

UNIVERSITÉ PARIS 1 – PANTHÉON-SORBONNE

ÉCOLE DE MANAGEMENT DE LA SORBONNE / DÉPARTEMENT DES LANGUES

LICENCE DE GESTION ET ÉCONOMIE D'ENTREPRISE

Partiel d'Anglais Appliqué à la Gestion, Semestre 3

Enseignant responsable:

Date: 18 décembre 2018

Jean-Toussaint PINDI, MCF

Durée: 90 minutes

No documents allowed. Write your answers on the official answer sheets provided. Good luck!

INSTRUCTIONS: Read the text below and address the ensuing exercises.

Accenture Interactive to Acquire Ad-Tech Firm Adaptly

Purchase gives Accenture Interactive access to targeted-ad technology that plugs into platforms including Google, Amazon and Facebook

Accenture Interactive is continuing its push into digital media buying with an agreement to acquire New York City-based Adaptly, an ad-tech company that helps marketers buy targeted ads across online platforms including Amazon, Google and Facebook.

Adaptly was founded in 2010 and has nearly 150 employees across offices in New York City, London, Chicago and Los Angeles. It has raised over \$13 million in funding, according to funding-data provider Crunchbase. Terms of the Accenture deal weren't disclosed.

Accenture Interactive, the marketing services arm of Accenture, last May announced the introduction of its Programmatic Services practice, positioning its offering as an alternative to those of established advertising holding companies such as WPP PLC and Omnicom Group Inc.

The division has worked for clients including Radisson Hotel Group and HP Inc. to assist them with the planning, buying and management of their digital media. Sprint, Prudential and Mazda are among the brands in Adaptly's client roster.

The Adaptly acquisition will help Accenture Interactive "enable workflow, improve quality assurance and really just operate better and faster and more effectively for clients," said Scott Tieman, global head of programmatic services at Accenture Interactive.

Accenture Interactive has been acquiring marketing-related businesses—from traditional ad agencies to design firms—as its parent company looks to expand the services it can offer to the marketing portion of the **C-suite**. Other consulting firms, including Deloitte and PwC, have embarked on similar strategies, although Accenture has pushed furthest into the area of media buying so far.

In a presentation to investors in London Tuesday, WPP, the world's largest ad firm, listed competition from consultants from the areas of technology and talent as one of the key challenges the advertising industry faces. That has put pressure on traditional Madison Avenue firms to counter by broadening the consulting services they offer marketers.

Accenture Interactive has faced criticism for creating a media-buying division. The 4A's ad-agency trade group said in May that the new unit was "a clear conflict of interest" because Accenture, the parent company, also has an auditing division "responsible for auditing the trading results and processes of its

competitors.”

Nikki Mendonça, president of Accenture Interactive Operations, where Adaptly will sit once the acquisition is complete, said the company is “very strict” about adhering to confidentiality protocols. The auditing side of the business is housed within Accenture’s procurement arm, “a completely separate division” from Accenture Interactive’s operations, she said.

By Lara O’Reilly at lara.oreilly@wsj.com Dec. 12, 2018 11:37

Note: vocabulary aid

C-suite: The top senior executives of a company whose job titles tend to start with the letter C (CEO, CFO, COO, CIO, CMO etc.)

I. Vocabulary (5 points)

A. Define each of the following concepts, underlined in the text (**2.5 points**)

- 1) firm=
- 2) brands=
- 3) acquisition=
- 4) talent=
- 5) operations=

B. Write in full words what the acronym PLC and the abbreviation Inc. stand for in the company names WPP PLC and Omnicom Group Inc. (**0.5 point**)

C. Explain what they each mean (**0.5 point**)

D. Find the words in the text, which correspond to the definitions below. Give the paragraph and line references (**1.5 points**)

1. Systems providing a technological architecture that allow different types of users and complementary business partners to connect and benefit from their base functionalities:
2. Paid announcements or public notices of goods or services for sale:
3. A business transaction involving the signing of a contract:
4. A business organization that owns or controls other business enterprises:
5. Sellers of particular commodities:
6. The process of obtaining supplies for a company:

II. Comprehension (5 points)

Say whether the statements below are **True (T)** or **False (F)**. **Justify** your answer with a sentence or part of a sentence from the text. Give the paragraph and line references.

- 1) *Adaptly* is the first digital media company *Accenture Interactive* is buying out. **T / F**
- 2) *Accenture* has made an offer worth over \$13 million to acquire *Adaptly*. **T / F**
- 3) *Accenture Interactive* is a subsidiary of *Accenture* specializing in Advertising. **T / F**

- 4) Accenture Interactive aims at competing with big-name companies in publicity. **T / F**
- 5) Its customers include holding companies such as Mazda. **T / F**
- 6) Adaptly, if acquired, will make Accenture Interactive more efficient. **T / F**
- 7) Accenture wants to offer more services to Chief Marketing Officers. **T / F**
- 8) Tech-consultants and talent are working hand in hand with established ad companies in offering marketing services. **T / F**
- 9) Critics maintain that the creation of a new media-buying division at Accenture may not be compatible with its auditing activities. **T / F**
- 10) The head of Accenture Interactive fears the negative impact the acquisition of Adapt will have on the company's auditing operations. **T / F**

III. Grammar (5 points)

Replace the verb in *italics* in the following sentences, with a *phrasal verb* from the list below, using the correct form of the verb in the active or passive voice

bail out, close down, draw up, give in, lay off, set up, sell out, step down, step up, take over

1. The airline (*save*) by its shareholders last year.
2. The shop was losing money, so it (*stop trading*).
3. Many companies (*retrench*) workers during recession.
4. We have no more new iPhones on sale. They (*finish*).
5. Mr Bean (*resign*) as the head of department in January.
6. The deadline for the project is next week. We need to (*increase*) pressure on the staff to work harder.
7. Microsoft announced it (*acquire*) Skype.
8. The manager (*concede*) to pressure from the Trade Union.
9. Adaptly (*create*) in 2010 and has nearly 150 employees across offices in New York City, London and Chicago.
10. An employment contract (*prepare*) for you to sign.

IV. ESSAY (5 points)

In 150/200 words, discuss the following issues:

1. What type of integration would the acquisition of *Adaptly* by *Accenture* illustrate?
2. What impact would the acquisition have on the companies involved and on customers?

* Please provide a word count at the end of your essay.

Key to answers and guidelines for marking

I. Vocabulary (5 points)

A. Definitions: (2.5 points)

Answers:

- 1) firm= a commercial or industrial organization that aims at making a profit by doing business; *company, business enterprise*
- 2) brands= unique designs, signs, symbols, words, or a combination of these, employed in creating images that identify products and differentiate them from the competitors; *brand names*
- 3) acquisition= situation in which one firm buys a controlling interest in another through the purchase of its shares; *takeover*
- 4) talent= particularly skilled employees able to perform specific tasks
- 5) operations= the activities of a company directly related to producing goods or providing services

Marking: 0.5 point for a well-written definition coupled with a synonym where warranted. 0.25 point if no synonym is given where required. Nothing to be awarded otherwise.

B & C. Abbreviations (1 point)

Answers: PLC = Public Limited Company Inc. = Incorporated

A Public Limited Company is a business firm whose stock is traded on the stock exchange; *public company, public corporation*

Incorporated means that the firm is registered as a separate entity from its shareholders who cannot be held responsible for any fiscal obligations.

Marking: 0.25 point for each of the 4 answers

D. Reverse definitions (1.5 points)

Answers

1. platforms (paragraph 1, line 1) 2. ads (paragraph 2, line 2) 3. deal (paragraph 2, last line)
4. parent company (paragraph 5, line 5) 5. Marketers (paragraph 6, last line) 6. Procurement (last paragraph, last but one line)

Marking: 0.25 point for a correct answer coupled with a correct reference. Nothing to be awarded otherwise

II. Comprehension (5 points)

Answers

1. **False:** Accenture Interactive is continuing its push into digital media buying (paragraph 2, line 1)
2. **False:** The terms of the Accenture deal weren't disclosed; (paragraph 2, last line)

3. **True:** Accenture Interactive is the marketing services arm of Accenture. (paragraph 3, line 1)
4. **True:** Accenture Interactive is positioning its offering as an alternative to those of established advertising holding companies such as WPP PLC and Omnicom Group Inc.
5. **False:** Mazda is Adaptly's customer. "Sprint, Prudential and Mazda are among the brands in Adaptly's client roster.
6. **True:** The Adaptly acquisition will help Accenture Interactive "enable workflow, improve quality assurance and really just operate better and faster and more effectively for clients. (paragraph 5, line 1)
7. **True:** Its parent company looks to expand the services it can offer to the marketing portion of the C-suite. (paragraph 5, line 6)
8. **False:** Competition from consultants from the areas of technology and talent as one of the key challenges the advertising industry faces. (paragraph 6, lines 1 – 3)
9. **True:** The new unit was "a clear conflict of interest" because the company also has an auditing division "responsible for auditing the trading results and processes of its competitors."
10. **False:** He said the company is very strict about adhering to confidentiality protocols. (last paragraph, line 6)

Marking: half a point for correct T or F, justification and text references. A quarter of a mark if the text references are overlooked. Nothing to be awarded for a correct T/F coupled with a wrong justification. Nothing for a blank.

III. Grammar (5 points)

Answers

1. The airline *was bailed out* by its shareholders last year.
2. The shop was losing money, so it *has closed down*.
3. Many companies *lay off* workers during recession.
4. We have no more new iPhones on sale. They *are sold out*.
5. Mr Bean *stepped down* as the head of department in January.
6. The deadline for the project is next week. We need to *step up* pressure on the staff to work harder.
7. Microsoft announced it *is taking over* Skype.
8. The manager *has given in* to pressure from the Trade Union.
9. Adaptly *was set up* in 2010 and has nearly 150 employees across offices in New York City, London and Chicago.
10. An employment contract *has been drawn up* for you to sign.

Marking: 0.5 point for a correct answer. Nothing to be awarded otherwise.

IV. Essay writing (5 points)

- 1 point for the requisite length: This point is to be withheld for inadequate or excess length or again if the word count is not given.

- up to 2 points for the substance: Up to one point for a good identification of the type of integration and up to 1 point for a good identification of the motivation for the acquisition as well as of the impact on both companies involved and on the consumers.

- up to 2 points for the standard of English: Good structuring of the essay, good grammar and good use of specialist vocabulary.