agreement stage, agree the general terms but leave the lawyers to work out the details.