

Discuss these questions.

- 1 How ambitious are you?
- 2 Do you have a career plan? Where do you want to be in 10 years' time?
- 3 Which of the following would you prefer to do?
 - a) work for one company during your career
 - b) work for several different companies
 - c) work for yourself

Look at these activities (1–7). In pairs, match each activity to its corresponding area of work (a–g). Which of these areas do you work in or would you like to work in? Why?

- 1 making/manufacturing things
- 2 being in charge of people and running the organisation
- 3 selling products or services
- 4 dealing with clients/consumers
- 5 working with figures
- 6 dealing with employees and training
- 7 investigating and testing

- a) Sales and Marketing
- b) Finance
- c) Management
- d) Human Resources (HR)
- e) Production
- f) Research and Development (R&D)
- g) Customer Service

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 (5) 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.

(10) 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 (15) 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 (20) 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 (25) 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 (30) 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.

(35) '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.

(40) '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 (45) 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 (50) 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

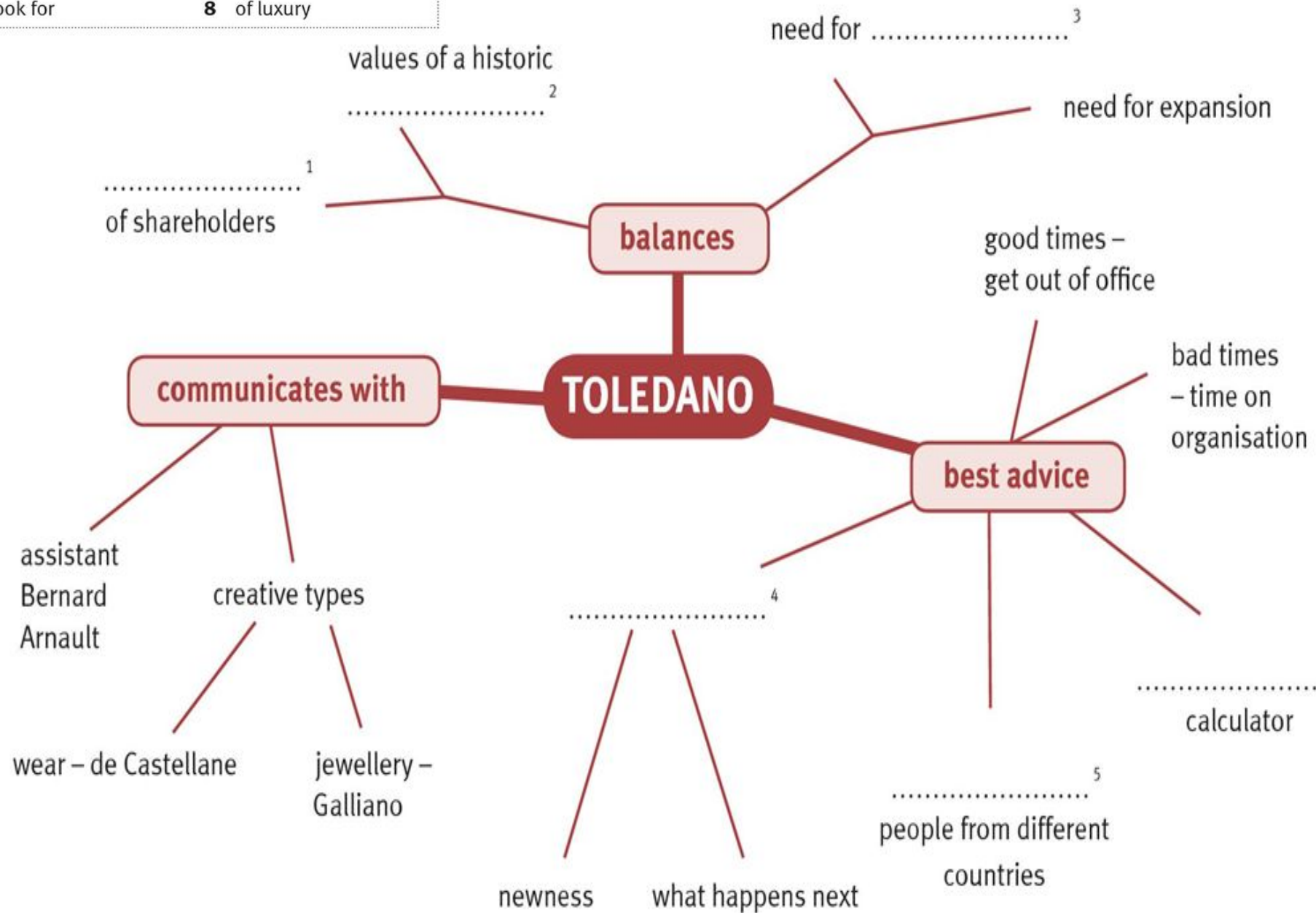
(60) coming, and we have to develop our network and perfect our supply chain."

The next wave of luxury buyers is now in the new territories: the Middle East, Russia, (65) Hong Kong and South Korea.



Mr. Toledano believes not only that a brand should go to its customers but that it should anticipate their needs and invest (70) early in markets that may not show real growth for up to six years.

- 1 demands
- 2 label
- 3 exclusivity
- 4 look for
- 5 understand
- 6 forget
- 7 double
- 8 of luxury



DIOR

next wave

buyers

growth

Brazil

Russia

India

China

coming

need to

perfect market

develop supply chain

in five years

7

8

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.*

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

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

- 1 a) At the moment, eBay (work) with brand owners to remove fake items.
b) eBay now (spend) \$20m a year analysing suspicious sales.
- 2 a) Louis Vuitton usually (sell) its products through authentic Louis Vuitton boutiques.
b) At the moment, Louis Vuitton (negotiate) with Hubert de Givenchy.
- 3 a) Both Apple and BlackBerry (launch) important new products this year.
b) These days, a lot of people (have) a BlackBerry.

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.