

UNITE D'ENSEIGNEMENT ET DE RECHERCHE DE LETTRES ET SCIENCES HUMAINES

Section : ANGLAIS L.E.A

Diplôme : Licence

Niveau : 3

Cycle : 2

Date :

U.E. : 31A

Heure :

Salle :

Durée : 3 heure (s)

Intitulé de l'épreuve : Anglais langue de spécialité

Noms des Professeurs Responsables : M.F. Narcy-Combes

Anglais langue de spécialité

Session de juin 2004

Le nombre de mots indiqué est un maximum. Les écarts seront pénalisés.

I - Reading : Brand extension, with Jacuzzi

1/ Explain :

Brand extension (30 words)

Joint venture (1.29) (30 words)

2/ Find 2 arguments against diversifying into the hotel business (35 Words)

3/ List 2 arguments in favour of diversifying into the hotel business (35 words).

4/ What precautions will be taken by Mr. Armani to protect his brand when moving into the hotel business? (50 words)

II - Business World

Brand strategy: explain what the concept involves. Use the examples given in the text.

(150/200 words)

III - Writing

The following advertisement has appeared in this month edition of Business World:

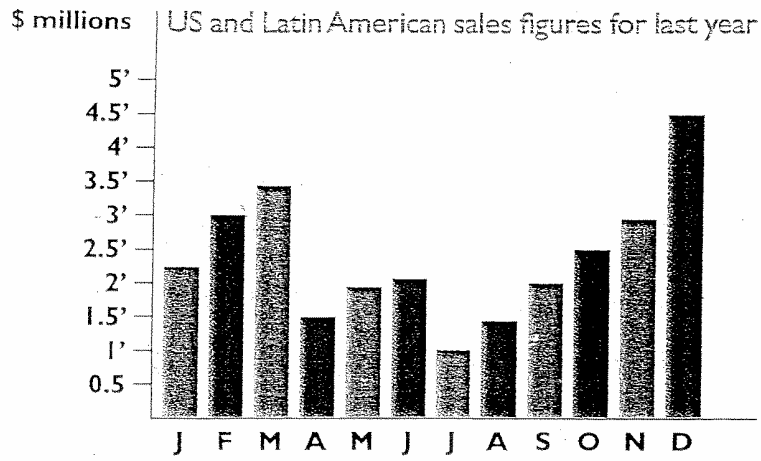
Wanted, personal assistant- bilingual French/English for full-time employment in small manufacturing company. Business degree. Good salary. Five days a week, hours of work 9.00 to 5.00pm, usual benefits in terms of conditions and holidays. Contact: David McLean – Angus McGregor and Sons Ltd., 165 West Drive, Bournemouth BO1 SW2.

Write to apply.

7r

IV - Graph analysis

TRENDY is a company that manufactures children wear for the US and Latin American market.



Comment on the following situation, taking into account the items listed below:

- in April, our Los Angeles distributors went out of business
- May and June: US market recovery
- July: fire in our warehouse in Mexico City.
- December: Xmas

(80/100 words maximum) *and situation involves using a bad name*

Luxury-goods companies and hotels

Brand extension, with jacuzzi

MILAN

Should luxury-goods firms go into the hotel business?

GIORGIO ARMANI is already one of the most diversified brands in fashion. As well as haute couture and every-day clothes, Mr Armani and his eponymous firm create scent, cosmetics, spectacles, watches and accessories. Dedicated followers of Mr Armani's minimalist aesthetics can buy furniture at Casa Armani, chocolate, other sweets, jam and even marmalade at Armani *dolce* and flowers at Armani *fiore*. There are Armani cafes and restaurants in Paris, New York, London and other cities. An Armani night-club recently opened in Milan. Now the great Giorgio is branching out further still. On February 22nd his firm announced a \$1 billion hotel venture with Dubai's Emaar Properties, the Middle East's largest property developer. Mr Armani will be in charge of the design for ten new luxury hotels and four resorts, to be built in the next six-to-eight years.

Armani's is the boldest move so far by a luxury-goods company into the hotel business. But it is by no means the first. In September 2000, a hotel designed by Donatella Versace opened on Australia's Gold Coast. In February 2001, Bulgari, an Italian jeweller, announced a joint-venture with Ritz-Carlton, the luxury-hotel division of Marriott, to build six or seven hotels and one or two resorts. Bulgari and Marriott are each investing some \$70m. The first Bulgari hotel, located immediately behind Milan's La Scala opera house, will (belatedly) open in May. Salvatore Ferragamo, an Italian shoemaker, has designed four hotels in Florence, his hometown. The latest Ferragamo hotel, the *Continendale* (see picture), opened in January last year.

Does it make sense for designers of luxury goods to go into a tricky service business? Hotels are not even a good hedge against the fickleness of the fashion world. Travel and luxury follow the same economic cycle. In the first half of last year both industries were in bad shape because of the war in Iraq, SARS and the rise of the euro. (Many luxury-goods firms are from euro-zone countries, but their revenues are mostly in dollars or yen.) In the second half of the year the two industries both started to recover, albeit timidly.

Armani and Bulgari say that their ho- ▶▶

tels are managed by outside professional managers, and that they are only in charge of making the hotels beautiful. Mr Armani considers hotels a logical extension of his aim of promoting his brand in all walks of life (can Armani toilet paper be far behind?). Rita Clifton, chairman of Interbrand, a consultancy, says that this strategy can work. A strong product, strong images and a strong experience, such as staying at a fashion designer's hotel, can combine to make a super-strong brand, claims Ms Clifton.

To fit the firm's luxurious image, Bulgari says that its hotels must be as upmarket as it is possible to be. Because small is considered more exclusive, Armani and Bulgari plan to launch mostly smallish five-star hotels. Armani's Dubai hotel, due to open in 2007, will be an exception, however, with 250 rooms. Bulgari's Milan hotel will have no more than 60 rooms.

Losing control of their brand is the biggest risk for luxury firms expanding abroad or venturing into a new line of business. Over the years, Pierre Cardin,

Yves St Laurent and Christian Dior have each lost their good names by doling out licences all over the world to firms that did not deliver the appropriate quality. Calvin Klein's current troubles are related to the company's loss of control of the distribution of its wares in many countries.

Designers' hotels can create good publicity, as they have done for Ferragamo with its easily controllable properties in Florence. Even if Bulgari's hotels turn out not to make any money, the venture could be considered an expensive, yet effective, advertising campaign, says Antoine Colonna of Merrill Lynch in Paris.

Mr Armani's hotel plans are altogether more ambitious, and the danger of brand dilution much greater. Armani says that the management company for its hotel venture will be headquartered in Milan rather than Dubai, and that Mr Armani will be fully in charge of design. So far Mr Armani has managed to control his brand tightly despite dabbling in many different businesses. Hotels, however, are a bigger challenge than flowers and marmalade. ■



Room with a shoe

Corrigé de l'examen de licence LEA langue de spécialité anglais

Le nombre de mots indiqué est un maximum. La concision et la précision sont des exigences de la langue des affaires. Les écarts seront pénalisés.

Dans l'ensemble, cette consigne a été bien respectée. Il n'y a eu que peu de dérives.

Reading comprehension :

1/ Explain :

Brand extension (30 words)

Il était possible de confondre « brand extension » et « brand stretching », mais la lecture du texte et le titre auraient dû lever les ambiguïtés.

« Brand extension » is a strategy which consists in developing and diversifying the brand into new markets. Armani, a fashion brand, has decided to develop its activity into the hotel business.

Joint venture (1.29) (30 words)

An activity begun by two or more people or companies working together on a common business project: Bulgary and Carlton are sharing their experience and know-how to create new hotels.

2/ Find 2 arguments against diversifying into the hotel business (35 Words)

- travel and luxury follow the same cycle: diversifying will not protect luxury goods from economic problems
- luxury firms run the risk of losing control of their brand/ risk of brand dilution.

3/ List 2 arguments in favour of diversifying into the hotel business (35 words)

- combining a strong image, a strong product and a strong experience can strengthen the brand
- it can be good publicity/ it can be considered a powerful, though expensive, advertising campaign.

4/ What precautions will be taken by Mr. Armani to protect his brand when moving into the hotel business? (50 words)

Professionals will manage them; the firm will only take care of the decoration.

They will only have very upmarket small five star hotels

The headquarters will be based in Milan, so that Mr. Armani will have better control of design.

Business World

Dans l'ensemble les connaissances du domaine sont pauvres, voire inexistantes: il est nécessaire de lire au moins les cours! Les étudiants qui n'ont pas satisfait aux critères ont répondu à côté de la question, ou ont produit un texte vide et creux. Le style laissait parfois à désirer : pas de concision, et des formes contractées apparaissaient.

Brand strategy: explain what the concept involves. Use the examples given in the text. (150/200 words)

Brand strategy involves using a brand name as a tool to sell a product more easily. Brand extension and brand stretching are brand strategy decisions. Brand stretching concerns the development of new products in the same market, for example Armani, a fashion designer, launches spectacles and perfumes. Brand extension concerns the development of new products in unrelated market, which is what Armani does when venturing into the business of jams, sweets and ...hotels!

A brand reflects an image which is in everybody's mind. Very often, it is the brand that makes people buy a product because it gives them a guarantee of reliability and quality, or the feeling of belonging to a given social class. In the text, the hotel business will be in-keeping with Armany's image of stylish, luxury products, which is a good thing for their brand extension strategy. Conversely, YSL and Dior have damaged their brand image by doling out licences in inadequate places.

Writing

De nombreuses copies ont tout simplement perdu les points se rapportant à la présentation de la lettre. Je rappelle que dans une entreprise, la présentation de la lettre est la première chose perçue par le destinataire. Une lettre mal présentée va à la poubelle. Si vous n'avez pas pris la peine d'apporter du soin à la présentation, vous n'en porterez pas plus à votre travail. On relève également des erreurs de style, de forme et d'organisation. Par ailleurs il y a eu beaucoup de très bonnes lettres.

Iam Astudent
3, University Road
44000 Nantes
France

Angus Mc Gregor & sons Ltd
165, West Drive
Bournemouth

BO1SW2

28 March 2004

Attn: Mr. David McLean

Subject: Job application

Dear Mr. McLean,

I am writing concerning the vacancy advertised in this month edition of Business Week for the position of bilingual personal assistant. I would like to apply for the post and I think I meet all the requirements.

As you will see from my enclosed CV, I am currently preparing for a Master degree in Applied Languages. I am a native speaker of French and I can speak English and German fluently. I also have in-depth knowledge in International Trade, Management, Business Economics and Computer Science.

My studies have enabled me to develop versatility and flexibility, which can be of great use for the position you offer. I have also worked three months as a personal assistant to the manager of a small manufacturing company based in Cork (Ireland) during the summer of 2003. The manager told me he would be pleased to employ me again.

I would like to advise you that I am available for interview at your convenience and look forward to hearing from you soon.

Yours sincerely

Iam Astudent

Graph analysis

Sales started high in January and rose steadily throughout the first quarter of the year. Then there was a sharp drop in April when our Los Angeles distributors went out of business. Sales rose slightly throughout May and June, as the US market started to recover, but fell again dramatically in July. From this point sales rose fairly steadily until the end of the year, with a sharp increase in December corresponding with the Christmas promotion period.