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Introduction

What is *Market Leader*, and who is it for?

Market Leader is a multi-level business English course for businesspeople and students of business English. It has been developed in association with the *Financial Times*, one of the leading sources of business information in the world. It consists of 12 units based on topics of great interest to everyone involved in international business.

This third edition of the Intermediate level features completely updated content and a significantly enhanced range of authentic resource material, reflecting the latest trends in the business world. If you are in business, the course will greatly improve your ability to communicate in English in a wide range of business situations. If you are a student of business, the course will develop the communication skills you need to succeed in business and will enlarge your knowledge of the business world. Everybody studying this course will become more fluent and confident in using the language of business and should increase their career prospects.

The authors



David Falvey (left) has over 25 years' teaching and managerial experience in the UK, Japan and Hong Kong. He has also worked as a teacher trainer at the British Council in Tokyo, and was until recently Head of the English Language Centre and Principal Lecturer at London Metropolitan University.

David Cotton (centre) has over 40 years' experience teaching and training in EFL, ESP and English for Business, and is the author of numerous business English titles, including *Agenda*, *World of Business*, *International Business Topics* and *Keys to Management*. He is also one of the authors of the best-selling *Business Class*. He was until recently a Senior Lecturer at London Metropolitan University.

Simon Kent (right) has over 20 years' teaching experience, including three years as an in-company trainer in Berlin at the time of German reunification. He is currently a Senior Lecturer in business and general English, as well as having special responsibility for designing new courses at London Metropolitan University.

What is in the units?

You are offered a variety of interesting activities in which you discuss the topic of the unit and exchange ideas about it.

VOCABULARY

You will learn important new words and phrases which you can use when you carry out the tasks in the unit. You can find definitions and examples, and listen to the pronunciation of new vocabulary in the i-Glossary feature on the DVD-ROM. A good business dictionary, such as the *Longman Business English Dictionary*, will also help you to increase your business vocabulary.

READING

You will read authentic articles on a variety of topics from the *Financial Times* and other newspapers and books on business. You will develop your reading skills and learn essential business vocabulary. You will also be able to discuss the ideas and issues in the articles.

LISTENING

You will hear authentic interviews with businesspeople and a variety of scripted recordings. You will develop listening skills such as listening for information and note-taking. You can also watch the interviews on the DVD-ROM.

LANGUAGE REVIEW

This section focuses on common problem areas at intermediate level. You will become more accurate in your use of language. Each unit contains a Language review box which provides a review of key grammar items.

SKILLS

You will develop essential business communication skills, such as making presentations, taking part in meetings, negotiating, telephoning, and using English in social situations. Each Skills section contains a Useful language box, which provides you with the language you need to carry out the realistic business tasks in the book.

CASE STUDY

The Case studies are linked to the business topics of each unit. They are based on realistic business problems or situations and allow you to use the language and communication skills you have developed while working through the unit. They give you the opportunity to practise your speaking skills in realistic business situations. Each Case study ends with a writing task. After you've finished the Case study, you can watch a consultant discussing the issues it raises on the DVD-ROM.

WORKING ACROSS CULTURES

These four units focus on different aspects of international communication. They help to raise your awareness of potential problems or misunderstandings that may arise when doing business with people from different cultures.

REVISION UNITS

Market Leader Intermediate third edition also contains four revision units, each based on material covered in the preceding three Course book units. Each revision unit is designed so that it can be completed in one session or on a unit-by-unit basis.

Brands

'Products are made in the factory, but brands are made in the mind.'
Walter Landor (1913–1995), branding pioneer

OVERVIEW

VOCABULARY

Brand management

LISTENING

Successful brands

READING

Building luxury brands

LANGUAGE REVIEW

Present simple and present continuous

SKILLS

Taking part in meetings

CASE STUDY

Hudson Corporation



STARTING UP

A

Work with a partner. List some of your favourite brands. Then answer these questions.

1 Do you / Would you buy any of the following brands? Why? / Why not?

| | | | | |
|------------|------------------|-----------|----------|--------------|
| Coca-Cola | Ikea | Microsoft | Tesco | Chanel |
| IBM | General Electric | Virgin | Nokia | Kellogg's |
| Toyota | Google | Intel | Samsung | Ford |
| McDonald's | Mercedes-Benz | Disney | Marlboro | China Mobile |

2 Which of the brands above do you think feature in the top-ten Interbrand list in both 1999 and 2007? (Check your answer on page 134. Are you surprised?)

3 Pick some of the brands above which interest you. What image and qualities does each one have? Use these words and phrases to help you.

| | | | | |
|-----------------|-------------|---------------|-----------|---------|
| value for money | upmarket | timeless | well-made | classic |
| durable | inexpensive | cool | reliable | stylish |
| fashionable | sexy | sophisticated | fun | |

4 How loyal are you to the brands you have chosen? For example, when you buy jeans, do you always buy Levi's? Why do people buy brands?

5 Why do you think some people dislike brands?

B

CD1.1 Listen to two speakers talking about brands. What reasons does each person give for liking or disliking brands? Which person do you agree with?

VOCABULARY

Brand
management

A

Match these word partnerships to their meanings.

B
R
A
N
D

- 1 loyalty
- 2 image
- 3 stretching
- 4 awareness
- 5 name

- a) the title given to a product by the company that makes it
- b) using an existing name on another type of product
- c) the ideas and beliefs people have about a brand
- d) the tendency to always buy a particular brand
- e) how familiar people are with a brand (or its logo and slogan)

P
R
O
D
U
C
T

- 6 launch
- 7 lifecycle
- 8 range
- 9 placement
- 10 endorsement

- f) the set of products made by a company
- g) the use of a well-known person to advertise products
- h) when products are used in films or TV programmes
- i) the introduction of a product to the market
- j) the length of time people continue to buy a product

M
A
R
K
E
T

- 11 leader
- 12 research
- 13 share
- 14 challenger
- 15 segment

- k) the percentage of sales a company has
- l) customers of a similar age, income level or social group
- m) the best-selling product or brand in a market
- n) information about what consumers want or need
- o) the second best-selling product or brand in a market

B

Complete these sentences with word partnerships from Exercise A.

B
R
A
N
D

- 1 No one recognises our logo or slogan. We need to spend more on advertising to raise brand awareness.
- 2 Consumers who always buy Sony when they need a new TV are showing
- 3 A fashion designer who launches his or her own perfume is an example of
- 4 The of Mercedes-Benz is such that its products are seen as safe, reliable, luxurious, well made and expensive.

P
R
O
D
U
C
T

- 5 George Clooney advertising Nespresso is an example of
- 6 A consists of introduction, growth, maturity and decline.
- 7 Tesco's wide means that it appeals to all sectors of the UK market.
- 8 The use of Aston Martin cars and Sony computers in James Bond films are examples of

M
A
R
K
E
T

- 9 Microsoft is the in computer software.
- 10 In countries with ageing populations, the over-60s age group is becoming an increasingly important
- 11 Pepsi is the in carbonated soft drinks.
- 12 Focus groups and consumer surveys are ways of conducting

C

Discuss these questions.

- 1 What are the advantages and disadvantages for companies of product endorsements?
- 2 How can companies create brand loyalty?
- 3 Can you give any examples of successful or unsuccessful brand stretching?
- 4 Think of a cheap or expensive idea for a product launch.
- 5 What other market segments can you identify (e.g. young singles)?
- 6 What action can companies take if they start to lose market share?

See the **DVD-ROM**
for the *i-Glossary*.



LISTENING

Successful brands



Chris Cleaver

Watch the interview on the DVD-ROM.

- A** CD1.2 Chris Cleaver is Managing Director, Business Brands at Dragon Brands. Listen to the first part of the interview and tick the points that he makes.

A brand ...

- 1 helps people to become familiar with a product.
- 2 gives a product an identity.
- 3 increases the sales of a product or service.
- 4 enables the target consumer to decide if they want the product or not.

- B** CD1.3 Listen to the second part of the interview and answer the question.

What is the main function of a brand?

- C** CD1.4 Listen to the final part. In which two ways has Chris Cleaver's company helped Nokia?

- D** Think of three brands you really like and discuss what 'appealing and persuasive' ideas they communicate to you.

READING

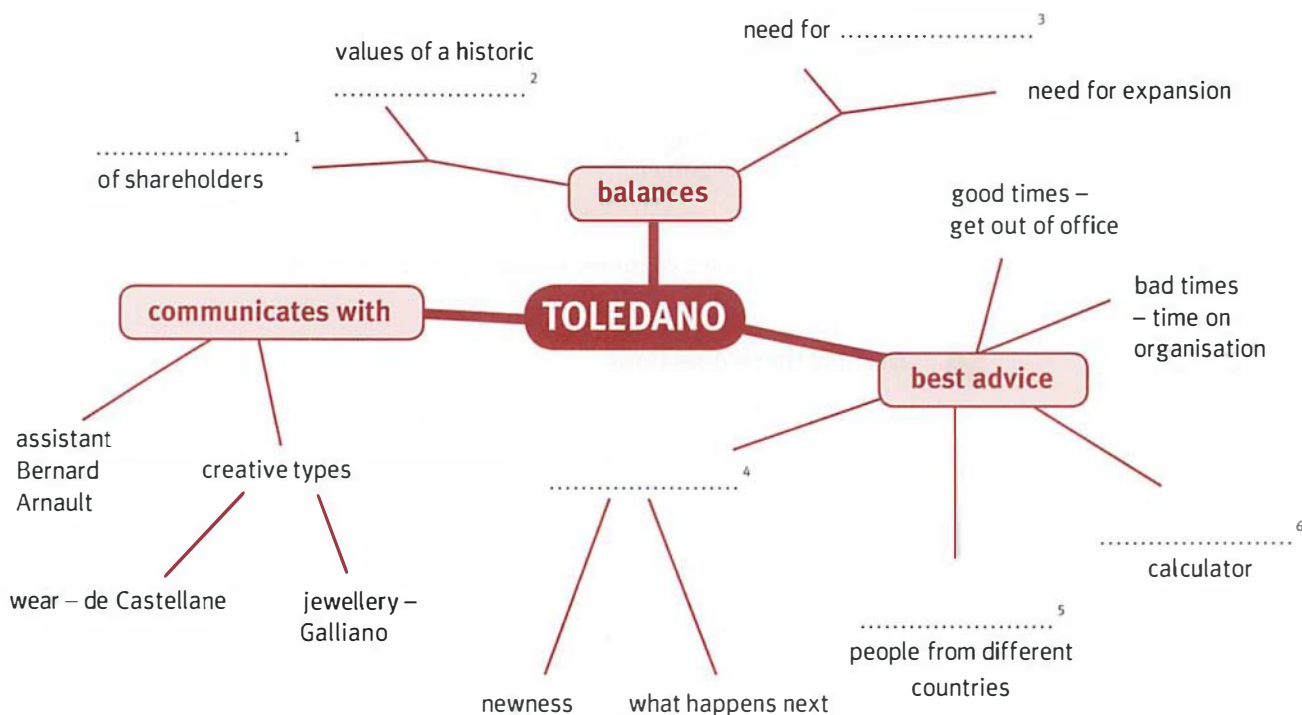
Building luxury brands

- A** What is the brand image of Dior?

- B** Skim the article on the opposite page quickly and say which of the following points are mentioned:

- 1 The high profit margins on bags
- 2 Investing in markets that may take some time to grow
- 3 People are ready to pay a lot of money for very high-quality things because they are beautiful.
- 4 Building customer loyalty through ready-to-wear

- C** Read the article and complete the notes in the maps below. Then correct the ten mistakes.



Restless pursuer of luxury's future

by Vanessa Friedman

Sydney Toledano (Dior's Chief Executive) is one of the longest-serving chief executives in the luxury industry. As the industry goes global, he must balance the demands of shareholders and the values of a historic label, the need for exclusivity and the need for expansion.

He routinely communicates with his demanding boss, Bernard Arnault, main shareholder of Christian Dior, and a number of creative types, including Dior's clothes designer John Galliano and jewellery designer Victoire de Castellane.

'The best advice I ever got was that, when times are bad, you need to get out of the office; when things are good, you can spend time on the organisation,' says Mr Toledano, who travels almost every week to one of Dior's 224 stores round the world. 'You have to look for newness, look for what is happening next. Forget the calculator. Understand the people from different countries and what they want.'

It was by spending time in China in the 1980s, for example, when he worked at the French leather-goods house Lancel, that Mr Toledano first

realised China would one day be prime territory for luxury.

'I met some factory owners, and they were working so hard, but then they would bring you to a restaurant and it was clear they wanted to enjoy life,' he says. 'And I thought: one day these people are going to have money and they are going to spend it.'

A few years later, Bernard Arnault contacted him. 'The interview took 15 minutes. He knew exactly what he wanted,' says Mr Toledano: to take a small couture house he had bought out of bankruptcy and build it into the biggest luxury group in the world. Mr Arnault has used Dior to create LVMH (Louis Vuitton Moët Hennessy, the world's largest luxury group).

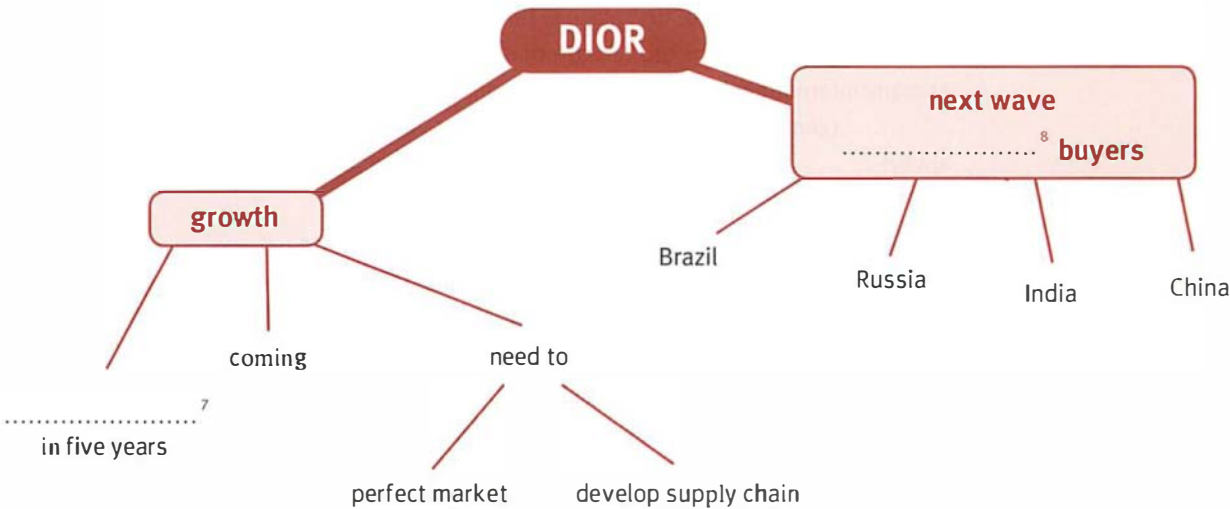
'Christian Dior can double in five years,' he says. 'There may be difficult times coming, but if you look at the Middle East, China, even Europe, I believe there is growth coming, and we have to develop our network and perfect our supply chain.'

The next wave of luxury buyers is now in the new territories: the Middle East, Russia, Hong Kong and South Korea.



Sydney Toledano, CEO Dior

Mr Toledano believes not only that a brand should go to its customers but that it should anticipate their needs and invest early in markets that may not show real growth for up to six years.



LANGUAGE REVIEW

Present simple
and present
continuous

The present simple and the present continuous have several uses.

- We use the present simple to give factual information, for example about company activities.
*Christian Dior Couture **makes** luxury, ready-to-wear fashion.*
*Dior Homme **targets** the male consumer.*
- We use the present simple to talk about routine activities or habits.
*Toledano routinely **communicates** with his demanding boss.*
*Toledano **travels** every week to one of Dior's 224 stores.*
- We use the present continuous to talk about ongoing situations and projects.
*Fashion house Christian Dior **is now selling** baby bottles.*
- We use the present continuous to talk about temporary situations.
*Dior **is currently looking** to recruit a marketing director for the UK and Ireland.*

➔ Grammar reference page 146

A Which of the time expressions below do we usually use with the present simple? Which do we usually use with the present continuous? Which are used with both?

| | | | |
|---------------|------------|----------------|-----------|
| usually | this year | every day | now |
| often | nowadays | once a month | currently |
| at the moment | these days | six months ago | |

B Complete these sentences with the present simple or the present continuous form of the verbs in brackets.

- a) At the moment, eBay (work) with brand owners to remove fake items.

b) eBay now (spend) \$20m a year analysing suspicious sales.
- a) Louis Vuitton usually (sell) its products through authentic Louis Vuitton boutiques.

b) At the moment, Louis Vuitton (negotiate) with Hubert de Givenchy.
- a) Both Apple and BlackBerry (launch) important new products this year.

b) These days, a lot of people (have) a BlackBerry.

C Complete this text with the present simple or the present continuous form of the verbs in brackets.

The Google brand¹ (grow) rapidly. According to the Millward Brown Brandz report, it² (hold) first place in the list of top 100 brands. In fact, the IT field³ (dominate) the top-ten corporate brands. Google⁴ (operate) websites at many international domains, the most popular being www.google.com, and⁵ (generate) revenue by providing effective advertising opportunities. Google always⁶ (focus) on the user, and consumers usually⁷ (see) Google as quite trustworthy.

Nowadays, companies⁸ (begin) to recognise that brands are amongst their most valuable assets. They understand that brands⁹ (become) ever more powerful in driving business growth. Strong brands¹⁰ (generate) superior returns and protect businesses from risk. Google currently¹¹ (hold) the top position, but it has to keep innovating if it wants to remain number one. BlackBerry and Apple are the two fastest-growing brands in the top 100, and China Mobile¹² (grow) steadily, too.

SKILLS

Taking part in meetings



A

CD1.5 Four marketing executives at a sports sponsorship agency are talking about finding a new sponsor for their client, a well-known media company. Listen to the conversation and answer the questions.

1 Why does the client want to change the sport they sponsor?

2 Which four sports do the executives consider?

3 Which sport does Mario suggest? Why does he suggest it?

4 What must David do before he contacts Larry Harrington's agent?

B

CD1.5 Listen again and complete the extract.

Joy Well, there are several possibilities.¹ ice hockey? It's an incredibly fast, exciting sport, it's very popular in America and in a lot of European countries.

David OK, that's a possibility.², Natasha? Would ice hockey be a good choice?

Natasha Mmm,³. It's not really an international sport, is it? Not in the same way as baseball, for example, or ... tennis.

David⁴ – baseball's got a lot more international appeal, and it's a sport that's got a good image. I don't know about tennis – I'm not sure it would be suitable. Mario,⁵?

Mario⁶, motor racing would be perfect for our client. It's fast, exciting, and the TV coverage of Formula One races is excellent. They would get a lot of exposure, it will really strengthen their image.

David That's a great idea, Mario.⁷ get in touch with Larry Harrington's agency and see if he's interested? Harrington's young, exciting – he'd probably jump at the chance to work with our client. They're a perfect match. But first I must check with our client and make sure they're happy with our choice.

C

Which of the phrases in Exercise B are:

1 asking for opinions?

2 giving opinions?

3 agreeing or disagreeing?

4 making suggestions?

D

Role-play this situation.

Jeanne de Brion is a jewellery company in Boston, USA. A year ago, it launched a line of jewellery with the brand name 'Cecile'. This is the name of the French designer who created the collection. Unfortunately, the Cecile line has not achieved its sales targets. Three directors of the company meet to discuss how to improve sales.

Work in groups of three. Read your role cards, study the Useful language box and then role-play the discussion.

Student A: Turn to page 134.

Student B: Turn to page 140.

Student C: Turn to page 143.

USEFUL LANGUAGE

ASKING FOR OPINIONS

How do you feel about that?
What do you think?
What's your view?

GIVING OPINIONS

I think / I don't think that's a good idea.
In my opinion, we need new products.

AGREEING

That's true.
I agree.
Absolutely.
Exactly.
I think so, too.

DISAGREEING

I see / know what you mean, but I think there's a problem.
I'm not so sure.
Maybe, but that's not enough.

MAKING SUGGESTIONS

I think we should reduce our prices.
How about a special promotion?
Why don't we talk to the big stores?
Maybe / Perhaps we could offer incentives.