

Unit 10

Competitors

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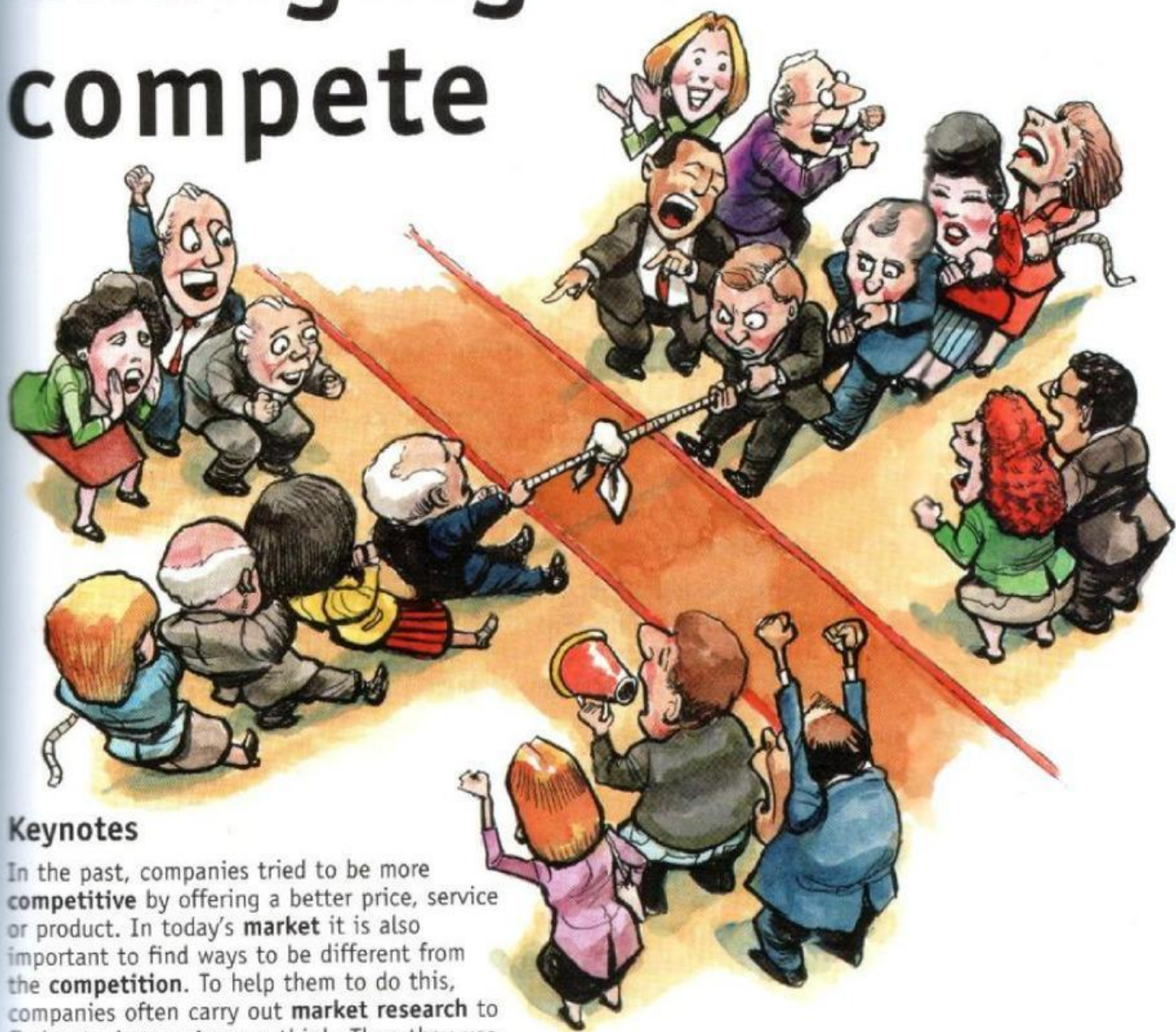
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Changing to compete



Keynotes

In the past, companies tried to be more **competitive** by offering a better price, service or product. In today's **market** it is also important to find ways to be different from the **competition**. To help them to do this, companies often carry out **market research** to find out what **customers** think. Then they use the information to help them to increase their **market share**.

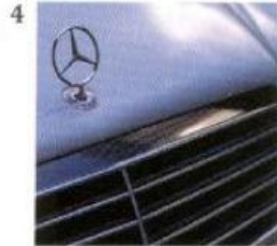


1



2

CHANEL



4



5



6



7



3

Preview

1 Match these industries with the companies 1-7.

Computers Fast food Cars Airlines Fashion
Soft drinks Supermarkets

2 Use the adjectives in the box to describe the products or services of the companies in exercise 1. You can also use other adjectives that you know.

luxury mid-range expensive low-cost
well-designed popular

Coca-Cola is a popular soft drink.

Chanel makes luxury fashion products.

3 Think of another company for each of the industries in exercise 1. Do the same adjectives describe these companies?

4 Do the companies in exercise 1 have similar customers to the ones you thought of in exercise 3? Give reasons for your answers.

Reading

1 Read the article on the opposite page. Which of these sentences summarises Ratan Tata's ideas?

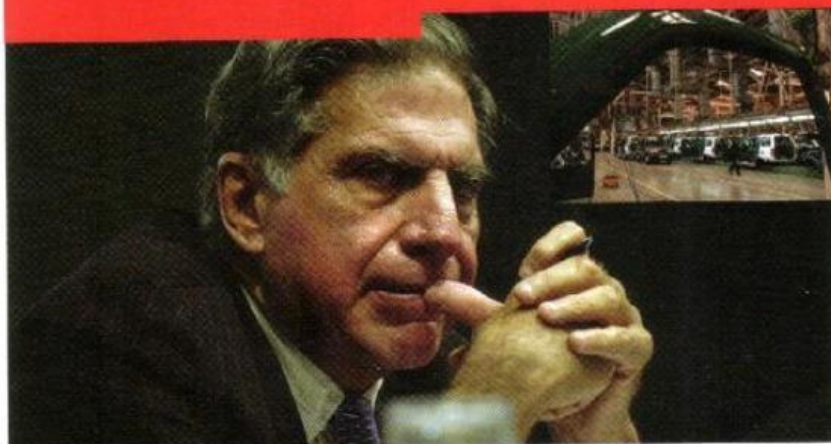
- a A successful chairman is only interested in profit.
- b A company can be competitive and help people.
- c A group with a lot of companies is easy to manage.

2 Do the following refer to the Tata company in the past or at the moment? One thing refers to both.

- 1 producing a cheap car
- 2 300 companies in the group
- 3 96 companies in the group
- 4 helping its workers
- 5 a Brazilian competitor

3 Read the article again and answer the questions.

- 1 Which two sectors does the Tata Group have companies in?
- 2 How much does Tata's new car cost?
- 3 What doesn't Ratan Tata do?
- 4 What doesn't he like?
- 5 When did he become chairperson?
- 6 When did Tata first give free education to employees' children?
- 7 How much of the group is owned by charitable foundations?
- 8 Who asks if helping people is good for business?



Staying competitive

The shy architect

How Ratan Tata is changing India's biggest company

¹ Ratan Tata trained to be an architect. Then he worked for the family firm, the Tata Group – one of the biggest companies in India. It has companies in many different sectors, including the car industry and the steel industry. The company's latest project is producing a car that costs under \$3,000.

² Mr Tata does not drink or smoke and he does not like publicity. He became chairperson in 1991. At that time, Tata was a difficult organisation to

manage. There were more than 300 different companies in the group and some were old-fashioned. Today, there are only 96 companies and the group is more modern.

³ In the past, it was difficult for Tata to trade outside India because of competition from other countries. Now it exports internationally. The Tata Group is also buying companies in different countries. At the moment, one of the companies in the group, Tata

Glossary

firm (n) a company

steel (n) a type of metal

chairperson (n) the head of a company (a man or woman)

old-fashioned (adj) not modern

investor (n) a person or organisation that puts money into a business

Steel, is trying to buy Corus, a European steel company. But it has a competitor: CSN, a Brazilian company, also wants to buy Corus.

⁴ Ratan Tata is making changes to the company. Many of these changes help make the group more competitive. But he isn't changing all the group's traditions. For example, the Tata Group still tries to help its workers – the children of Tata's steelworkers first started to have free education in 1917. Two thirds of the Tata Group is owned by charitable foundations, and today they are still helping people in India. Investors sometimes ask: 'Is Tata doing the right thing? Is charity good for business?' But Mr Tata thinks it is possible to help people and be competitive at the same time. ■

The Economist

Speaking

1 What things can a company do to help its workers?

2 Do you think that it is possible for a company to be competitive and also help people? Do you know any companies that do both?

Vocabulary 1

Word families

1 Find words in the article to complete the table.

Verb	Noun (person)	Noun (thing)
1 <i>train</i>	trainer / trainee	training
compete	competitor	2
invest	3	investment
4	manager	management
5	trader	trade
publicise	publicist	6
7	exporter	export

2 Complete the sentences with the correct words in *italics*.

- 1 Shell and Esso are *competition* / *competitors* in the oil market.
- 2 Did they *publicise* / *publicity* the launch date of their new product range?
- 3 Giles is working as a *trade* / *trader* on the Japanese stock market.
- 4 We lost a lot of money – it was a bad *investment* / *investor*.
- 5 Westfern run *training* / *trainer* courses for financial organisations.
- 6 How long did you work as a *management* / *manager* at Dell?
- 7 Do Lancome *export* / *exporter* to Taiwan?

Listening 1

1 A man is talking about an analysis that he is doing for his company. Listen to part one. What does SWOT stand for? Complete the headings in the table.

Swot analysis			
1 S _____s	2 Weaknesses	3 O _____s	4 Threats

2 Match the headings in the table with the questions. Listen again and check.

- a _____ Can my organisation increase sales or find new markets?
- b ~~What does the company do badly?~~ What does the company do badly?
- c _____ Does another company offer better products or services?
- d _____ What does the company do well?

3 Listen to part two, where the man gives his SWOT analysis. Look at these extracts and write a–h in the correct column of the table above.

- a machines in the production department are old
- b sell our products on the internet
- c good at design
- d three new companies sell similar products
- e try American and Asian markets
- f other companies charge less for their products
- g wide product range
- h delivery is slow

Speaking

How often is it a good idea for a company to do a SWOT analysis? Give reasons.

Market: compound nouns

1 We use *market* to describe any area where we can sell products or services. All the words in the box can be used with the word *market*. Decide if they go before or after *market*.

Asian leader share research luxury place
budget domestic

market leader Asian market
market _____ _____ market
market _____ _____ market
market _____ _____ market

2 Match the compound nouns above with the definitions.

- 1 _____ the area where products are cheap to make and buy
- 2 _____ people and activities involved in buying and selling a particular product
- 3 _____ how much of the market buys a company's products or services
- 4 _____ surveys to find out what customers think about a company
- 5 _____ the area where products are expensive to make and buy
- 6 _____ customers in, for example, Japan, Thailand and China
- 7 _____ the product or service that most people buy
- 8 _____ the market in a company's own country

Speaking

Work with a partner and compare ideas.

- 1 Name two products in the luxury market and two products in budget markets.
- 2 What company is the market leader in sportswear in your country?
- 3 Do you think it is important for companies to do market research? Why? / Why not?

Language check**Present continuous**

We use the present continuous to talk about things that are happening now (at the moment of speaking) and for temporary actions (things that are happening around now). Study the examples from the article on page 87 and complete the rules on page 90.

- a Tata Steel **is trying** to buy Corus.
- b Today they **are still helping** people in India.
- c He **isn't changing** all the group's traditions.
- d Is Tata **doing** the right thing?

- 1 We form the present continuous by using *am*, *is* and *are* and a verb + _____.
- 2 We form the negative by putting _____ between *am/is/are* and the verb.
- 3 We form the _____ by putting *am/is/are* before the subject.



For more information, see page 161.

Practice

Complete the sentences with the correct form of the verbs in *italics*.

- 1 I *work* / *am working* for Corus plc. I started here seven years ago.
- 2 What do you do / are you doing at the moment?
- 3 I *organise* / *am organising* a project in Rotterdam this month.
- 4 What time do they have / are they having breakfast in the morning?
- 5 Martina *finishes* / *is finishing* a report at the moment.
- 6 How do you usually travel / are travelling to work?
- 7 I'm *driving* / *drive* at the moment, but usually I'm *taking* / *take* the train.
- 8 Are they *send* / *sending* the report now?

Listening 2

1 Listen to two people talking about their companies. What does MetScan produce? What does Norwest make?

2 Listen again and complete the table to show what the companies usually do and what they are doing at the moment.

usually	at the moment
MET scan	
We ¹ <i>manufacture</i> machines for ² _____.	The medical team ³ _____ equipment that people can use at ⁴ _____.
Norwest	
We make ⁵ _____ for the ⁶ _____ market.	Our team ⁷ _____ a new ⁸ _____ for the ⁹ _____ market.

Speaking

Work with a partner. Take turns to ask and answer questions about these companies.

company	usually	at the moment
1	design / computer games / children	develop / new game / adults
2	organise / corporate events / Europe	arrange / conference / Moscow
3	sell / office equipment / internet	open / new shop / London
4	make / sports cars	manufacture / family car
5	manage / hotels / the USA	build / new hotel / Tokyo

- 1 What does your company do?

We design computer games for children, but at the moment we're developing a new game for adults.

Catching up

At meetings or conferences we sometimes meet business contacts we know. Conversations are often short and friendly; you talk about the last time that you met and what you are doing now. Look at the following examples and match them with the parts of the conversation a–f.

- | | |
|--|---|
| 1 Well, it was good to see you again. | a Greeting. |
| 2 No, I'm working [in the Tokyo office] at the moment. | b Talk about previous meeting. |
| 3 Hi, [Lena]. How are things? | c Ask a general question about business |
| 4 Are you still [working in the Turin office]? | d Check for changes since last meeting. |
| 5 We met at [the presentation in Granada]. | e Give information about what you're doing now. |
| 6 How's business? | f Say goodbye. |

Listening 3



1 Lena Carter and Keith Sheen meet at a presentation. Listen and answer the questions.

- Where did they meet in the past?
- Where did Lena work in the past? Where is she working now?

2 Listen again. How does Lena or Keith respond to these questions or statements? Choose the correct option a–c.

- How are things?
a Good. b Great, and you? c Fine. How are you?
- How's business?
a Good, thanks. b Not bad. c Great.
- I'm working in the Tokyo office for six months.
a That sounds interesting! b Really? c That's good.
- It was good to see you again.
a It was good to see you. b It was great to meet you. c And you.
- Enjoy the conference.
a Thanks. b You too. c I will.

3 Who says sentences 1–5, Lena or Keith? Listen again and check.

Speaking

1 Work with a partner. Role-play a situation where you meet a colleague at an exhibition. Use your real names.

Greet each other and end the conversation politely.

Student A: Remind Student B where you last met (at conference / London).

Student B: Ask Student A: still work / Boston office?

Student A: Respond: work / London / at the moment.

Student B: Comment on this information.

2 Have a similar conversation. Take turns to ask and answer questions. Use real information.