

# Apple takes shape with watch, bigger iPhones

BLOOMBERG, San Francisco

APPLE Inc Chief Executive Officer Tim Cook, after three years of incremental changes to products created under Steve Jobs, delivered on his promise to take the world's most valuable company into new categories including wearables and payments.

Apple yesterday revealed a smartwatch with health and fitness capabilities, and smartphone-like features such as maps and messaging. The company also introduced new bigger-screen iPhones, along with ways to use Apple's latest gadgets to make payments at retail outlets like Macy's Inc and McDonald's Corp.

The moves showed how Cook is leading Apple -- already an entryway into digital entertainment and communications through its iPhones, iPads and App Store -- further into how people pay for goods and how they care for themselves and exercise. He called the new products the "next chapter in Apple's story."

The strategy builds upon Apple's key product, the iPhone, which remains the backbone of the company's \$171 billion business and has given it financial flexibility and a vast customer base to pursue new initiatives. Cook's strategy is an extension of the one started under Jobs: to make Apple the digital hub of people's lives for music, pictures, apps and more -- because once they are tied in, they are likely to remain loyal customers.

"This was his biggest event," Richard Doherty, an analyst with Envisioneering Group, said of Cook's product unveilings at an event in Cupertino, California. "To have them synchronized, nobody else could have come close to this."

Yet many questions remain about the Apple Watch. Companies such as Samsung Electronics Co and Sony Corp haven't been successful with smartwatches. Other than a few details, Apple didn't provide much more information. The price wasn't disclosed for versions costing more than the \$349 basic model, or how much it would cost to buy the various bands that also will be available.

Apple didn't specify battery life -- a key detail for a product the company said people can wear all the time.

"They are deliberately not mentioning battery life," said Benedict Evans, a partner at venture-capital firm Andreessen Horowitz and a former technology-industry analyst. Bloomberg LP is an investor in Andreessen Horowitz.



Phil Schiller, senior vice president at Apple Inc, announces new pricing for iPhones an Apple event at the Flint Centre in Cupertino, California on Tuesday.

The products attempt to cement how the iPhone's 2007 debut helped usher in an era in which technology is ingrained into everyday life and popular culture. The average smartphone owner looks at their device about 150 times a day, according to a report last year from venture capital firm Kleiner Perkins Caufield & Byers, with people sending messages, making calls, checking the time, browsing the internet, playing games and more.

Apple held the event at the Flint Center for Performing Arts to a standing room crowd of more than 2,000, including celebrities, Silicon Valley executives and media from around the world. It was the same venue where Apple unveiled the Macintosh in 1984 and iMac in 1998.

"We think at the end of the day that you will agree that this too is a very key day for Apple," Cook said.

Apple Watch, which was met with a standing ovation at the event, has a rectangular watch face and a dial on the side that can be turned to zoom in or out, or scroll up and down. The touch-screen device comes in two sizes, as well as in classic, sports and gold edition models. Six strap designs are available, including leather and steel.

Cook said health features in the watch

were a priority for him personally. The device can be used to detect a pulse rate and has other fitness-tracking capabilities, such as letting a user monitor calories burned during a workout.

The watch also includes applications that have long been associated with smartphones, including maps, photos, music and messaging capabilities. It works with the voice-command software Siri, so if a user wants to see what movies are playing nearby they can speak into the watch to get the latest show times.

The device will be available next year -- later than what Cook had originally telegraphed on timing, when he said new products would be introduced "throughout 2014." The watch will only be sold in the US and it will have to be paired with an iPhone to work.

"Apple Watch is the most personal device we have ever created," Cook said. "We set out to create the best watch in the world."

For some users, the watch may be more about appearances. Apple has been adding employees from the fashion industry and Cook emphasised the watch's style as much as its technological features. "We thought not only of the function but the way it looked," he said.

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# Success of evening vs morning people

SAOOD BIN MASOOD

ARE you a morning or evening people for a dream career or own business? You have to be one. Morning people get promotion while evening people become great entrepreneurs.

I asked Akhter Uddin Mahmud, human resource director of Nestle Bangladesh Ltd, about the benefits of morning people. He said, "I get more productive time in the morning because mind remains fresh. However, in the evening I always have to retire early to bed, thus missing some family and social interactions."

When it comes to business success, morning people hold the important visiting cards. Who is a morning person, by definition? It is someone who gets up at roughly the same time on weekdays as on weekends. On a survey of 367 college students (an age group not exactly famous for early rising), when they were most energetic and willing to change a situation, the morning people were more likely to agree with statements such as "I feel in charge of making things happen" and "I spend time identifying long-range goals for myself." In the sample, the evening people tended to sleep two hours later on weekends.

Early birds are more proactive than evening people -- and so they do well in business, says Christoph Randler, a biology professor from Heidelberg, Germany. Evening people do have some advantages - other studies reveal they tend to be smarter and more creative than morning types, have a better sense of humour, and are more outgoing -- they are out of sync

with the typical corporate schedule.

When it comes to business success, morning people hold the important cards. My earlier research showed that they tend to get better grades in school, which get them into better colleges, which then lead to better job opportunities. Morning people also anticipate problems and try to minimise them, my survey showed. They are proactive. A number of studies have linked this trait, proactivity, with better job performance, greater career success, and higher wages.

I asked Oliver Francis, head of operations at BBC Media Action, about the fun part of evening people. He said, "During evening, I feel stress-free and more productive on my creative ideas and socialising with my network. I can do things more informally while morning time binding and discipline which I also respect." A morning person is more about commitment, meeting deadline and flexibility is lesser.

A to-do list for both morning and evening people can be: examining sleeping habits; examining morning stressors; starting the day with some relaxation exercises; considering diet, and talking to NLP (neuro-linguistic programming) therapist or doctor.

Both morning and evening people have some advantages. Researchers said the morning people frequently get promotion and evening people become entrepreneurs. But the same person can be both, which is very rare. Don't try to change, just enjoy what you are.

The writer is managing director of HR Kites, an HR consulting firm. The views are the writer's own.

## 7 SUCCESS TIPS FOR MORNING/EVENING PEOPLE

Take a break in the afternoon or early evening  
Finish the day by preparing for tomorrow-something you like to do  
Do NOT do the little, ordinary tasks  
Be flexible and mobile to learn with an open mind anytime  
Appreciate all styles of others not just yours  
Learn from mistakes and never give up to change from learning  
Think positive options being strategic but don't attempt job hops

MORNING PEOPLE	EVENING PEOPLE
● Agreeable	● Creative
● Optimistic	● Intelligent
● Stable	● Humorous
● Proactive	● Extrovert
● Conscientious	● Pessimistic
● Satisfied with life	● Neurotic
	● Depressed

Think in the morning. Act in the noon.  
Eat in the evening. Sleep at night.

-WILLIAM BLAKE



AFP

Coloured chicks are seen for sale at a roadside stall in the Indian town of Amritsar yesterday. Stall-owner Ashok earns approximately \$3.28 per day selling chicks. India's fastest growth in over two years shows the economy is recovering, the country's Finance Minister Arun Jaitley said on August 30, adding the robust expansion would help the government meet its ambitious fiscal deficit target.

# Fiat shares rise after Ferrari boss quits

BBC News

SHARES in Italian carmaker Fiat have risen after Luca Cordero di Montezemolo resigned as the chairman of its Ferrari division.

He will be replaced after 23 years by Fiat chief executive Sergio Marchionne. The stock gained 2.7 percent to 7.91 euros in afternoon trading in Milan following the announcement.

Montezemolo's departure had been expected after Marchionne said that Ferrari's poor Formula 1 performance this season was "unacceptable".

The Fiat boss also wanted Ferrari to be more closely integrated into the company and increase annual sales to about 10,000 cars.

However, Montezemolo, 67, who began his career as an assistant to founder Enzo Ferrari, wanted to maintain the division's

independence and exclusivity by limiting sales to about 7,000 a year. He said on Wednesday that Ferrari was "the most wonderful company in the world".

He added: "It has been a great privilege and honour to have been its leader. I devoted all of my enthusiasm and commitment to it over the years. Together with my family, it was, and continues to be, the most important thing in my life."

While Ferrari would continue to play an important role in the newly merged Fiat Chrysler group, Montezemolo said it would mark a "new and different phase" that he believed should be headed by the chief executive of the group.

"This is the end of an era," he added.

Ferrari dominated Formula 1 in the late 1990s and early 2000s, when seven-time world champion Michael Schumacher led the team to six consecutive constructors' championships.

# Lufthansa cancels 140 flights over pilot strike

AFP, Berlin

GERMANY'S biggest airline Lufthansa said it cancelled 140 flights taking off or landing in Munich on Wednesday owing to an eight-hour walkout by its pilots over changes to early retirement rules.

The number accounts for around half of the airline's daily flights in and out of Munich -- Lufthansa's second-largest hub after Frankfurt -- and is affecting some 15,300 passengers, Lufthansa said.

The cancellations mainly affected the group's domestic and European services. And while intercontinental flights were not hit, delays were expected, a spokesman told AFP.

The pilots are stopping work between 10 am and 6 pm.

Lufthansa said it was trying to minimise the disruption and inconvenience caused to passengers.

The airline has been hit by several rounds of industrial action over its plans to change its early retirement policy.

A strike last Friday forced the cancellation of 218 flights and affected 26,000 passengers.

# France, Britain win key jobs in new EU line-up

AFP, Brussels

FRANCE and Britain on Wednesday secured top positions in incoming European Commission president Jean-Claude Juncker's new team, which must tackle a stagnant economy, rising euroscepticism and the Ukraine crisis on its borders.

Former French finance minister Pierre Moscovici was named as the commissioner for economic affairs, the most coveted job in the new regime which will run Brussels for the next five years.

Britain, whose place in the EU is under threat from a surge in euroscepticism at home, scored a coup by winning the financial services post for its nominee Jonathan Hill, the ex-head of Britain's House of Lords.

"I am convinced it will be a winning team," Juncker told a press

conference.

The former Luxembourg prime minister also appointed some of his 27-member line-up to a team of so-called "super commissioners" to oversee huge areas of policy seen as most crucial for the EU, particularly boosting growth and jobs.

The new team will take office in November. The announcement followed months of behind-the-scenes battles in Brussels to win top jobs and fended speculation about which countries had triumphed.

Moscovici overcame reservations from Germany about France's ability to meet key EU budget targets.

Hill's post is meanwhile a big win for Britain, whose financial services industry in the City of London is a key sector of the British economy. Britain is set to hold a referendum in 2017 on its membership of the European Union.

Juncker's new line-up, which includes four former prime ministers and several former finance ministers, will set the path for a bloc that covers more than half a billion people and is effectively the world's largest economy.

The European Commission is arguably the most powerful institution in Brussels as it drafts EU legislation, polices national budgets and anti-trust regulations, and negotiates trade treaties.

Juncker has vowed that his Commission will be less bureaucratic and will work to revitalise the EU's sagging economy.

But the EU's new masters face huge challenges.

After making it through the eurozone crisis without the currency collapsing, the European economy now appears to be stalling and there are fears it could face a decade of stagnation and deflation.



AFP

Left, Chinese Premier Li Keqiang laughs as he talks with Klaus Schwab, founder and executive chairman of the WEF, during the World Economic Forum in Tianjin yesterday. The annual World Economic Forum New Champions meeting brings together business, economic and political leaders and former officeholders.