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SESSION 2009

**UE12 - ANGLAIS APPLIQUÉ AUX
AFFAIRES**

Durée de l'épreuve : 3heures – coefficient 1

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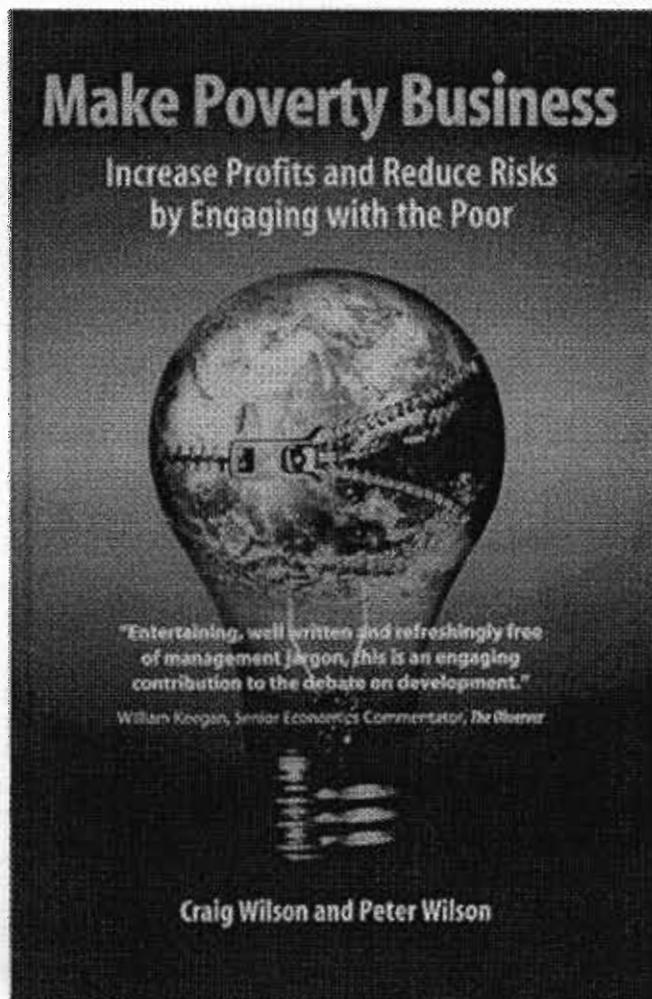
Durée : 3 heures – coefficient 1

Matériel autorisé :

Aucun matériel (agendas, calculatrices, traductrices...) ni dictionnaire n'est autorisé.

Le sujet comporte 7 pages numérotées de 1/7 à 7/7.

Document 1



« *Make Poverty Business* ». October 2006.

Multinationals Make Billions in Profit out of Growing Global Food Crisis

By Geoffrey Lean

Sunday, 4 May 2008

The prices of wheat, corn and rice have soared over the past year driving the world's poor – who already spend about 80 per cent of their income on food – into hunger and destitution.

5 The World Bank says that 100 million more people are facing severe hunger. Yet some of the world's richest food companies are making record profits. Monsanto last month reported that its net income for the three months up to the end of February this year had more than doubled over the same period in 2007, from \$543m (£275m) to \$1.12bn.

10 The Food and Agriculture Organisation reports that 37 developing countries are in urgent need of food. And food riots are breaking out across the globe in many developing countries.

Benedict Southworth, director of the World Development Movement, said that the benefits of the food price increases were being kept by the big companies, and were not finding their way down to farmers in the developing world. [...]

15 The revelations are bound to increase outrage over multinational companies following last week's disclosure that Shell and BP between them recorded profits of £14bn in the first three months of the year – or £3m an hour – on the back of rising oil prices.

(Abridged)

UNIVERSITY OF MICHIGAN

RECORD *Journal*
For Faculty and Staff of the University of Michigan

Professor Explores Turning Poor People into Consumers

By Bernie DeGroat

Four billion people around the world live on less than \$2 a day, but these poorest of the poor represent the potential for one of the most vibrant growth markets in the world, says a business school professor.

5 C.K. Prahalad argues that private-sector businesses can help alleviate **(1)** poverty and, at the same time, make a profit by turning the poor—those at the bottom of the economic pyramid—into consumers and developing viable markets for innovative products and services in under-served and long-neglected areas.

10 "What is needed is a better way to help the poor," says Prahalad, professor of corporate strategy and international business. "A way that involves motivated participants on both ends and incorporates innovation to achieve sustainable win-win scenarios where the poor are empowered and the companies providing products and services to them make a profit."

15 Such a way, he says, already exists and has gone well past the idea stage as private enterprises have begun to successfully build markets at the bottom of the pyramid **(2)** as a way of eradicating poverty.

(Source : http://www.ur.umich.edu/0405/Sept13_2004)

(Abridged)

(1) Make less severe

(2) Low income consumers

Profiting from the Poor? Considerations for Investing at the Base of the Pyramid

Introduction

Developing countries play a growing role in the global economy. A 2008 KPMG(1) International survey shows that companies plan to invest heavily in so-called emerging markets, mainly at the expense of developed economies like the US and Japan. Access to new consumers is a deciding factor in these companies' investment choices. And although discussions about emerging markets often centre on large economies such as China and Brazil, many companies are looking more broadly at the developing world that represents over 80 percent of the world's population. This trend is driven by two factors. Firstly, developed country markets are increasingly saturated, while many "new and emerging markets" have experienced impressive rates of growth. Secondly, although economic development has by no means been universal and widespread, poverty persists in many countries, millions of consumers in the developing world have for the first time the spending power that puts processed and branded products and services within their reach.

Conclusion

Saturated Western markets are increasingly encouraging companies to look towards the 80 percent of the world's population that live in developing countries as a source of further growth. However, while the aspirations of consumers in developing countries may be similar to those of Western consumers, many of them live near or in poverty and have fundamentally different needs. Moreover, the business environment can be challenging to say the least. It is by no means clear whether large (Western) companies are able to make a profit in low-income markets. Indeed, some companies will conclude that their products and capabilities are not suited to these markets and focus on Western consumers and the richer segments in developing countries. Others will attempt to serve consumers on lower incomes. The challenges inherent in doing so should not be underestimated, while any commitment to BoP(2) markets should be solid and consistent. Companies that do succeed in low-income markets can unlock a huge potential for profits. There may be a social dividend, too, if companies develop products and services that have a positive impact on consumers' social and economic development.

Source : KPMG report « *Sustainable Insight* ». October 2008

(1)KPMG : one of the largest auditing firms.

(2)BoP : Base/bottom of the Pyramid : low income consumers.

TRAVAIL À FAIRE

Le dossier qui vous est proposé comporte 4 documents :

- **Document 1** : la couverture d'un ouvrage intitulé *Make Poverty Business*, publié en octobre 2006.
- **Document 2** : un article de *The Independent* du 4 mai 2008 intitulé : *Multinationals Make Billions in Profit out of Growing Global Food Crisis*.
- **Document 3** : un extrait d'un article publié sur le site de l'université du Michigan : *Professor Explores Turning Poor People into Consumers*.
- **Document 4** : l'introduction et la conclusion du rapport d'octobre 2008 de KPMG : *Profiting from the Poor ? Considerations for Investing at the Base of the Pyramid*.

I) COMPRÉHENSION (10 points)

Vous rédigerez ***en français*** une note de 250 mots (+ ou – 10%) qui mettra en évidence les stratégies les plus efficaces que les entreprises doivent mettre en oeuvre pour réussir durablement dans les pays en voie de développement.

Vous indiquerez le nombre de mots utilisés.

II) EXPRESSION (10 points)

Vous rédigerez en anglais les deux exercices suivants (1 et 2) :

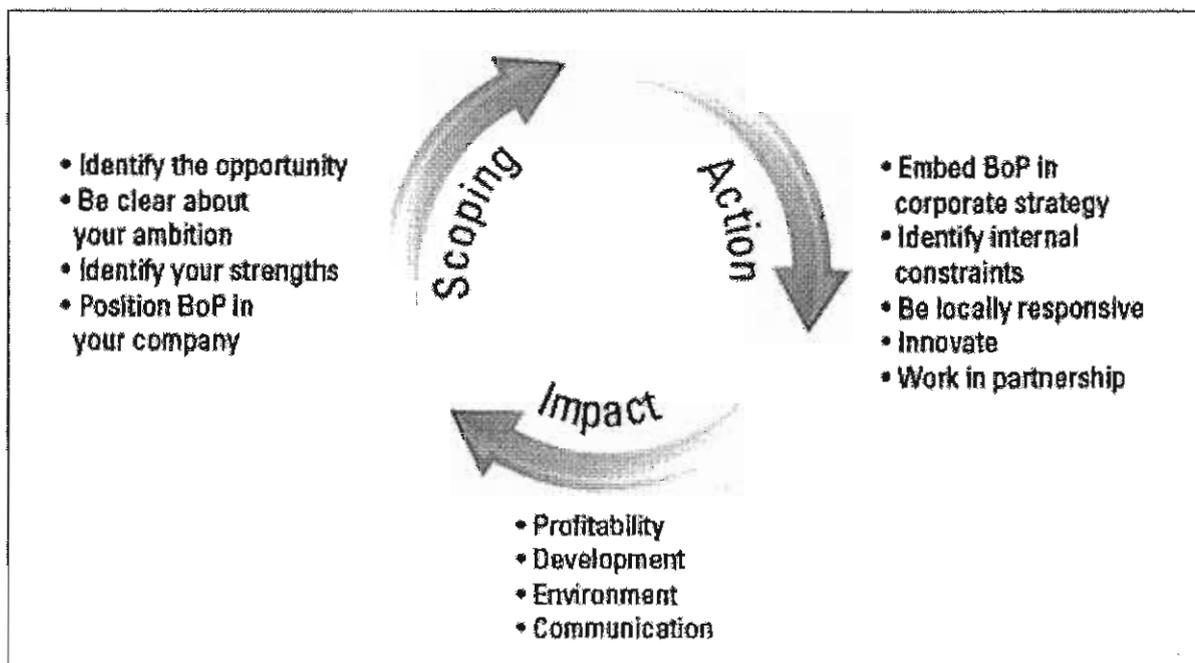
1. Say if these two documents (a and b) illustrate the same point of view about helping poor countries and justify your answer (150 words + ou - 10%).

a) Cartoon : SAFE MONEY



Source : www.terra-economica 10/06/04 Remy Geasse.

b) Diagram : Strategy for Companies Willing to Invest in BoP Markets



Source : KPMG report.

2. Vous travaillez au service communication du *World Development Movement* et vous êtes chargé de rédiger un courrier électronique développant un argumentaire (au moins trois arguments) adressé au président d'une multinationale de votre choix pour le convaincre d'investir efficacement dans les pays en voie de développement. Pour formuler vos conseils (au moins trois conseils), vous pouvez vous appuyer sur le schéma « *Strategy for companies willing to invest in BoP markets* », sur l'ensemble du dossier et/ou sur vos connaissances personnelles (150 mots + ou – 10%).