

DIPLOME : CYCLE : MASTER NIVEAU : 1UNITE D'ENSEIGNEMENT CONCERNEE : H 71 LAA 2INTITULE DE L'EPREUVE : Thème anglais

EPREUVE POUR : DA & ASSIDUS

DOCUMENTS AUTORISES : aucunNOM DU PROFESSEUR RESPONSABLE : m. ZbikowskiOBSERVATION DU PROFESSEUR : Ecrivez toutes les deux lignes s.v.p.DATE : 4 janvier 2010HEURE : 13h30SALLE : terre amphitheatreDUREE : 2h

Crise: les groupes de chimie européens réduisent à leur tour leur production

Trois géants de la chimie européenne viennent d'annoncer la mise en sommeil temporaire d'usines employant des dizaines de milliers de salariés, nouvelle preuve de la lente propagation de la crise économique à tous les secteurs de l'industrie.

« On a l'habitude de dire que l'industrie chimique est le fournisseur de toutes les industries. A ce titre, lorsqu'un ralentissement de l'activité touche un secteur en aval, il remonte ensuite progressivement à elle », explique M. Livinec, conseiller sectoriel au sein de l'assureur-crédit Euler Hermès SFAC. 5

Après les sidérurgistes¹ européens, les groupes de chimie sont à leur tour rattrapés par la crise qui secoue les constructeurs automobiles. En effet, ces derniers taillent dans leurs commandes de plastique, plexiglas² et polyamide³, utilisé dans les textiles des habitacles⁴. Les groupes de chimie pâtissent aussi de la baisse d'activité dans le BTP⁵, qui réduit ses achats de PVC⁶, peintures, colles⁷ et vernis⁸. 10

¹ sidérurgistes = steelmakers

² plexiglas = plexiglass

³ polyamide = polyamide

⁴ habitacle = (car) interior

⁵ BTP = the building trades, the construction industry

⁶ PVC = PVC

⁷ colle = glue

⁸ vernis = varnish

Arkema, BASF et Rhodia ont annoncé des baisses de production. Ces baisses de production passent par des arrêts complets d'unités⁹. Lorsqu'il n'est pas possible de stopper complètement les machines, elles sont mises "au ralenti". 15

Pour les salariés, ces mesures sont synonymes dans un premier temps de congés ou formation forcés, avant le chômage partiel.

En plus des baisses de production, les industriels pourraient aussi « geler un certain nombre d'investissements », précise le directeur des affaires économiques et internationales de l'UIC. 20

Sur le terrain de l'emploi, « des réductions d'effectifs sont probables dans les grands groupes et chez les sous-traitants », estime l'économiste Jean-Louis Levet.

Au-delà de la simple adaptation de la production à la demande, les mesures annoncées ces derniers jours témoignent aussi selon lui d'un « souci d'anticiper l'année 2009 », qui s'annonce difficile. 25

M. Livinec se veut rassurant: les chimistes sont aujourd'hui « plus résistants à un retournement de cycle » grâce à leur « internationalisation » et la profonde restructuration engagée dans le sillage de la crise du début des années 2000.

En outre, les prix du pétrole, qui volaient de record en record début 2008, les ont incités à prendre de nouvelles mesures de réduction des coûts, souligne-t-il. 30

Certains salariés de Rhodia craignent toutefois que les baisses de production s'étendent progressivement aux sites qui fabriquent les produits de base pour les cosmétiques et les arômes utilisés par les industriels de l'agro-alimentaire¹⁰.

Les syndicats du groupe ont appelé jeudi à des débrayages sur douze sites français pendant une semaine à partir de jeudi. 35

– Agence France Presse, 20 novembre 2008

⁹ unité = factory, production unit

¹⁰ agro-alimentaire = food processing

UNIVERSITE DE NANTES

ANNEE : 2009/2010

U.F.R DE LANGUES - CENTRE INTERNATIONAL DE LANGUES
LEA

SESSION 1 -

DIPLOME : CYCLE : ...Master..... NIVEAU : ...1.....

UNITE D'ENSEIGNEMENT CONCERNEE : UE 71.....

INTITULE DE L'EPREUVE : ...Traduction B (anglais-français).....

DATE : 4 janvier 2010

HEURE : 14h30

SALLE : Tende amphie

DUREE : 2h ...

EPREUVE POUR : DA& ASSIDUS

DOCUMENTS AUTORISES : ..Aucun.....

NOM DU PROFESSEUR RESPONSABLE : M-F. Narcy-Combes.....

OBSERVATION DU PROFESSEUR : .. Cecile Mashall 2 groupes M-F. Narcy-Combes 1 groupe Catrin Bellay 1 groupe

Vous ferez en français la synthèse ordonnée des documents ci-inclus :

Document 1 : Picking up the pieces (*The Economist*, Oct 26th, 2006)

Document 2 : Lego is Moving Beyond Blocks (*The New York Times*, Sept 19th, 2009)

Document 3 : Responsibility Policy (Lego website, Sept 2009)

Rappel

La synthèse de documents

Définition : « opération intellectuelle par laquelle on rassemble les éléments de connaissance concernant un objet de pensée en un ensemble cohérent » (Le Petit Robert)

Le travail consiste à rendre compte d'un problème précis à partir d'une documentation donnée, et à faire émerger les principaux aspects de ce problème de manière **objective, concise et cohérente** en se fondant uniquement sur la documentation.

La documentation ne se limite pas nécessairement à des textes, mais peut comporter des documents graphiques, des photographies, des dessins, et toutes sortes de messages pouvant être reproduit sur support papier.

Le nombre de mots n'est pas précisé en général lorsqu'une synthèse de documents est requise, mais il convient de se rappeler que cette dernière vise à dégager l'essentiel d'un dossier, et donc un texte de 500 mots est le plus souvent suffisant.

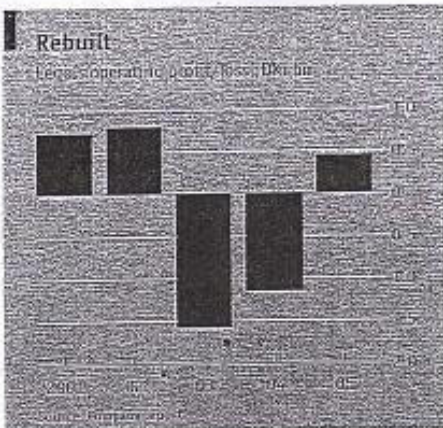
response to the crisis

its core products, he decided to fix rather than reinvent the firm, which had gone astray when it branched out into businesses it did not understand.

The logic of diversification was compelling, says Mr Knudstorp, but Lego went about it the wrong way. It tried to become a lifestyle brand with its own lines of clothes, watches and video games. And as it tried to attract more girls, it started to neglect its main customers, boys aged five to nine. "We had become arrogant—we didn't listen to customers any more," says Mr Knudstorp. Lego was also hit by the general malaise in the traditional toy industry, which has been shrinking as a result of low-cost copycats, competition from high-tech gadgets, and falling birth rates in many developed countries.

Lego's turnaround plan, launched in March 2004, was painful. Around 3,500 of the firm's 8,000 employees were laid off, with more cuts to come: almost half the 2,400 workers in the firm's hometown of Billund will lose their jobs over the next three years. Factories in Switzerland and America are being closed down and production moved to Eastern Europe and Mexico. A majority stake in Lego's four Legoland theme parks was sold to the Blackstone Group, a private-equity firm, last year. Assets in America, South Korea and Australia were sold off. The new boss also simplified the management structure and tried to foster a more commercial culture through a performance-based pay scheme and frank communication between management and employees. "We were not used to speaking about money," says a Lego employee.

The Knudstorp cure is working. In August Lego reported pre-tax profits of DKr238m for the first half of 2006, compared with a loss of DKr202m for the same period last year. Sales were up by 19%.



Despite the greater focus on Lego's core business, some bits of the diversification strategy remain. Lego has continued to expand its Bionicle range and to launch new toys based on film tie-ins, notes Zsuzsanna Kantor of Euromonitor, a market-research firm. The Bionicle characters, futuristic figures based on elements of Polynesian mythology, were the first story-based franchise to be developed in-house, and have spawned books, cartoons and videos. Toys linked to the "Star Wars" and "Harry Potter" films continue to do well. And the latest "Lego Star Wars" video game (pictured), in which Lego figures re-enact the "Star Wars" saga, was a bestseller.

As Lego gets ready for the busiest shopping time of the year, the mood at the firm is festive. The toy industry has been stagnant for five years, says Gerrick Johnson, an analyst at BMO Capital Markets, but things are looking up. Mattel, Hasbro and other toymakers have reported strong results in the past couple of weeks. And with Lego preparing to celebrate its 75th birthday next year, Mr Knudstorp sounds confident when he says the firm can remain independent for another 75 years. ■

ego's turnaround

Picking up the pieces

ILLUND

the venerable toymaker has recovered after a mistaken over-diversification

"PLAY is nutrition for the soul," begins Lego's description of itself, before going on to explain the Danish firm's philosophy of learning and development through play. For seven decades Europe's biggest toymaker—its name derived from leg godt, Danish for "play well"—has prospered with its ethereal corporate philosophy and openly professed disregard for maximising profits. Lego became a national treasure and one of the strongest brands in the toy industry. Its colourful bricks are sold in over 130 countries: everyone on earth has, on average, 52 of them.

Yet a couple of years ago the company's very survival was at risk. After six years of slowing sales and falling profits, Lego's crisis peaked in 2003, when it made a whopping DKr1.6 billion (\$240m) operating loss on sales of DKr6.8 billion and was sitting on some DKr5 billion in debts. Rumours abounded that America's Mattel, the biggest toymaker, would take over its long-coveted European rival. Private-equity companies circled what they considered a perfect prey: a mismanaged, medium-sized firm in the hands of a single owner, the family of Ole Kirk Christiansen, a carpenter who founded the company in 1932.

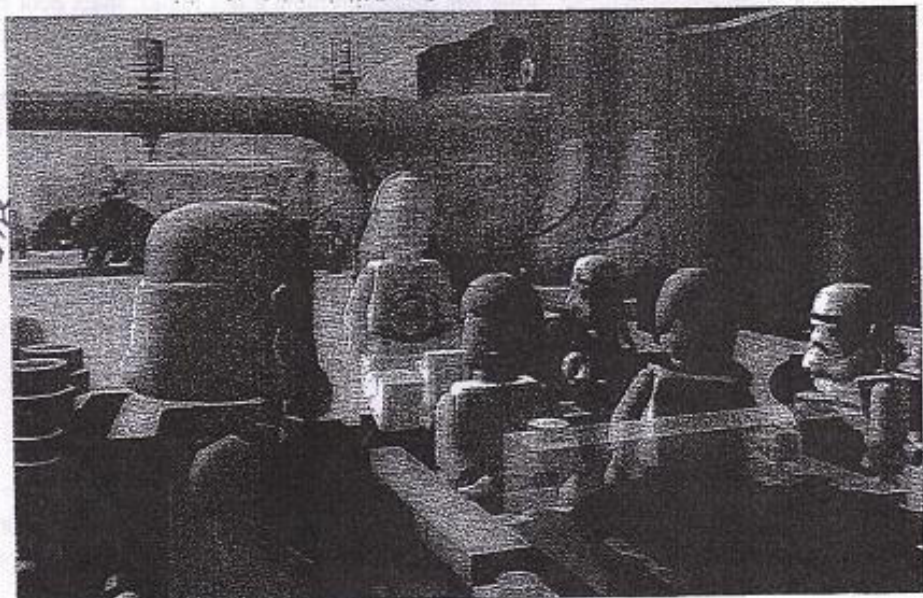
Mr Christiansen's heirs decided to stand by the family business. They injected some DKr800m of their own money and appointed Jorgen Vig Knudstorp, a former management consultant at McKinsey, to get the company back on track. After speaking to toy retailers, who told him not to mess with Lego's brand or

causes crisis

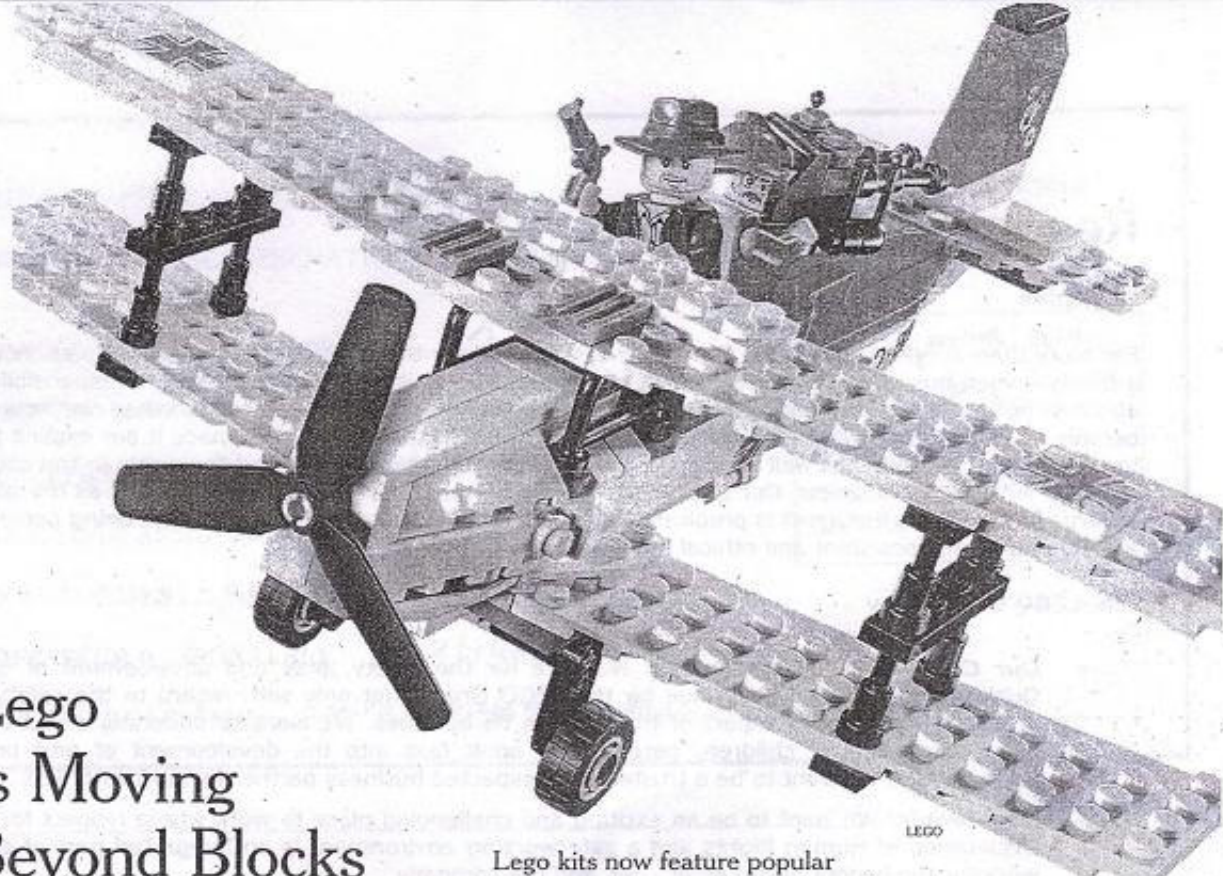
response during crisis

best result

future opportunities



These are the toys you're looking for



Lego Is Moving Beyond Blocks

Lego kits now feature popular Hollywood themes like Indiana Jones.

By NELSON D. SCHWARTZ

BILLUND, Denmark — Five years after a near-death experience, Lego has emerged as an unlikely winner in an industry threatened by the likes of video games, iPods, the Internet and other digital diversions.

Even as other toymakers struggle, this Danish maker of toy bricks is enjoying double-digit sales gains and swelling earnings. In recent years, Lego has increasingly focused on toys that many parents wouldn't recognize from their own childhood.

Hollywood themes are commanding more shelf space, a far cry from the idealistic, purely imagination-oriented play that drove Lego for years and was as much a religion as a business strategy in Billund.

Just as the toys are changing, so is the company. Jorgen Vig Knudstorp, 40, a father of four and a McKinsey & Company alumnus who took over as Lego's chief executive in 2004, made it clear that results, not simply feeling good about making the best toys, would be essential if Lego was to succeed.

"We needed to build a mind-set where nonperformance wasn't accepted," Mr. Knudstorp says. Now, "there's no place to hide if performance is poor," he says. "You will be embarrassed, and embarrassment is stronger than fear."

Last month, Lego opened its first "concept store" in Concord, North Carolina, where parents can bring children for birthday parties and classes with master builders. It's all part of a broader retail expansion that will give Lego 47 retail stores worldwide by year-end, up from 27 in 2007.

Founded in 1932 on the principle of "play well," or "leg godt" in Danish, by a local carpenter, Ole Kirk Christiansen,

this privately held company had a very Scandinavian aversion to talking about profits, much less orienting the company around them.

Mr. Christiansen's family still owns Lego and its business may still be fun and games, but working here isn't. Before Mr. Knudstorp's arrival, deadlines came and went, and development time for new toys could stretch out for years; in 2004, the company racked up a \$344 million loss.

Now, employee pay is tied to measuring up to management's key performance indicators. And cost-saving touches are encouraged when it comes to designing new toys.

That has helped to lower development

A toy icon rebuilds itself. (Some risks included.)

time by 50 percent, with some new products moving from idea to box in as little as a year.

Nevertheless, Lego hasn't entirely shed its Scandinavian sense of social mission when it comes to making toys. It kept quality high and never moved any manufacturing to China, avoiding the lead paint scare and grabbing market share when rivals stumbled amid multiple recalls.

Now, with profits swelling and the turnaround firmly in place, Lego is preparing for a future that moves well beyond the basic brick but carries big risks as well.

Video games — yes, Lego is there, too — are increasingly important to the company, as are Lego's legions of adult fans, who can now buy kits to build architect-designed models of Frank Lloyd Wright's Fallingwater and the Guggenheim Museum. What's more, the company is in talks with Warner Brothers about a mixed live-action and animation Lego-themed movie.

"Developing a movie doesn't come cheap," says Soren Torp Laursen, a 23-year Lego employee who heads its North American operations. "But five years ago, we were in the midst of a crisis, and now we're in a growth phase. We are definitely taking bigger risks than we previously did."

While that shift has disappointed purists and prompted worries from experts that some of what has long made Lego special may be in jeopardy, it's paying off, at least in the short term.

Amid a 5 percent drop in total United States toy sales last year and the industry's worst holiday season in three decades, according to Sean McGowan, an analyst at Needham & Company, Lego's sales surged 18.7 percent in 2008. And despite a worsening global recession, Lego powered through the first half of 2009, with a 23 percent sales increase over the period a year earlier.

The numbers are all the more impressive given the sales declines this year at the two biggest toymakers, Mattel and Hasbro.

"In the end, you've got to go where your consumer is going," says John Barbour, a former top executive of the Toys "R" Us chain. "And the reality is that themes and movies are what kids want. There's no point in developing the best product in the world if you can't put it on the shelf."

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John

John

Responsibility Policy

values lego + historie

Objective

For more than 70 years, the LEGO Group has operated under the spirit: Only the best is good enough. As a family-owned business it has been critical never to compromise this focus. Corporate responsibility is about living the values and principles that govern the way we operate as an organisation and how we behave as individuals towards our stakeholders. In the LEGO Group, we have made it our explicit policy to comply with the letter as well as the spirit of all laws, rules and regulations applicable in the countries in which we conduct business. Our business is founded on the trust of consumers as well as the society at large, and in turn, that trust is predicated upon the LEGO Group always acting, and being perceived as acting, in a legal, consistent and ethical manner.

The LEGO Group Way

- **Our Consumers & Customers:** We care for the safety, play and development of children. Quality is therefore a key value for the LEGO Group, not only with regard to the safety of our products but in every aspect of the way we do business. We want to understand and translate the expectations of children, parents and adult fans into the development of new products. Furthermore, we want to be a trusted and respected business partner by our customers.
- **Our People:** We want to be an exciting and challenging place to work where respect for the UN Declaration of Human Rights and a safe working environment is an integrated part of our daily work for the benefit of the employees and the company.
- **Our Business Partners and Suppliers:** The LEGO Group's ethical standards are laid down in our Code of Conduct. We select business partners and suppliers based on a spirit of mutual trust and openness and who adhere to the principles laid down by the LEGO Group.
- **Our Planet:** We will continuously work to improve our environmental footprint.
- **Our Dialogue with Stakeholders:** We listen to the concerns of all our stakeholders and enter into open dialogue to improve our products and/or change the way we do business.
- **Our Community:** We aim to help children in need by providing support for creative play and development.
- **Continuous Improvement:** We will continually work to improve our performance by setting ambitious targets and implement the necessary systems to track our progress.

The operational part of the values and aspirations stated in this policy will be available in more detailed policies for the individual areas, such as the People & Culture Policy, etc. In the LEGO Group, we take full responsibility for:

- Setting up adequate systems and procedures which will enable us to achieve compliance,
- Creating monitoring tools which will enable us to verify compliance, and for
- Correcting possible instances of non-compliance.

<http://www.lego.com/eng/info/default.asp?page=respolicy>

September 2009