

Case Study: Going Under?

headword	pronunciation	translation/notes	example sentence
adjust (v)	/ə'dʒʌst/	anpassen, sich auf etw. einstellen	Mark's had some problems adjusting to life here, but I don't know what my father would do without him now.
advantage (n) take advantage of sth	/əd'vɑ:ntɪdʒ/ /teɪk əd'vɑ:ntɪdʒ əv ,sʌmθɪŋ/	Vorteil sich zunutze machen, einen Vorteil aus etw. ziehen	Corelli has brought in consultants to advise on what trends it could take advantage of and how it should turn strengths into opportunities.
appeal (n)	/ə'pi:l/	(hier:) (An-)Reiz	The classic appeal of the product is the creation of the charismatic Lazzaro Corelli.
asset (n) be an asset to sth	/'æset/	(hier:) Gewinn ein Gewinn/Vorteil sein	Chiara would be a real asset to the business if only Lazzaro would give her a chance.
attention (n)	/ə'tenʃən/	Aufmerksamkeit	In the hand-built, wooden powerboat industry, few names command so much attention and loyalty as Corelli.
break into sth (phr v)	/breɪk 'ɪntu ,sʌmθɪŋ/	(hier:) (in einen Markt) eindringen	Cascadia's looking to break into the European market with a premium product.
break up (phr v)	/breɪk 'ʌp/	auseinanderbrechen	It worries me that if we sell off the company, it'll break up the family.
buy sb/sth up (phr v)	/'baɪ ,sʌmbədi ,sʌmθɪŋ	jdn./etw. aufkaufen	If we can't double our output in the next couple of years, we're going to go out of business or some

	ʌp/		big company will buy us up for nothing.
cancel (v)	/'kænsəl/	(hier:) Auftrag stornieren	If Mr Al-Wahdi cancels his order, he'll lose his deposit.
cancellation (n)	/kænsə'leɪʃən/	(hier:) Storno, Stornierung	Rumour has it that up to 20% of orders end in cancellation .
capacity (n)	/kə'pæsəti/	Kapazität	We simply don't have the capacity to build eight hundred boats a year.
capital (n)	/'kæpɪtəl/	Kapital	One thing we desperately need right now is capital . We could never go public with the debt we have and profits so low.
raise capital	/reɪz 'kæpɪtəl/	Kapital aufbringen	Another option would be to take the company public to raise capital .
challenge (n)	/'ʃæləndʒ/	Herausforderung	A family-run business like this faces many different challenges .
chance (n)	/'ʃɑ:ns/	Chance, Gelegenheit	Chiara would be a real asset to the business if only Lazzaro would give her a chance .
give sb a chance	/gɪv ɪsʌmbədi ə	jdm. eine Chance geben	
	/'ʃɑ:ns/		
take a chance on sth	/teɪk ə 'ʃɑ:ns ɒn	es mit etw. versuchen	My father doesn't want to take a chance on building smaller, fibreglass boats. It would mean making some changes at the boatyard.
	ɪsʌmθɪŋ/		
come up with sth (phr v)	/kʌm 'ʌp wɪθ	mit etw. aufwarten, sich etw. einfallen lassen	I never thought my father would ask for advice from outsiders, but I'm looking forward to seeing what you come up with .
	ɪsʌmθɪŋ/		
command (v)	/kə'mɑ:nd/	(hier:) einfordern	In the hand-built, wooden powerboat industry, few names command so much attention and loyalty as Corelli.
competition (n)	/kɒmpə'tɪʃən/	Wettbewerb, Konkurrenz	With strong competition from the States, Corelli is

			faced with the task of increasing production without compromising on its reputation for quality.
the competition	/ðə kɒmpə'tɪʃən/	der Wettbewerb	In this business, it is very important to know what the competition is doing.
competitive (adj) (opposite = uncompetitive)	/kəm'petɪtɪv/	(hier:) konkurrenzbetont, hart umkämpft	The firm has survived in a fiercely competitive market for well over half a century.
competitor (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	We have higher sales this year than any of our direct competitors .
compromise (n)	/'kɒmprə,mɑɪz/	Kompromiss, Zugeständnis	You accept no compromise . Neither do we.
compromise (v) compromise on sth	/'kɒmprə,mɑɪz/	(hier:) beeinträchtigen etw. durch etw. beeinträchtigen	Corelli is faced with the seemingly impossible task of increasing production without compromising on its reputation for quality.
craftsmanship (n)	/'krɑ:ftsmənʃɪp/	handwerkliches Können, Kunstoffertigkeit	The Corelli level of craftsmanship is unquestionable, but the boats have so far failed to meet official ISO standards.
customisation (n)	/'kʌstəmaɪ'zeɪʃən/	Maßanfertigung, kundenspezifische Anpassung, Individualisierung	The high degree of customisation is one of the main reasons for the company's low output.
customised (adj)	/'kʌstəmaɪzd/	kundenindividuell angepasst	No two Panteras are alike. Each customised craft is as individual as you are.
cut (n)	/kʌt/	(hier:) Einschnitt	I think we are paying our people too well, considering their work rate. I'd like to see some cuts there or some kind of incentive scheme.
danger sign (n)	/'deɪndʒə sɑɪn/	Warnsignal, Gefahrenzeichen	One of the danger signs for the future of the company is that profit margins have fallen consistently in the last three years.

debt (n)	/det/	Schulden	One thing we desperately need right now is capital. We could never go public with the debt we have and profits so low.
be in debt		verschuldet sein, Schulden haben	We can't put any more money into this boatyard. We're heavily in debt as it is.
dedication (n)	/dedɪ'keɪʃən/	Engagement, Einsatz, Hingabe	I'm not questioning Lazzaro's dedication to the business but, at his age, a resistance to change is only to be expected.
degree (n) a high/low degree of sth	/dɪ'ɡriː/ /ə haɪ/ləʊ dɪ'ɡriː əv ˌsʌmθɪŋ/	(Aus-)Maß, Grad ein hohes/niedriges Maß an etw.	The high degree of customisation is one of the main reasons for the company's low output.
demand (n)	/dɪ'mɑːnd/	Nachfrage	Demand may be increasing, but Corelli's labour-intensive production methods have led to five-year waiting lists.
keep up with demand	/kiːp ˌʌp wɪθ dɪ'mɑːnd/	mit der Nachfrage Schritt halten	We're just not keeping up with demand . I know I could sell eight hundred boats a year if you would modernise this boatyard.
deposit (n)	/dɪ'pɒzɪt/	Guthaben, Einmalzahlung	If Mr Al-Wahdi cancels his order, he'll lose his deposit .
division (n)	/dɪ'vɪʒən/	(hier:) Spaltung	Claudia is concerned that the problem of the company's future could create divisions within the family.
economise (v)	/iː'kɒnəmaɪz/	sparen, rationalisieren	We're paying our production team far too much. We could economise there.
expose (v) expose sth to sth	/eks'pəʊz/	aussetzen etw. etw. aussetzen	The company's low output exposes it to the threat of being overtaken by the competition.

face (v)	/feɪs/	gegenübersehen, konfrontiert sein	A family-run business like this faces many different challenges.
be faced with sth	/bi: 'feɪst wɪθ ˌsʌmθɪŋ/	sich etw. gegenübersehen, mit etw. konfrontiert sein	Corelli is faced with the task of increasing production without compromising on its reputation for quality.
face facts	/feɪs 'fæktz/	den Tatsachen ins Auge blicken	I have to face facts . It's time to retire, but I cannot leave the business in this state. And selling out to Cascadia would be a tragedy.
factor (n)	/'fæktə/	Faktor	Economic factors such as the strong euro and rising oil prices will affect our exports.
fit in with sth (phr v)	/fɪt 'ɪn wɪθ ˌsʌmθɪŋ/	sich in etw. einfügen	It hasn't been easy fitting in with the family way of doing things.
frustrated (adj) be frustrated with sth	/frʌs'treɪtəd/ /bi: frʌs'treɪtəd wɪθ ˌsʌmθɪŋ/	enttäuscht, unzufrieden mit etw. unzufrieden sein	Mark is frustrated with our slow production methods. He wants to 'technologise' everything.
grant (v) take sth for granted	/grɑ:nt/ /teɪk ˌsʌmθɪŋ fɔ 'grɑ:ntəd/	gewährt, zugestanden etw. als selbstverständlich voraussetzen	Even quality is something Corelli can no longer take for granted .
keep sb on (phr v)	/ki:p ˌsʌmbədi 'ɒn/	jdn. weiterhin beschäftigen	Lazzaro will be retiring soon and Cascadia has offered to keep me and Fabio on to help them run the business, at least in the early stages.
hold sb back (phr v)	/'həʊld ˌsʌmbədi bæk/	jdn. zurückhalten	I miss Australia - but I don't want to hold Mark back .
incentive scheme (n)	/ɪn'sentɪv ski:m/	Anreizsystem	I think we are paying our people too well, considering their work rate. I'd like to see some cuts there or some kind of incentive scheme .

inefficient (adj) (opposite = efficient)	/ɪnə'fɪʃənt/	ineffizient	The main problem is that production is so inefficient .
ISO (= International Organisation for Standardisation) (n) ISO standards	/'aɪsəʊ/	ISO ISO-Standard	The Corelli level of craftsmanship is unquestionable, but the boats have so far failed to meet official ISO standards .
labour-intensive (adj)	/'leɪbən,tensɪv/	arbeitsintensiv, -aufwändig, beschäftigungintensiv	Demand may be increasing, but Corelli's labour-intensive production methods have led to five-year waiting lists.
lack (v)	/læk/	an etw. mangeln	The company has several unique resources but it is lacking others.
light (adv) (opposite = heavy) make light of sth	/laɪt/ /meɪk 'laɪt əv ,sʌmθɪŋ/	leicht, hell etw. herunterspielen	Lazzaro Corelli makes light of his company's position.
list price (n)	/'lɪst praɪs/	Listenpreis	People are getting so tired of waiting for new Corelli, they're buying second-hand ones for 20% more than the list price .
long-term (adj) (opposite = short-term)	/'lɒŋtɜ:m/	langfristig	Chiara's long-term thinking could be the best way of keeping the business in the family and making it more profitable.
look to do sth (phr v)	/lʊk tə 'du: ,sʌmθɪŋ/	versuchen etw. zu tun, im Begriff sein etw. zu tun	Cascadia's looking to break into the European market with a premium product.
loyalty (n) (opposite = disloyalty)	/'lɔɪəlti/	Loyalität	In the hand-built, wooden powerboat industry, few names command so much attention and loyalty as Corelli.
margin (n)	/'mɑ:dʒɪn/	Gewinnspanne, Marge	Soaring production costs mean that margins on even the Pantera are tight.

market share (n)	/ˌmɑːkɪt ˈʃeə/	Marktanteil	We're losing market share to the Americans.
meet (v)	/mi:t/	treffen, (hier:) Auftrag ausführen	
meet an order	/mi:t ən ˈɔːdə/	Auftrag/Bestellung ordnungsgemäß ausführen	If we don't get this boat finished by this afternoon, we're never going to meet this order.
mentality (n)	/men'tæləti/	Mentalität, Haltung	If we took the offer from Cascadia, they would employ me and Mark but I don't think I would have the employee mentality .
modernise (v)	/'mɒdənaɪz/	modernisieren	We're just not keeping up with demand. I know I could sell eight hundred boats a year if you would modernise this boatyard.
opportunity (n)	/ɒpə'tjuːnəti/	Gelegenheit, Möglichkeit, (hier:) Wettbewerbsvorteil	Corelli has brought in consultants to advise on what trends it could take advantage of and how it should turn strengths into opportunities .
option (n)	/'ɒpʃən/	Möglichkeit, Option	Another option would be to take the company public to raise capital.
output (n)	/'aʊtpʊt/	Ausstoß, Produktion, Output	If we can't double our output in the next couple of years, we're going to go out of business or some big company will buy us up for nothing.
outsider (n)	/aʊt'saɪdə/	Außenstehende/r, (hier:) Branchenfremde/r	I never thought my father would ask for advice from outsiders , but I'm looking forward to seeing what you come up with.
overhear (v)	/ˌəʊvə'hɪə/	zufällig mithören	I overheard a conversation between the head of the family business and his son-in-law, the sales manager.
personalise (v)	/'pɜːsənəlaɪz/	personalisiert	All our sales are highly personalised and this assists our marketing strategy.

premium (adj)	/ˈpriːmiəm/	erstklassig, Premium-, Spitzen-	Cascadia's looking to break into the European market with a premium product.
pressure (n)	/'preʃə/	Druck	There's a lot of pressure on me to take over from my father when he retires.
production (n) go into production	/prə'dʌkʃən/	Produktion, Herstellung in Produktion gehen	We could go into production really quickly with my designs and start making a good profit.
profitability (n)	/prɒfɪtə'bɪləti/	Profitabilität, Rentabilität	Analysts have expressed doubts about the profitability of the Lombardian firm.
profit margins (n pl)	/'prɒfɪt ˌmɑːdʒɪnz/	Gewinnspanne, Marge	We've had lower profit margins than ever this year. We're making half what we should be.
prospect (n)	/'prɒspekt/	Aussicht, Perspektive, Potenzial	The Middle East is one of our best market prospects .
public (adv) (opposite = private) go public	/'pʌblɪk/ /gəʊ 'pʌblɪk/	öffentlich an die Börse gehen	One thing we desperately need right now is capital. We could never go public with the debt we have and profits so low.
take a company public	/teɪk ə ˌkʌmpəni 'pʌblɪk/	eine Firma an die Börse bringen	Another option would be to take the company public to raise capital.
question mark (n) a question mark over sth	/'kwɛstʃən mɑ:k/ /ə 'kwɛstʃən mɑ:k əʊvə ˌsʌmθɪŋ/	Fragezeichen mit einem Fragezeichen über etw.	At 67 and with a question mark over his health, how long can it be before Lazzaro steps down?
recommendation (n)	/'rekəməndɪʃən/	Empfehlung	Having spoken to all the company directors and many of the workforce too, we would like to make the following recommendations ...
reputation (n)	/rɛpju:'teɪʃən/	Ruf, Image	Corelli is faced with the seemingly impossible task of increasing production without compromising on

resistance (n)	/rə'zɪstəns/	Widerstand	its reputation for quality. I'm not questioning Lazzaro's dedication to the business but, at his age, a resistance to change is only to be expected.
resources (n pl)	/rɪ'zɔ:səz/	Ressourcen, (hier:) Stärken	The company has several unique resources but it is lacking others.
responsibility (n)	/rɪs,pɒnsɪ'bɪlɪtɪ/	Verantwortung	I suppose Fabio will want to take over in time, but I don't know when he'll be ready for the responsibility .
retire (v)	/rɪ'taɪə/	ausscheiden, sich (aus dem Berufsleben) zurückziehen, in den Ruhestand gehen	Lazzaro will be retiring soon and Cascadia has offered to keep Fabio and me on to help them run the business, at least in the early stages.
rumour (n) rumour has it that ...	/'ru:mə/ /'ru:mə ,hæz ɪt ðæt/	Gerücht Gerüchten zufolge	Rumour has it that up to 20% of orders end in cancellation.
rumoured (adj)	/'ru:məd/	es geht das Gerücht, Gerüchte besagen	If the rumoured divisions within the family are true, will Corelli soon be sending out an SOS?
second-hand (adj)	/'sekənd'hænd/	gebraucht	People are getting so tired of waiting for new Corelli, they're buying second-hand ones for 20% more than the list price.
seemingly (adv)	/'si:mɪŋli/	dem Anschein nach, scheinbar	Corelli is faced with the seemingly impossible task of increasing production without compromising on its reputation for quality.
sell sth off (phr v)	/'sel ,sʌmθɪŋ ɒf/	etw. verkaufen	It worries me that if we sell off the company, it'll break up the family.
sell out to sb (phr v)	/sel 'aʊt tə ,sʌmbədi/	alles an jdn. verkaufen	I have to face facts. It's time to retire, but I cannot leave the business in this state. And selling out to Cascadia would be a tragedy.

shortage (n)	/ˈʃɔ:tɪdʒ/	Mangel, Knappheit	There has never been a shortage of customers. With an output of just 400 boats a year, the order books are always full.
short-term (adj) (opposite = long-term)	/ˈʃɔ:tɜ:m/	kurzfristig	Reducing production costs is just a short-term solution.
soaring (adj)	/ˈsɔ:ɪŋ/	rapide steigend	Soaring production costs mean that margins on even the Pantera are tight.
SOS (n) send out an SOS	/esəʊ'es/ /send ˌaʊt ən esəʊ'es/	SOS ein SOS-Zeichen schicken	If the rumoured divisions within the family are true, will Corelli soon be sending out an SOS ?
stage (n)	/steɪdʒ/	Stadium, Phase	Lazzaro will be retiring soon and Cascadia has offered to keep me and Fabio on to help them run the business, at least in the early stages .
state (n) in this state	/steɪt/ /ɪn 'ðɪs steɪt/	(hier:) Zustand, Beschaffenheit in diesem Zustand	I have to face facts. It's time to retire, but I cannot leave the business in this state . And selling out to Cascadia would be a tragedy.
step down (phr v)	/step 'daʊn/	zurücktreten	At 67 and with a question mark over his health, how long can it be before Lazzaro steps down ?
stick to sth (phr v)	/ˈstɪk tə ˌsɪmθɪŋ/	an etw. festhalten, hartnäckig bei etw. bleiben	The Corelli family has always stuck to traditional materials and construction techniques.
SWOT (= strengths, weaknesses, opportunities and threats) (n) SWOT analysis	/swɒt/ /'swɒt əˌnæɪlɪsɪs/	SWOT (Stärken, Schwächen, Chancen, Risiken) SWOT-Analyse	The SWOT analysis will make a useful visual aid for our presentation to the Corelli directors.
SWOT matrix	/'swɒt ˌmeɪtrɪks/	SWOT-Matrix	Entering information in a SWOT matrix can be helpful in finding solutions to a company's problems.

take over (phr v)	/teɪk 'əʊvə/	(die Verantwortung) übernehmen	I suppose Fabio will want to take over in time, but I don't know when he'll be ready for the responsibility.
technologise (v)	/tek'nɒlədʒaɪz/	technologisieren, mehr Technik anwenden	Mark is frustrated with our slow production methods. He wants to 'technologise' everything.
trend (n)	/trend/	Trend, Entwicklung	Corelli has brought in consultants to advise on what trends it could take advantage of and how it should turn strengths into opportunities.
turn sth around (phr v)	/tɜːn ˌsʌmθɪŋ ə'raʊnd/	etw. umdrehen, einen Turnaround schaffen	Since we've been here in Como, I have grown to love this business. And I'm convinced we can turn it around .
unquestionable (adj) (opposite = questionable)	/ʌn'kwɛstʃənəbəl/	unzweifelhaft, fraglos	The Corelli level of craftsmanship is unquestionable , but the boats have so far failed to meet official ISO standards.
visual aid (n)	/'vɪʒʊəl ˌeɪd/	visuelle Hilfe	The SWOT analysis will make a useful visual aid for our presentation to the Corelli directors.
workforce (n)	/'wɜːk fɔːs/	Belegschaft, Mitarbeiter-schaft	Corelli relies on a highly skilled workforce .