

**UNIVERSITE PARIS 1 PANTHEON – SORBONNE**  
**ECOLE DE MANAGEMENT / DEPARTEMENT DES LANGUES**  
**LICENCE D'ECONOMIE ET GESTION D'ENTREPRISE, Semestres 3 et 4**

**Examen de rattrapage d'anglais appliqué à la gestion**

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Maître de conférences

Durée: 2 heures

**No documents allowed**

**Part I. Reading comprehension**

*Read the text below and address the ensuing vocabulary and comprehension exercises*

World Cup

**How Adidas plans to win the World Cup**

By Ben Rooney @ben\_rooney June 5, 2014: 9:05 AM ET NEW YORK (CNMMoney)

One of the best World Cup matchups this year will be Adidas vs. Nike. Adidas has long been the leading brand in soccer gear, but rival sports apparel company Nike has been stepping up its game.

FIFA, the group that oversees international soccer, expects 3.2 billion people to watch some portion of the month-long tournament, which begins in Brazil on June 12. That's just under half the world's population. Both companies have launched major marketing campaigns, but the stakes are particularly high for Adidas. The German company is spending more this year than it ever has to promote its brand at the World Cup.

Adidas would not disclose exactly how much, but CEO Herbert Hainer has said the company is spending a "double-digit million amount" on advertising. The success of this campaign will be crucial in helping Adidas achieve its goal of raising €2 billion (\$2.7 billion) in revenue from its soccer division this year. That would likely put it ahead of Nike, which reported a revenue of \$1.9 billion in the soccer category last year.

Nike is the world's largest sports apparel company, with \$25.3 billion in annual revenue last year, according to FactSet. Adidas is number two, with \$16.3 billion in revenue. But Adidas has close ties with the World Cup, having sponsored every one since 1970. It is one of six World Cup partners, along with major multinationals such as Budweiser, Coke and Visa. It has no plans to relinquish that title anytime soon. Last year, Adidas sealed a deal to extend its partnership with FIFA for another 60 years.

"For a full FIFA partner like Adidas, the World Cup is such an important play," said Paul Smith, CEO of sports marketing firm Repucom. "It legitimizes their brand and their association with FIFA and the whole game of football globally."

In addition to making the official World Cup match ball, Adidas also sponsors four of the teams with a shot at winning: Spain, Germany, Argentina and Colombia. Nike is not an official World Cup sponsor, but the Oregon-based company backs some of the most popular players in the sport. Cristiano Ronaldo, considered by many to be the best player alive, wears

Nike shoes.

Landon Donovan, one of the most well-known American soccer players, sports Nike footwear as well. However, Donovan will not be playing in this year's tournament, since he was left off the roster by team manager Jurgen Klinsmann. Other top players on team Nike include, Spain's Gerard Piqué, Wayne Rooney from the U.K. and the Brazilian dynamo Neymar Jr.

It's a remarkable roster considering that Nike was not a major player in the soccer business until 1994, when it signed a number of promising Brazilian players. Adidas traces its history with the sport back to the 1954 World Cup in Berlin.

For this year's tournament, Adidas is throwing its weight behind Argentine soccer star Lionel Messi, with an "icon line" of shoes named after him. "He's our top guy," said Ernesto Bruce, head of soccer at Adidas. "I'm confident that Messi is poised to not only break records at this World Cup, but to go down in history as the best player ever." "Then we get to promote him afterwards," he added.

While he acknowledged that the market for soccer gear has become more competitive, Bruce said the increased interest from other companies is "good for the sport."

Bruce declined to specify how much revenue the World Cup generates for Adidas. But he did say that sales of soccer accessories in the United States are expected to grow by "double digits" this year compared with 2010, when the tournament was held in South Africa.

North America is the top soccer market for Adidas, according to Bruce. It's bigger than both Europe and South America, which may come as a surprise considering that soccer is considered "the only sport" in those parts of the world.

Adidas controls more than 60% of the "youth soccer" market in the United States, and it is seeing strong growth there, said Bruce. The company is the lead sponsor of Major League Soccer, which puts on professional games in the United States and Canada. Bruce said attendance at MLS games has grown to an average of 18,000 and that the sport is third in terms of television viewership, following NFL and NBA games. "There's a perception that soccer is not relevant in the U.S.," he said. "But it absolutely is -- and we will capitalize on that at the World Cup."

Adidas has a strategic partnership with ESPN, which is expecting a "significant increase" in viewership for the World Cup. That's largely because the Brazil tournament will be held in a time zone that is more favorable for an American audience. "You will see Adidas everywhere on ESPN," said Bruce, adding that the company's logo also appears on stadium scoreboards. "Fans will not be able to watch a match without seeing Adidas."

The company is also planning a big digital push that appears aimed directly at U.S. consumers.

Adidas is sending some of the NBA players it sponsors to the World Cup in order to generate buzz on social media and engage U.S. sports fans, said Bruce. It's also partnered with Kanye West on a World Cup anthem. An unreleased song by West, "God Level," was used in an online Adidas commercial featuring Messi and other soccer stars.

Bruce says investing in World Cup advertising definitely pays off. He expects soccer sales to continue growing in the United States as the sport becomes more popular. For personal and professional reasons, Bruce said he's rooting for Argentina. But he said the American team under Klinsmann "could have a break out World Cup." Given the company's strategy, that should be good for business too.

"Americans love an underdog," he said. "And the American team is definitely an underdog."

## 1. Vocabulary (5 points)

### A. Synonyms (1.75 points)

Which words or expressions in the text seem to have similar meanings to those *italicised* in the sentences below? Give their paragraph and line references.

- 1) Nike reported a revenue of \$ 1.9 billion in the *soccer category* last year.
- 2) Adidas sealed a deal to extend its *partnership* with FIFA for another 60 years.
- 3) Cristiano Ronaldo *wears* Nike shoes.
- 4) The company is also planning a big digital *push* that appears aimed directly at US consumers.
- 5) Adidas *is throwing its weight behind* Argentine soccer star Lionel Messi.
- 6) The Oregon-based company *backs* some of the most popular players in the sport.
- 7) Adidas has long been the leading brand in *soccer gear*.

### B. Reverse definitions (2 points)

Which words or expressions in the text are defined in the sentences below? Give their paragraph and line references.

1. producing information for promoting the sale of commercial products or services:
2. a mutually advantageous transaction:
3. a formal alliance or collaboration between two or more independent firms aimed at working together toward common objectives:
4. recognizable and distinctive graphic design, stylized name, unique symbol or other device for identifying an organisation:
5. a team that is not expected to win a competition:
6. news or information that is spread by people telling each other. It's an alternative term for word-of-mouth advertising:
7. Internet or Smartphone applications or tools for sharing information:
8. message aired on a radio or television aimed at promoting a product or service:

### C. Definitions (1.25 points)

Define or explain the meanings of the words or expressions *italicised* in the following sentences.

1. Adidas is number two, with \$16.3 billion in *revenue*.
2. Adidas has long been the leading *brand* in soccer gear.
3. *CEO* Hubert Hainer has said the company is spending a “double-digit million amount” on advertising.

4. It is one of six World Cup partners, along with major *multinationals* such as Budweiser, Coke and Visa.

5. The company is also planning a big digital push that appears aimed directly at US *consumers*.

## 2. Comprehension (5 points)

*Answer these questions briefly. Feel free to quote the text if necessary.*

1. What is the “other best match” that is going to be played during the 2014 world cup in Brazil? (0.5 point)

2. What shows that both protagonists are playing a match? (0.5 point)

3. What is at stake in this match? (0.5 point)

4. How do the rivals of this match compare on the world sportswear market? (0.5 point)

5. How do they compare when it comes to the soccer market? (0.5 point)

6. What marketing strategies has the leader in the soccer market used to maintain its competitive advantage? (1 point)

7. What marketing strategy has the other rival used to catch up on the leader? (0.5 point)

8. In which part of the world are most consumers of soccer sportswear found? (0.5 point)

9. What is the future of the soccer market like in this part of the world and why? (0.5 point)

## Part II. Grammar (5 points)

### Phrasal verbs

*Nike has been stepping up its game.* (paragraph 1, line 2)

*Stepping up is a phrasal verb.*

*Complete the following sentences with the appropriate phrasal verb in the list below. Use the verb in the correct tense suggested in brackets.*

*Sell out, take off, take out, take over, tie in, tie down, tie back, tie up, run through, run out*

1. Michael’s point about staffing numbers ... .. with what you were saying. (simple present)

2. The workers loaded a ladder onto the roof of the delivery van and ... .. with a length of rope. (simple past)

3. I usually ... my hair ... for work. (simple present)

4. I’m afraid she’s ... .. in a meeting. (simple present)

5. They ... another £10 ... the sale price. (simple past)

6. I ... € 50 ... to spend over the weekend. (simple past)

7. The company he works for was recently ... .. (simple past)
8. He ... .. a list of names but didn't recognize any of them. (simple past)
9. My contract ... .. in September and I don't know whether to renew it. (simple present)
10. The first issue of the magazine ... .. in two days. (simple past)

**Part III. Essay writing (5 points)**

In a minimum of 150 words or a maximum of 200, discuss the extent to which

*“Some of the NBA players Adidas sponsors and is sending to the world cup can generate Buzz on social media”.*

Argue your point and provide a word count when you finish writing.

## **Key to answers and guidelines for marking**

### **Part I. Reading comprehension**

#### **1. Vocabulary (5 points)**

##### **A. Synonyms (1.75 points)**

###### Answers

1. soccer division (paragraph 3, line 4)
2. association (paragraph 4, line 9)
3. sports (paragraph 6, line 1)
4. (marketing) campaign (paragraph 3, line 2)
5. is rooting for (last paragraph, line 7)
6. sponsors (paragraph 5, line 1)
7. soccer accessories (paragraph 8, line 2)

###### Marking

A quarter of a mark for a correct answer. Nothing, if otherwise.

##### **B. Reverse definitions (2 points)**

###### Answers

1. advertising (paragraph 3, line 2)
2. deal (paragraph 4, line 5)
3. strategic partnership (paragraph 9, line 1)
4. logo (paragraph 10, line 4)
5. underdog (last paragraph, line 1)
6. buzz (last paragraph, line 2)
7. social media (last paragraph, line 2)
8. commercial (last paragraph, line 4)

###### Marking

Quarter of a mark for a correct answer. Nothing to be awarded if otherwise.

### **C. Definitions (1.25 points)**

#### Answers

1. *revenue*: the total amount of income received from the sale of products or services before any deductions are made (coursebook, page 30)
2. *brand*: trade name used to identify goods and services in order to distinguish them from competing ones (coursebook, page 135)
3. *CEO*: Chief Executive Officer, person with the ultimate responsibility for a business organisation and its operations; managing director (coursebook, page 106)
4. *multinationals*: larger companies that have their headquarters in one place, the home country, but have operations in others, the host countries; multinational enterprises (MNEs); transnational enterprises, transnational corporations. (coursebook, page 127)
5. *consumers*: buyers of goods and services who use them to satisfy needs. (coursebook, page 38)

#### Marking

Quarter of a mark for a correctly written definition nearing the above. Nothing to be awarded if otherwise.

### **2. Comprehension (5 points)**

#### Answers and marking

1. It's the match between Adidas and Nike, two leading brands of sportswear. (paragraph 1, lines 1 – 2) (up to 0.5 point)
2. They have both launched major marketing campaigns in view of the world cup. (paragraph 2, line 3) (up to 0.5 point)
3. The stake is to know which of the two sports apparel manufacturers is going to have more exposure during this major world sports event. (up to 0.5 point)
4. Nike is the world's biggest sports apparel company, with \$25.3 billion in annual revenue last year and Adidas is number two, with \$16.3 billion in revenue. (paragraph 4, line 1 – 2) (up to 0.5 point)
5. Adidas has long been the leading brand in soccer gear. (paragraph 1, line 1) (up to 0.5 point)
6. Adidas is using strategic partnerships (with FIFA and ESPN), heavy investments in world cup advertising, and sponsorships of potential world cup winners and of top soccer players. (1 point)
7. Sponsorship of some of the most popular soccer players. (paragraph 5, line 3) (0.5 point)
8. In North America, i.e. Canada and the United States. (paragraph 7, line 4) (0.5 point)

9. The soccer market is expected to increase in this part of the world because sales will continue to grow for Adidas as the sport becomes more popular. (last paragraph, line 6) (0.5 point)

0.5 point or 1 point are, where indicated, the maximum points likely to be awarded for each satisfactory answer. Quarters of a mark could be awarded if there are some mistakes in the answers. Nothing to be awarded for a blank or a wrong answer.

## **Part II. Grammar (5 points)**

### Answers

1. ties in    2. tied down    3. tie .... back    4. tied up    5. took ..... off    6. took ...  
out    7. taken over    8. ran through    9. runs out    10. sold out

### Marking

0.5 point for a good answer. Nothing to be awarded if otherwise.

## **Part III. Essay writing (5 points)**

1 point for requisite length

Up to 2 points for the substance and coherence of ideas

Up to 2 points for the standard of English and overall presentation