

READING

Read the text. What does it take to be successful in the music industry?

Moguls of Entertainment

When we think of the term “music mogul,” we usually have an image in our heads of a billionaire with a garage full of expensive cars, a number of houses across the world, and a personality that often doesn’t match well with the bands that they represent. In some cases, the people “behind the scenes” such as the managers, producers, and executives all use successful business models that benefit everyone concerned, but, equally, there are a few who make such bad business decisions that they become the stuff of legend in the music industry.

Brian Epstein and The Beatles

Brian Epstein became the manager of The Beatles in 1961. He was aware that he was more of an “ideas man” than a businessman, but he was clever and well-organized. He believed he was the person to take the four Liverpool boys from nothing to international stardom—something that had never been done before. He made them wear matching suits and instructed them not to use bad language or smoke on stage. During the five years that he managed them, they achieved incredible success, but when he died aged just 32 in 1967, the financial affairs of the band were very chaotic. Epstein had been paying himself a higher income than managers were typically paid. He had also given away about 90% of the global rights for producing the band’s merchandise, losing The Beatles as much as \$100 million over time.

Sharon Osbourne and Black Sabbath

Sharon Osbourne, television personality, music manager, and businesswoman, took over as manager of the rock band Black Sabbath from her father, Don Arden. He was the manager for bands such as Little Richard, Black Sabbath, and Electric Light Orchestra but had a reputation for using illegal business tactics to make money. Sharon married Ozzy Osbourne, the lead singer of Black Sabbath, and not only helped him start a successful solo career away from the band but also founded the US rock music festival Ozzfest in 1996. She also took over the management of Motorhead and The Smashing Pumpkins and then became a TV star herself after appearing in MTV’s reality show about her family called *The Osbournes*. She is also a judge on *America’s Got Talent*. She has a net worth of over \$220 million and remains one of the most successful female music moguls of all time in an industry mostly controlled by men.

Simon Cowell and One Direction

Simon Cowell has been a huge figure in the music industry since the 1980s and has become the definition of the modern music mogul. His business model of “if it ain’t broke, don’t fix it”—in other words, if something works, then there is no reason to change it—has proved to be incredibly successful. He made much of his personal fortune from bringing the TV talent show back to life and using that as a way to “discover” new talents that he would then go on to manage through his company *Syco Records*. It has exclusive rights to sign the finalists and winners of shows such as *The X Factor* and *America’s Got Talent* which includes the bands One Direction and Little Mix and artists such as Olly Murs and Camila Cabello. Interestingly, Cowell also owns *Syco Entertainment* in a joint partnership with Sony Music, and this produces his TV shows. Original versions of the *Got Talent* shows are produced in 70 countries worldwide.

Scooter Braun and Gangnam Style

Scott “Scooter” Braun is part of the next generation of music moguls. He spotted a video clip on YouTube of Psy’s *Gangnam Style* and helped it achieve worldwide fame. He did the same thing when he saw a video of a 12-year-old boy singing in his bathroom and invited him and his mother to Atlanta for a music audition. That boy turned out to be Justin Bieber.



exclusive rights (n): a legal right to be the only person or company that is allowed to do something, e.g., sell music by a particular artist

illegal (adj): forbidden by the law

music mogul (n): a person who is powerful and successful in the music industry

stardom (n): the state of being very famous or talented

the stuff of legend (phr): very famous or known by a lot of people

VOCABULARY

Choose the correct option.

- 1 The businessman John D. Rockefeller made most of his enormous ... through the sale of oil.
 a money b fortune c finances
- 2 The Sony Music company was ... in New York in 1929.
 a made b invented c founded
- 3 Business ... are strategies that make the most of a particular situation in order to succeed.
 a organizations b rules c tactics
- 4 Did you buy any ... when you went to see the band in concert?
 a merchandise b products c produce
- 5 This supermarket chain has a/an ... as a producer of quality food.
 a position b image c reputation

COMPREHENSION

Choose *True* or *False*.

- | | |
|--|--------------|
| 1 Brian Epstein controlled different areas of The Beatles' musical performances. | True / False |
| 2 Sharon Osbourne's father was a famous musician. | True / False |
| 3 According to the text, there are few female moguls in the music industry. | True / False |
| 4 <i>Syco Entertainment</i> helped make TV talent shows popular again. | True / False |
| 5 Justin Bieber made a music video with Scooter Braun when he was 12. | True / False |

READING

Read the text. How in the world do you move airplane parts?

Putting All the Pieces Together

The process of designing and building any new aircraft is a long and complicated one. Possibly the most complex part of the process happens when different parts of the aircraft (e.g., the wings or the engines) are transported across thousands of miles and brought together in one place so they can be connected like the pieces of a puzzle.

This is the current situation with the production of some of the Airbus fleet of planes which are built in factories across Europe. The A380 is the world's largest passenger plane and has been in operation since 2007 when it was first flown by Singapore Airlines. Its wings are built in the UK; sections of the body of the plane come from France and Germany, where the vertical tail fin is also made; and the horizontal part of the tail is manufactured in Cadiz, Spain. These different sections must all reach the final assembly line near Toulouse Airport in southern France. But the question is "How?" How do you transport such large items safely and securely over such long distances? Chief Transport Manager, Nils Rasmussen, tells us about moving planes around the world ...

"All of our large A380 sections are transported by truck from the factory to the nearest river or sea. The wings, for example, are built at our factory in North Wales. They travel by specially made boats along the River Dee and we then load them onto a boat which carries them by sea to Pauillac, a French port near Bordeaux. Pauillac is the point where six of the A380's major components arrive together for the first time. The sections are then put onto barges. These barges make four return trips over eight days with the different aircraft parts, traveling the 95 kilometers up the Garonne River to Langon. Certain parts of this journey must be made at high tide so there is enough water to support the heavy weight of the plane's sections. Langon is a water and road dock that was built especially by Airbus and is an incredibly important part in the whole logistics process. The technology we have here is incredibly advanced because the aircraft parts are only handled by machines—no humans have any contact with them at all. My job is to make sure that the pieces just move from one means of transport to another."

"The planes' vertical tail section comes from Hamburg, Germany, to Toulouse inside a rather special Airbus aircraft nicknamed The Beluga," explains Nils. "It's what we call a Super Transporter and it looks very different to any other plane you see in the sky. It has a large white nose, so it looks a little like a beluga whale. The front of the nose opens up so that the tail section of the A380 can fit inside. There are five Belugas in total and they are also used for transporting other large items, too. Parts of the International Space Station were transported using The Beluga and in 1999 a large work of art that was too big for any other plane was flown from Paris to Tokyo in one."

Back in Langon, the six major components are ready for the next leg of the journey. Each piece is placed on an enormous truck. They are then ready for the 240-kilometer road trip to the Toulouse factory.

"The sections can only travel at night and take two nights to reach Toulouse," says Nils. "The highway they use—the Itinéraire à Grand Gabarit—was expanded so that it can handle the extreme size of the A380's sections. The roads were widened, and extra roads were built to make it easier for the trucks to travel through the 21 towns and villages on the route. As part of the project—which was paid for by Airbus and the French government—cycle and horse pathways were also added. People who live in the area are reminded three days before, via electronic roadside displays, that the trucks will be heading to Toulouse and roads are closed to local traffic. People often come out of their houses to wave and cheer as the trucks pass through. It's an incredible example of engineering skill in my opinion."

The next time you take an A380 flight, take a moment to think about the process that brought all the parts of this incredible aircraft together to carry you to your destination.



advanced (adj): new; recent

barge (adj): a boat with a flat bottom used on rivers and canals to carry goods

dock (n): the area in a port where boats stay while they are loaded and unloaded with goods

handled by (adj): touched or held by someone or something

horizontal (adj): parallel to the ground

vertical (adj): standing or pointing straight up

VOCABULARY

Match the definitions to the words.

- | | |
|---|-----------------|
| 1 the different parts of a machine or piece of equipment ... | a assembly line |
| 2 a group of planes, cars, etc. that are owned by one organization ... | b components |
| 3 working in the usual way ... | c logistics |
| 4 a system in a factory where the parts are put together ... | d in operation |
| 5 the steps that are needed in order to organize something successfully ... | e fleet |

COMPREHENSION

Arrange steps 1–5 in chronological order to show how they move airplane parts for the A380 airplane.

- 1 The wings are transported from Pauillac to Langon. ____
- 2 The wings are loaded onto trucks. ____
- 3 The plane is assembled at the Airbus factory in Toulouse. ____
- 4 The wings travel by barge up the River Dee. ____
- 5 The wings are made in the Airbus factory in North Wales. ____

READING

Read the text. Should we consider pets vs. the planet in the food production industry?

The Impact of Pet Food Industry

Few people would deny that owning a pet is a rewarding experience. Studies have shown that living with a dog or cat can help reduce stress, improve people's health, and increase their general levels of happiness. But what's good for humans and their pets is not always good for the planet. A recent study showed that the production of pet food has a significant impact on the environment. Meat consumption by pet dogs and cats can create up to 64 million tons of "greenhouse gases" each year, which is about the same as 13.5 million humans produce when driving their cars for a year. This is because animal food production requires more energy and resources than the production of plant-based foods. It also produces more waste.



In the USA alone, there are more than 163 million pet dogs and cats. More Americans own pets than in any other country in the world (although pet ownership is also increasing in some developing countries, especially in China). Most of these household animals are fed on a meat-based diet which usually comes in three main types: wet, dry, and raw. Wet foods usually come in cans or plastic pouches and include pieces of meat (typically chicken, beef, pork, or goat) in a sauce or jelly. Dry food, which almost always contains meat, includes cereals and biscuits which are often given as treats. Raw foods are frozen or dried pieces of meat that are suitable for consumption by pets but unsuitable for humans.

Recent analysis by UCLA's Institute of the Environment and Sustainability compared the amounts of meat in the most popular pet food brands to the amount of meat that the average American eats per year. The results suggested that pets represent a huge portion of the meat we produce, eat, and throw away each year. In fact, dogs and cats are responsible for about 25% of annual human meat-based consumption. In other words, if dogs and cats were a country, they would be fifth in global meat consumption, behind only Russia, Brazil, China, and the USA.

Reducing the rate of dog and cat ownership, perhaps in favor of other pets that offer similar health and emotional benefits, could reduce these impacts. But there are people who believe that the best solution to the problem lies in finding alternative sources of protein to make pet foods from. Cats must have meat in their diet because they need a protein called *taurine* which can only be found in animal sources such as meat and milk. Humans and dogs are able to produce *taurine* in their bodies, but cats can't do this so cats which are fed on a vegetarian diet will often have problems with their digestive system. Veterinarians point out that it is possible to feed a dog on a special vegan or vegetarian diet as long as this is done with the help of an animal nutritionist who can check the health of the dog.

One of the first vegan pet food products was first sold in the USA in 2018: a dog treat that is made from an Asian fungus called *koji*. It contains 10% more protein than you would find in a piece of steak. The company which makes the treats is also working on producing protein that can be "grown" in a laboratory. They have already developed an artificial mouse meat that is suitable for cats. Other companies are looking to use other sources of animal protein that already exist. One of these is insects. Crickets are high in iron, fats, and vitamins and dogs appear to love them. Although it is currently illegal to produce pet foods from insects in the USA, there are insect-based pet foods on the market in the UK, Italy, and Germany.

analysis (n): the activity of inspecting something in detail to understand it

artificial (adj): made by humans rather than happening naturally

crickets (n): small insects that move by leaping

digestive system (n): the part of the body that processes food
fungi (n): a type of plant that grows in wet or damp places, e.g., mushrooms
plant-based foods (n): foods that come from plants rather than meat
rewarding (adj): giving a person pleasure or happiness
significant (adj): important or very large

VOCABULARY

Complete the sentences with words from the box.

consumption impact nutritionist protein resources

- 1 Scientists are concerned about the _____ that climate change is having on the environment.
- 2 _____ is an essential substance that is found in foods such as meat and eggs.
- 3 In order to stay healthy, try and keep your _____ of sugars and fats to a minimum.
- 4 I suggest seeing a/an _____ if you want to change your diet.
- 5 The world's natural _____ that humans use include coal, trees, and oil.

COMPREHENSION

Choose the correct option.

- 1 Why is animal food production thought to be harmful to the environment?
a because a lot of it ends up in trash cans
b because different resources have to be used to produce it
c because there are more pet owners than in the past
- 2 Which of the following statements is true about pet food according to the article?
a Most pets prefer the taste of "wet" pet food.
b "Dry" pet food is rarely made with meat.
c "Raw" pet food comes from meat that humans can't eat.
- 3 Why can't cats eat a vegetarian diet?
a because they suffer from digestive problems
b because they don't like plant-based foods
c because they need a particular type of protein in their diet
- 4 Which alternative source of protein is already being used to make dog food in the USA?
a insects
b mouse meat
c a type of fungi

- 5 What is the main point of the article?
- a to show that pet food has a negative effect on the natural world
 - b to give pet owners information about the type of pet food to buy
 - c to prove that cats and dogs need to eat a meat-based diet
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