

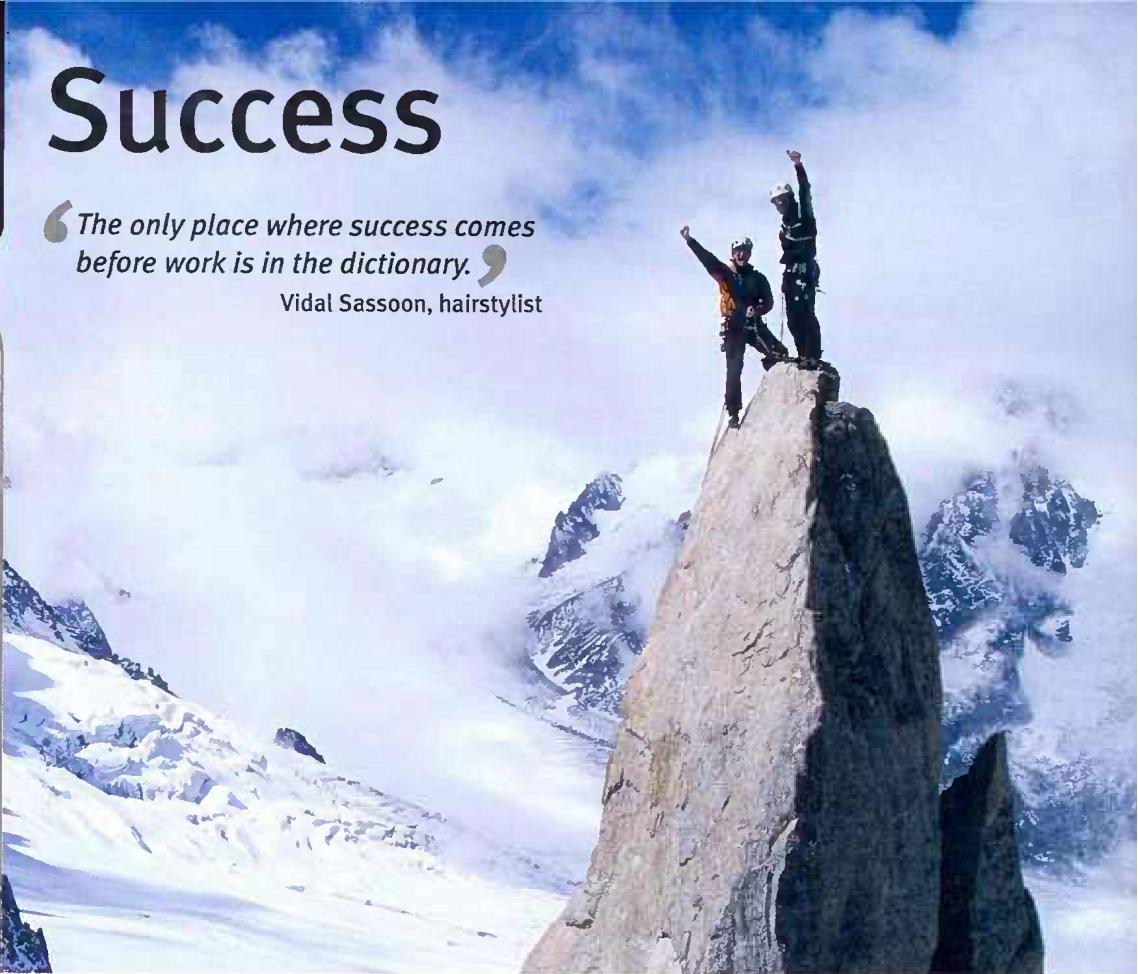
Success

The only place where success comes before work is in the dictionary.

Vidal Sassoon, hairstylist

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Starting up

- A** What makes people successful? Add more words to the list below. Then choose the five most important.

charisma drive looks nepotism discipline
dedication imagination luck ruthlessness money

- B** Talk about a person you know who is successful. Why are they successful?

→ Vocabulary file pages 171–173

- C** What are the best indicators of an individual's level of success? How important are the following in your culture?

exotic holidays cosmetic surgery designer clothes domestic help
chauffeur(s) expensive jewellery top-of-the-range car(s)
influential friends leisure activities pedigree pets luxury home(s)

- D** Complete these statements using words from the box.

leader	customer	brand	profit	headquarters
workforce	subsidiaries	people	innovation	shares

A successful business ...

- a) is always making money and increasing its
- b) is often the market
- c) is moving forward and interested in
- d) has a motivated
- e) has a loyal base.
- f) has a world-famous and an instantly recognised logo.
- g) issues which are worth millions on the stock market.
- h) has its in a prestigious location.
- i) has branches and all over the world.
- j) treats its employees well and is orientated.

Listening

A successful business



▲ Catherine Ng

A 4.1 Catherine Ng established an electronic watch company with six employees in 1979. The company now has over 500 employees. Listen to the first part of the interview and say whether these statements are true or false.

- 1 The Swiss believed the quartz watch would lead to huge growth in the market.
- 2 Catherine Ng's floor space increased by 1,400 sq ft by the end of the first year.
- 3 In the short term she developed luxury goods.
- 4 Products with time modules became more valuable.
- 5 The company cut prices for all products.
- 6 They started making more clocks and fewer watches.

Discussion

Sole brothers

A Work in pairs. One of you reads about Puma below; the other reads about Adidas Saloman on page 155. Then use the points below to give an oral summary of your text to your partner.

- Name of founder
- Founding date
- Type of products
- Chief Executive Officer
- Date of going public
- Sponsorship
- Diversification
- Expansion

B Discuss what the companies have in common, and how they are different.

Sole Brothers

PUMA

In 1948 Rudolf Dassler left his brother's company Adidas to set up his own shoe company, Puma.

After successes with its products on the football pitch and athletics track, Puma became a limited 5 partnership.

It had further successes at the Olympic Games and World Cups with players such as the famous Brazilian footballer Pelé wearing Puma shoes.

In the 1970s it had success with tennis shoes and by 10 1981 many American football stars were using Puma shoes. Later, the tennis stars Martina Navratilova and Boris Becker won the Wimbledon Tournament wearing Puma shoes.

In 1986 Puma became a corporation and went public 15 on the Munich and Frankfurt stock exchanges.

At that time, Puma introduced many innovations in shoe design such as the 'Trinomic' and 'disc system' shoes.

Jochen Zeitz was appointed CEO in 1993 and a year 20 later Puma made a profit for the first time since going public.

After more athletic successes, Puma established Puma North America as a wholly owned subsidiary.



In 1998 Puma linked sport and fashion when it 25 launched a collection with the fashion designer Jil Sander. It also placed products in top Hollywood movies.

In 2000, Puma launched www.puma.com. It was successful in the first year of its operation. It also continued to link fashion and clothing, cooperating with many leading designers.

The company also launched clothing and footwear for business travellers to wear on business trips.

Puma products are very popular. New models of their 35 shoes are snapped up by fashion-conscious people. Their products are outsourced and distributed in more than 80 countries. Puma are planning a world-wide roll-out of their concept stores to expand their market.

Reading**Steve Jobs**

A Before you read the article say what you know about the following:

- 1 Bill Gates
- 2 Steve Jobs
- 3 Tim Berners-Lee

The Guardian profile: Steve Jobs

By Duncan Campbell

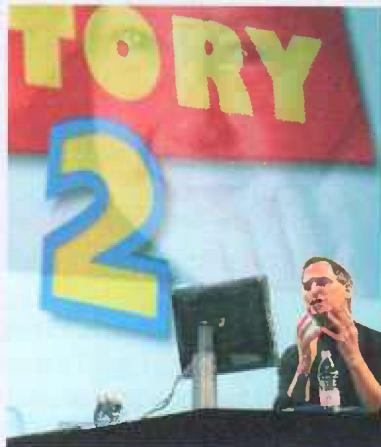
Jobs is a co-founder of Apple, the man behind the astonishing success of the computer animation firm Pixar - of *Toy Story* and *Finding Nemo* fame - a billionaire regarded as a visionary in the industry.

Born to an Egyptian Arab father and an American mother in Green Bay, Wisconsin, 49 years ago, ¹⁰ Steven Paul was adopted soon after his birth by Paul and Clara Jobs, who lived in Mountain View in Santa Clara, California.

After completing high school in ¹⁵ California, Jobs went north to Reed College in Portland, Oregon, but dropped out after one term. Back in California, he became a regular at the Homebrew ²⁰ Computer Club, along with another young man, five years his senior, with his own visions of the future: Steve Wozniak.

In 1976, when Jobs was 21, he ²⁵ and Wozniak started their own business, the Apple Computer Company, in Jobs' family garage. With a mission to produce affordable personal computers the ³⁰ pair went to market with the Apple I shortly afterwards. A local company ordered 25 of the prototype and the pair were on their way. The almost instant ³⁵ success of Apple I and its sister Apple II launched them. By the age of 25 Jobs was worth \$165m.

Apple was the first landmark in Jobs' career but by 1985 he was on ⁴⁰ his way out after John Sculley, who had joined the company from Pepsi-Cola, decided it was time to



drop the pilot. Four years later ⁴⁵ Jobs returned with another computer company, NextStep, which never achieved the success of Apple but reminded people that he was far from finished.

What was later hailed as Jobs' ⁵⁰ second coming started with his involvement in Pixar, the animation company he bought from the Star Wars director, George Lucas, and renamed. The hit movie ⁵⁵ *Toy Story* instantly established it as one of the key players in Hollywood, a success only added to with the release of *Finding Nemo*.

Pixar made Jobs a billionaire. ⁶⁰ His triumph there also reminded people of his ability to predict the technological future. Apple asked him to return. He came back in 1997 and within a year the ailing ⁶⁵ company was once more making handsome profits.

His latest venture may turn out to be the most influential. Since the emergence of high-speed Internet

⁷⁰ the music industry has complained that it is being brought to its knees by the pirates of downloading. The dream of hundreds of companies has been a way to harness the ⁷⁵ desire for music on the Internet and turn it into profit. Jobs believes that iTunes is the answer.

But then Jobs does not believe in underselling his companies. 'This ⁸⁰ will go down in history as the turning point for the music industry,' he told Fortune magazine at the launch of iTunes in the US.

⁸⁵ Journalists who have followed Jobs' career have also seen another side of his personality when he has walked out of interviews, irritated at the line of questioning and ⁹⁰ refusing intrusions into his personal life. He is not known for his patience.

'We can't have a heroic figure without a fatal flaw,' was the ⁹⁵ assessment of David Plotnikoff, writing a profile earlier this year in local paper. 'Jobs ... exudes arrogance of a certain blastfurnace intensity that people find hard to overlook ... With Jobs, it was never enough to say "We're right on this and they're wrong". No, it was always "We're right on this and they're idiots".'

¹⁰⁵ But Plotnikoff added: 'There is simply no way the Mac could have been born without that supreme confidence.' If there has been a theme to Jobs' success it has been his genius, as it were, for finding other geniuses and promoting their brilliance.

From the *Guardian*

B Answer the following questions.

- 1 Why were the following dates important?
a) 1976 b) 1985 c) 1997
- 2 What was Steve Jobs' first success?
- 3 What made him:
a) a millionaire? b) a billionaire?
- 4 Why did he leave Apple?
- 5 Why did he come back?
- 6 How long did it take to turn Apple round?
- 7 Why does Jobs think his latest venture will be a turning point for the music industry?
- 8 Why do you think Steve Jobs is successful?

Language review

Present and past tenses

Complete the rules with the words *present simple*, *present continuous*, *present perfect* or *past simple*.

- 1 We use the to describe actions and situations which are generally true: *We sell our products into many markets.*
- 2 We use the to describe completed actions or events which took place at a particular time or over a period of time in the past: *She telephoned me yesterday; He became Chief Executive in 2005.*
- 3 We use the to describe current or temporary situations: *Petrol is getting more expensive by the week; She's working in Poland on a fixed-term contract.*
- 4 We use the to describe life experiences, present results of past actions or announce news: *The company has done well recently.*

 page 131

A Discuss these questions about the article on page 32.

- 1 In paragraphs three, four and seven which tense is mainly used and why?
- 2 Find examples of the present perfect in paragraphs eight and ten and say why it is used.
- 3 In paragraphs one, nine and eleven find one example of the present simple and say why it is used.

B Research Steve Jobs on the Internet and write a final paragraph saying what he is doing now.

C Write an article on TOYS "R" US® for a business magazine. Use the notes below, putting the verbs in brackets into appropriate tenses.

THE COMPANY

One of world's largest toy retailers
 (sell) merchandise through more than 1,500 stores
 685 toy stores in US, 605 international toy stores, and 216 BABIES "R" US® stores

HOW THE COMPANY STARTED

1948 Charles Lazarus (begin) business for children only
 (set up) first baby furniture store Washington DC
 1957 Lazarus (open) first toy supermarket
 1978 TOYS "R" US® (become) public company

RECENT EVENTS

(open) Times Square flagship store New York 2001
 recently (close) number one US position to Wal-Mart
 significantly (expand) video merchandising in US stores
 (evolve) into a 11 billion dollar business

WHAT IT IS DOING NOW

(try) to regain number one position from Wal-Mart
 now (focus) on BABIES "R" US®
 (work) hard to be number one baby product specialist store chain in world



Vocabulary

Prefixes

- A** The following words formed with a prefix are from the article on page 32: *co-founder, renamed, underselling*. Match the common prefixes from the box with the correct meaning below.

overproduce	misinterpret	out-vote	co-founder	renamed
ultra-sophisticated	ex-president	deactivate	underselling	

- 1 too much
- 2 better / more than
- 3 badly
- 4 extremely
- 5 former
- 6 opposite
- 7 with
- 8 too little
- 9 again

- B** Underline the odd one out in each group.

1 under	perform / rate / charge / profit
2 co	producer / worker / boss / author
3 re	launch / engineer / locate / decide
4 over	spend / estimate / supply / lose
5 mis	manage / judge / calculate / look
6 out	perform / bid / class / win
7 ultra	efficient / cautious / modern / big
8 ex	boss / director / employee / staff
9 de	merge / nationalise / regulate / grow

- C** Complete the sentences with the correct word from Exercise B.

- 1 Several sales staff underperformed last year and didn't meet their targets.
- 2 Smith and Turner were the two of the report.
- 3 We will our product as soon as we have finished the modifications.
- 4 We the number of people who would buy our product in Asia.
- 5 Because the company has been for years we are close to bankruptcy.
- 6 They had to their rivals to take over the company.
- 7 Our factory has state-of-the-art machinery.
- 8 My was impossible to work with so I left the company.
- 9 Many state companies in Eastern Europe are being



Vocabulary file pages 171–173

Skills Negotiating



A Three key skills in negotiating are:

- 1 signalling (drawing attention to what you're about to say)
- 2 checking understanding
- 3 summarising.

Study the examples of each in the Useful language box.

Useful language

Signalling

I'd like to make a suggestion. I think we should leave this point and come back to it later. I want to ask a question. How are we going to pay for this?

Checking understanding

Sorry, could you repeat that? Are you saying you don't have that quantity in stock? So what you're saying is you will ...

Summarising

Can we just summarise the points we've agreed so far? OK, so we're agreed. You'll pay for delivery and get everything to us by the end of June.

B Now read the negotiation between the Commercial Director of a car manufacturer and the General Manager of a business equipment firm. Underline any examples of *signalling*, *checking understanding* or *summarising*.

- | | |
|----------|---|
| Director | We're willing to give you a 12% discount on our list price if you buy over 30 vehicles – that's OK. It'll mean you'll be paying just under £14,400 for each vehicle. But that's providing you don't have any special requirements which cost us more money. |
| Manager | Special requirements? What do you mean exactly? |
| Director | Oh, I don't know, if you want the interior of the car to be changed, for example. The price we've agreed is for our standard model. Or if you wanted a modification which costs money, more storage compartments, for example. |
| Manager | Right. It's true, some of our top sales staff can be fussy. I don't know though, we'd still like a 12% discount, given the size of our order. |
| Director | Mmm, OK, let me make a suggestion. We give you 12% but if someone wants extras or a modification, we'll offer you a 10% discount on that car. That's fair enough, isn't it? |
| Manager | OK, so you're saying you will modify the car if we ask you to? |
| Director | Exactly. |
| Manager | Right then, let's see what we've got. The price will be £14,400, providing there are no extras or modifications to the interior. You'll make small changes if we ask you to, but reduce the discount by 2%. |
| Director | That's it. OK. Let's talk about delivery now. |

C 4.3 Listen to some expressions, which were used later in the same negotiation. Which ones are *not* examples of *signalling*, *checking understanding* or *summarising*?

D Role play the following situation.

An Italian shoe manufacturer has produced a new range of women's leather boots. A German retailer is considering placing an order for 250 pairs of each design. The Sales Manager and Chief Buyer negotiate the contract.

Sales Manager turn to page 149. **Chief Buyer** turn to page 147.

CASE STUDY

4



Background

Camden Football Club is one of the great success stories in English football. Today, it is third in the Premier Division (the top division) and has reached the quarter finals of the European Champions League competition. The club gets huge crowds at its ground and its Polish manager, Cristos Sroda, is idolised by fans. Camden is also a great commercial success and is very profitable.

What has brought about its success? Firstly, the manager Cristos had a clear strategy for the team from the start. He developed young players who had come through the club's youth training scheme. The team was also strengthened by one or two carefully chosen foreign players.

4.4 Listen to an interview on *Sportsline*, a weekly television programme focussing on football. The presenter of the programme talks to a football manager about Camden Football Club. Take notes of the key points.



Current situation

Camden's current four-year sponsorship deal with an insurance company is about to finish. Sophie Legrange is considering a new and better deal with United Media plc, the powerful publishing, TV production and mobile phone group. It is not only the increased money from sponsorship which appeals to Camden, however. United Media's broad range of business activities would offer many other opportunities to increase revenue.

United Media is interested in Camden because the club's success has brought it over 4m fans in the UK and 40m in the Far East. Camden played a friendly match recently in China which was watched live by a Chinese audience of over 250m.

Representatives of Camden and United Media are meeting shortly to discuss a possible sponsorship deal.

- 4.5 Listen to the excerpt from the radio programme *Sporting World*. How does it affect the result of your negotiation?



Task

You are members of the negotiating team of either: Camden FC (turn to page 147) or United Media plc (turn to page 154).

- 1 Read your role card and prepare for the negotiation. Work out your objectives, priorities, strategy and tactics. Think carefully about what concessions you are willing to make. An agenda has been prepared in advance of the meeting.
- 2 Do the negotiation.

Writing

- 1 If the negotiation was successful, write a press release from the point of view of either Camden FC or United Media outlining the main points of the agreement and the benefits to the organisation you represent. The tone and style of the message should express pleasure and optimism.
or
- 2 If the negotiation was unsuccessful, write a letter to your opposite number in the negotiation expressing your regret that you were unable to make a deal. However, you should indicate that you might be willing to reopen negotiations in the future as clearly there could be areas of mutual benefit.

Writing file pages 138 and 141

