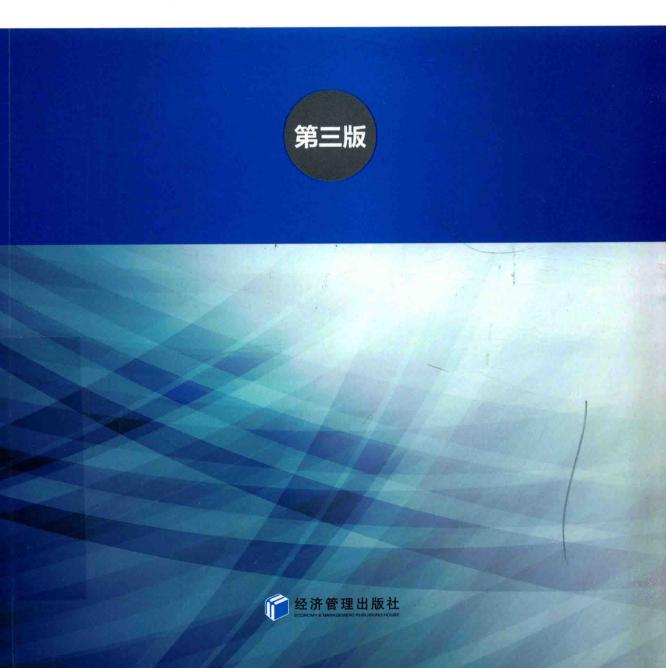
# 国际商务英语

INTERNATIONAL BUSINESS ENGLISH 孙莹/主编



高等院校经济管理系列教材



孙莹/主编

第三版



经济管理出版社

#### 图书在版编目 (CIP) 数据

国际商务英语 (第三版) / 孙莹主编. 一北京: 经济管理出版社, 2017. 2 ISBN 978-7-5096-4905-3

I. ①国··· Ⅱ. ①孙··· Ⅲ. ①国际商务—英语 Ⅳ. ①F740

中国版本图书馆 CIP 数据核字(2017)第 018487 号

组稿编辑: 谭 伟 责任编辑: 耿 维 责任印制: 司东翔

出版发行: 经济管理出版社

(北京市海淀区北蜂窝 8 号中雅大厦 A 座 11 层 100038)

网 址: www. E - mp. com. cn

电 话: (010) 51915602

印刷:三河市延风印装有限公司

经 销:新华书店

开 本: 787mm×1092mm/16

印 张: 15.75

字 数: 345 千字

版 次: 2017年2月第1版 2017年2月第1次印刷

书 号: ISBN 978-7-5096-4905-3

定 价: 48.00元

#### ・版权所有 翻印必究・

凡购本社图书,如有印装错误,由本社读者服务部负责调换。

联系地址:北京阜外月坛北小街2号

电话: (010) 68022974 邮编: 100836

# 前言

我国加入世贸组织后,商务活动日益频繁,对外经济贸易快速发展,规模日益扩大。2015年,在国际市场不景气、世界贸易形势下滑的背景下,中国货物贸易进出口总值为3.95万亿美元,其中,出口2.27万亿美元,进口1.68万亿美元。中国货物贸易进口额和出口额稳居世界第一,国际市场份额进一步扩大,贸易结构持续优化。中国已经成为名副其实的对外贸易大国。

经济贸易快速发展,急需大量的国际贸易人才,特别是拥有一定英语能力的外贸综合型应用人才。编写本书的目的是使广大读者了解国际商务相关知识,掌握参与国际贸易必备的国际市场营销分析能力与国际贸易实务操作能力,具备一定对外贸易谈判技巧。

全书共四部分:第一部分是 INTRODUCTION (绪论),主要介绍了一些国际贸易活动中常见的国际知名银行和国际经济组织;第二部分是 INTERNATIONAL MARKETING (国际市场营销),主要介绍了参与国际贸易必备的营销知识;第三部分是 PRACTICE OF INTERNATIONAL BUSINESS (国际贸易实务),按国际贸易程序介绍了整个国际贸易谈判磋商过程;第四部分是 BUSINESS CONTRACT MAKING (商务合同写作),主要介绍商务合同及商务合同的写作。每一部分都配有相应的阅读材料供读者阅读,可以提高读者的阅读能力并扩大知识面。第一部分和第二部分还附加了一些 Business Tips,为读者参与商务活动提供了一定的技巧;第三部分国际贸易实务部分增加了对话及口语的练习,以帮助读者提高口语及应用能力;第四部分插入了详细的机电设备进出口合同和知识产权许可合同文本,以供读者参阅。本教材获"北京科技大学研究生教育发展基金项目"资助。

本教材是在编者多年从事教学、研究及参与国际贸易实践活动的基础上写成的。第一部分由孙莹编写,第二部分由盛晓娟和孙莹编写,第三部分由孙莹和文翠翠编写,第四部分由刘志伟和文翠翠编写。陈一波、沈婷、刘雨薇参加了本书的修改工作。全书由孙莹主编,文翠翠为副主编。

本书在编写过程中,参考了国内外多种教材、著作和资料,引用了其中一些材料,书后附有参考文献。在此,我们向这些作者表示深深的感谢。

北京科技大学东凌经济管理学院和天津学院的领导和同仁及很多外贸公司的业务人员对于本书的编著给予了大力支持和帮助,在此也深表感谢。

由于时间仓促,编者水平与经验有限,书中难免有不足之处,欢迎广大读者提出宝贵建议和修改意见。

## GLOBALIZATION

A fundamental shift is occurring in the world economy. We are moving away from a world in which national economies were relatively self – contained entities, isolated from each other by barriers to cross – border trade and investment; by distance, time zone, and language; and by national differences in government regulation, culture, and business systems. We are moving toward a world in which barriers to cross – border trade and investment are tumbling; perceived distance is shrinking due to advances in transportations and telecommunications technology; material culture is starting to look similar the world over; and national economies are merging into an interdependent global economic system. The process by which this is occurring is commonly referred to as globalization.

Globalization refers to the shift toward a more integrated and interdependent world economy. Globalization has several different facets, including the globalization of market and the globalization of production. The globalization of market refers to the merging of historically distinct and separate national market into one huge global marketplace. Falling barriers to cross – border trade have made it easier to sell internationally. The globalization of production refers to the sourcing of goods and services from locations around the globe to take advantage of national differences in the cost and quality of factors of production (such as labor, energy, land, and capital). By doing this, companies hope to lower their overall cost structure and/or improve the quality or functionality of their product offering, thereby allowing them to compete more effectively.

It is a world where the volume of goods, services, and investments crossing national borders expanded faster than world output every year during the last two decades of the 20<sup>th</sup> century. It is a world where more than \$ 1.2 billion in foreign exchange transactions are made every day. It is a world in which international institutions such as the World Trade Organization and gatherings of leaders from the world's most powerful economies have called for even lower barriers to cross – border trade and investment. It is a world where the symbols of material and popular culture are increasingly global: from Coca – Cola and McDonald's to Sony PlayStations, Nokia cell phones, MTV show, and Disney films. It is a world in which products are made from inputs that come from all over the world. It is a world in which an economic crisis in Asia can cause a recession in the United States, and a slowdown in the United States really did help drive Japan's Nikkei index in 2001 to lows not seen since 1985. it is also a world in which a vigorous and vocal minority is protesting against globalization, which they blame for a list of ills, from

unemployment in developed nations to environmental degradation and the Americanization of popular culture. And yes, these protests really have turned violent.

For businesses, it is in many ways the best of times. Globalization has increased the opportunities for a firm to expand its revenues by selling around the world and reduce its cost by producing in nations where key inputs are cheap. Regulatory and administrative barriers to doing business in foreign nations have come down, while those nations have often transformed their economies, privatizing state – owned enterprises, deregulating markets, increasing competition, and welcoming investment by foreign businesses. This has allowed businesses both large and small, from both advanced and developing nations, to expand internationally.

Is the shift toward a more integrated and interdependent global economy a good thing? Many influential economists, politicians, and business leaders seem to think so. They argue that falling barriers to international trade and investment are the twin engines driving the global economy toward greater prosperity. However, there are also some anti - globalization protests. One concern frequently voiced by opponents of globalization is that falling barriers to international trade destroy manufacturing jobs in wealthy advanced economies such as the United States and the United Kingdom. The critics argue that falling trade barriers allow firms to move their manufacturing activities to countries where wage rates are much lower. A second source of concern is that free trade encourages firms from advanced nations to move manufacturing facilities to less developed countries that lack adequate regulations to protect labor and the environment from abuse by the unscrupulous. Another concern voiced by critics of globalization is that today's increasingly interdependent global economy shifts economic power away from national governments and toward supranational organizations such as WTO, EU, and UN. As perceived by critics, unelected bureaucrats now impose policies on the democratically elected governments of nation states, thereby undermining the sovereignty of those sates and limiting the nation - state's ability to control its own destiny.

After all, everything has its two sides, so is the globalization. The globalization brings us both opportunities and challenges. No matter how intensively some protest it, the globalization is in the trend. People all around the world should meet the demands of our times, and get benefits from this trend as many as possible.

# a mention that the first the second as East amount of the fact of the fact of the first of the f

Module 1	1 INTRODUCTION
Cha	pter 1 The World Renowned Banks
	1. 1 Citigroup
	1. 2 Dai - Ichi Kangyo Bank · · · · · 1
	1. 3 JPMorgan Chase ····· 2
	1.4 Bank of America
	1. 5 Barclays Bank
	1. 6 Hong Kong and Shanghai Banking Corp. Ltd 3
	1.7 Bank of China
	1.8 Bank of Montreal 4
	1. 9 Swiss Bank Corp 4
	1. 10 First Interstate Bankcorp 5
	1. 11 Standard Chartered Bank 5
	1. 12 Deutsche Bank ······ 6
	1. 13 Bank of England · · · · · · · · · · · · · · · · · · ·
	Reading Material
	Exercises
	Business Tip: Business Meeting
Cha	pter 2 International Economic Organizations
	2. 1 Comprehensive Economic Organizations
	2. 2 Organizations in Trade · · · · · · · 16
	2. 3 Organizations in Finance
	Reading Material
	Exercises
	Business Tip: Business Lunch
Module	2 INTERNATIONAL MARKETING
Cha	apter 1 Introduction to Marketing 27

	Reading Material	29
	Exercises	30
	Business Tip: Making a Client Wait ·····	31
	Chapter 2 Analysis of Market Environment	31
	2. 1 Background of Market Environment ·····	31
	2. 2 Relevant Knowledge ·····	34
	Reading Material	34
	Business Tip: Learn about the Art of Gifting	35
	Chapter 3 Market Research	36
	3. 1 Pre – knowledge	36
	3. 2 Theory of Marketing ····	37
	Business Tip: Express Yourself through Your Business Card	39
	Chapter 4 Market Segmentation, Targeting and Positioning	
	4. 1 Introduction ·····	40
	4. 2 Relevant Knowledge ·····	43
	Reading Material	45
	Exercises	52
	Business Tip: Negotiating Tip	53
	Chapter 5 The Marketing Mix	54
	5. 1 4P's	54
	5. 2 Promotional Mix	56
	Chapter 6 Channels of Distribution	66
	6. 1 Channels of Distribution	66
	6. 2 Wholesaling ·····	
	Business Tip: Conversational Tip	72
	Chapter 7 Marketing for E - commerce	72
	7. 1 Marketing for E – commerce	72
	7. 2 Relevant Knowledge ·····	
	Reading Material	77
Mod	dule 3 PRACTICE OF INTERNATIONAL BUSINESS	81
	Chapter 1 Establishing Business Relations	81
	1. 1 Pre – knowledge ······	
	1. 2 Correspondence ······	
	1. 3 Dialogues	
	Exercises	88
	Reading Material	90
	Chapter 2 Inquiries and Offers	
		10

	2. 1 Pre – knowledge	95
	2. 2 Correspondence	96
	2. 3 Dialogues ·····	
	Exercises	102
	Reading Material	
	Chapter 3 Counteroffers	115
	3. 1 Pre – knowledge ·····	115
	3. 2 Correspondence ·····	116
	3. 3 Dialogues ·····	118
	Exercises	121
	Reading Material	123
	Chapter 4 Shipment	126
	4. 1 Pre – knowledge ·····	
	4. 2 Correspondence ·····	128
	4. 3 Dialogues ·····	135
	Exercises ·····	136
	Reading Material	138
	Chapter 5 Insurance	
	5. 1 Pre – knowledge	143
	5. 2 Correspondence ·····	
	5. 3 Dialogues	147
	Exercises ·····	
	Reading Material	
	Chapter 6 Terms of Payment	
	6. 1 Pre – knowledge ·····	
	6. 2 Correspondence ·····	158
	6. 3 Dialogues ·····	167
	Exercises ·····	
	Reading Material	
	Chapter 7 Conclusion of Business	
	7. 1 Pre – knowledge ·····	
	7. 2 Correspondence ·····	
	7. 3 Dialogues	180
	Exercises	182
loc	dule 4 BUSINESS CONTRACT MAKING	187
	Chapter 1 Concept of Business Contract	187
	1. 1 Theory of Business Contract ·····	
	for the second s	

		1.2	Relevant Knowledge	189
		Read	ing Material ·····	191
		Exer	eises ·····	193
	Cha	pter 2	Tips for a Business Contract	193
		2. 1	Tips to Create Business Contract	193
		2.2	Tips for Business Contract Drafting	197
		2.3	Tips for Business Contract Reviewing	198
		2.4	Tips for Business Contract Negotiating	198
		2.5	Tips for Business Contract Signing ·····	199
		Exer	cises	199
		Read	ing Material ·····	199
参考	答案	₹		230
参え	<b>全文</b> 南	<del>†</del>	and Americanical in the manufacture in the contract of the con	238

to the state of th

The first of the property of the contract of t

# **Module 1 INTRODUCTION**

# Chapter 1 The World Renowned Banks

## 1.1 Citigroup 花旗集团

Citigroup Inc. (branded Citi), is a major American financial services company based in New York, NY. Citigroup is organized with two major segments - Citicorp and Citi Holdings. Citigroup's brands include Citi, Citibank, CitiFancial, CitiMortgage, Citi Capital Advisors, Citi Cards, Citi Private Bank, Citi Institutional Clients Group, Citi Investment Research, Citi Microfinance, Banamex, Women & Co. Citigroup was formed from one of the world's largest mergers in history by combining the banking giant Citicorp and financial conglomerate Travelers Group on April 7, 1998. Citigroup Inc. has the world's largest financial services network, spanning 140 countries with approximately 12, 000 offices worldwide. The company employs approximately 300, 000 staff around the world, and holds over 200 million customer accounts in more than 140 countries. It is the world's largest bank by revenues as of 2008. It is a primary dealer in US Treasury securities.

Citigroup suffered huge losses during the global financial crisis of 2008 and was rescued in November 2008 in a massive bailout by the U. S. government. Its largest shareholders include funds from the Middle East and Singapore. On February 27, 2009 Citigroup announced that the United States government would be taking a 36% equity stake in the company by converting \$ 25 billion in emergency aid into common shares.

## 1.2 Dai - Ichi Kangyo Bank 株式会社第一劝业银行

Dai - Ichi Kangyo Bank, Limited (DKB) was established in 1971 from the merger of the Dai - Ichi Bank, Ltd. and the Nippon Kangyo Bank, Ltd., and is one of Japan's leading banking institutions with a strong position in domestic retail and corporate markets. DKB has a client base consisting of approximately twelve million individuals and 100, 000 business enter-

prises in Japan. The bank provides a broad range of commercial and investment banking services through its domestic network.

## 1.3 JPMorgan Chase 摩根大通集团

JPMorgan Chase's corporate headquarters are in New York City. The retail financial services and commercial banking headquarters are in Chicago. The major legacy institutions – J. P. Morgan, Chase Manhattan, Chemical, Manufacturers Hanover, Bank One, First Chicago, and National Bank of Detroit – contributed significantly to the development of communities worldwide.

Key transactions leading up to the formation of JPMorgan Chase include the following:

- In 1991, Chemical Banking Corp. combined with Manufacturers Hanover Corp., keeping the name Chemical Banking Corp., then the second largest banking institution in the United States.
- In 1995, First Chicago Corp. merged with National Bank of Detroit's parent NBD Bancorp., forming First Chicago NBD, the largest banking company based in the Midwest.
- In 1996, Chase Manhattan Corp. merged with Chemical Banking Corp., creating what was then the largest bank holding company in the United States.
- In 1998, Banc One Corp. merged with First Chicago NBD, taking the name Bank One Corp. Merging subsequently with Louisiana's First Commerce Corp., Bank One became the largest financial services firm in the Midwest, the fourth largest bank in the U.S. and the world's largest Visa credit card issuer.
- In 2000, J. P. Morgan & Co. merged with Chase Manhattan Corp., in effect combining four of the largest and oldest money center banking institutions in New York City (J. P. Morgan, Chase, Chemical and Manufacturers Hanover) into one firm called J. P. Morgan Chase & Co.

These mergers culminated in July 2004 with the joining of J. P. Morgan Chase & Co. and Bank One Corp. to form today's JPMorgan Chase &Co.

#### 1.4 Bank of America 美国银行

Bank of America is one of the world's largest financial institutions, serving individual consumers, small and middle market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk – management products and services. The company provides unmatched convenience in the United States, serving more than 55 million consumer and small business relationships with more than 5, 700 retail banking offices, nearly 17, 000 ATMs and award – winning online banking with more than 20 million active users. Bank of America is the No. 1 overall Small Business Administration (SBA) lender in the United States and the No. 1 SBA lender to minority – owned small businesses. The company

serves clients in 175 countries and has relationships with 98 percent of the U. S. Fortune 500 companies and 80 percent of the Global Fortune 500. Bank of America Corporation stock (NYSE: BAC) is listed on the New York Stock Exchange.

## 1.5 Barclays Bank 巴克莱银行

Barclays is a financial services organization which moves, lends, invests and protects money for more than 27 million customers and clients around the world - from large businesses to personal account holders. Approximately 50 per cent of its profit now comes from outside the UK.

Barclays is organized with two Clusters, each of which has a number of business units: Global Retail and Commercial Banking:

- UK Banking: UK Retail Banking and Barclays Commercial Bank
- Barclaycard
- International Retail and Commercial Banking
- Absa

Investment Banking and Investment Management:

- Barclays Capital
- Barclays Global Investors
- Barclays Wealth

## 1. 6 Hong Kong and Shanghai Banking Corp. Ltd. 汇丰银行

The HSBC Group, one of the world's largest banking and financial services organizations, had its beginnings in Hong Kong more than 140 years ago. Today, the HSBC Group has over 10, 000 offices in 82 countries and territories in Europe, the Asia – Pacific region, the Americas, the Middle East and Africa.

At the Group's core around the world are domestic commercial banking and financial services, which fund themselves locally and do business locally. Highly efficient technology links these operations to deliver a wide range of international products and services, adapted to local customers' needs.

#### 1.7 Bank of China 中国银行

Bank of China, or Bank of China Limited in full, is one of China's four state – owned commercial banks. Its businesses cover commercial banking, investment banking and insurance. Members of the group include BOC Hong Kong, BOC International, BOCG Insurance and other financial institutions. The Bank provides a comprehensive range of high – quality financial services to individual and corporate customers as well as financial institutions worldwide. In terms

of tier one capital, it ranked 18th among the world's top 1, 000 banks by The Banker magazine in 2005.

The Bank is mainly engaged in commercial banking, including corporate and retail banking, treasury business and financial institutions banking. Corporate banking is built upon credit products, to provide customers with personalized and innovative financial services as well as financing and financial solutions. Retail banking serves the financial needs of the Bank's individual customers, focusing on providing them with such services as savings deposit, consumer credit bankcard and wealth management business. Treasury business includes domestic and foreign – currency trading and investment, fund management, wealth management, value – secured debt business, domestic and overseas financing and other fund operation and management services.

#### 1.8 Bank of Montreal 蒙特利尔银行

The Bank of Montreal, with head offices in Montréal, is Canada's oldest chartered bank. Founded in 1817, the Bank of Montreal participated in many of the developments spurring the growth of Canada: the first CANALS, the TELEGRAPH, the CANADIAN PACIFIC RAIL-WAY, major hydroelectric projects and the development of Canada's ENERGY and MINING industries. It was the banker in Canada for the Canadian government from 1863 until the founding of the BANK OF CANADA in 1935. It was also the first Canadian bank to establish representation outside the country, with correspondent agencies started in London and New York in 1818. In 1893 it was named the Canadian government fiscal agent in Britain, a function it still performs. Between 1903 and 1962 the Bank of Montreal purchased the assets and business of smaller banks, mainly in Atlantic Canada.

Today, the bank has over 1300 branches in Canada and overseas, and it offers corporate, government, merchant and personal banking services with a variety of commercial and international services. Canada's second largest financial institution, the bank reported net income of \$ 1.3 billion in 1997, with \$ 207.8 billion in total assets.

#### 1.9 Swiss Bank Corp. 瑞士银行

Swiss Bank Corporation (SBC) [German: Schweizerischer Bankverein (SBV), French: Société de Banque Suisse (SBS), Italian: Società di Banca Svizzera] is the name of a bank that existed between 1856 and 1998, when it merged with Union Bank of Switzerland (UBS/SBG) to form UBS AG.

The history of the Swiss Bank Corporation ("SBC") dates to 1856 and the constitution of an underwriting consortium, or "Bankverein", by six private banks in Basel Bischoff zu St Alban, Ehinger & Cie., J. Merian – Forcart, Passavant & Cie., J. Riggenbach and von Speyr & Cie., who formed an underwriting consortium in Basel, Switzerland. The company was formally

organized as Basler Bankverein in 1871. It later joined forces with Zürcher Bankverein in 1895 to become Basler & Zürcher Bankverein. The next year, Basler Depositenbank and Schwizerische Unionbank were acquired.

Following these acquisitions in 1896, the company changed its name to Schweizerischer Bankverein (Swiss Bank Corporation). The company grew through a series of mergers including Basler Handelsbank in 1945, O'Connor & Associates in 1992, Brinson Partners Chicago in 1994, S. G. Warburg & Co in 1995, and Dillon, Read & Co. in 1997.

#### 1. 10 First Interstate Bankcorp 第一洲际银行

FIRST INTERSTATE BANK is a multi – state, \$ 5 billion banking organization headquartered in Billings, Montana. First Interstate has evolved since 1968 from a single bank in Sheridan, Wyoming to operating 50 branches and over 100 ATMs in Montana and Wyoming.

First Interstate Bank is the principal subsidiary of First Interstate Bank System, Inc., a financial holding company.

In 1984, the company purchased a franchise agreement with First Interstate Bancorp to use the First Interstate Bank name and LOGO. In 1996, when First Interstate Bancorp of California merged with another banking institution, our bank negotiated to retain the First Interstate name. It now serves 30 communities across Montana and Wyoming.

#### 1. 11 Standard Chartered Bank 渣打银行

Standard Chartered PLC is a leading international bank, listed on the London, Hong Kong and Mumbai stock exchanges. It has operated for over 150 years in some of the world's most dynamic markets and earns around 90 per cent of its income and profits in Asia, Africa and the Middle East. Its income and profits have more than doubled over the last few years primarily as a result of organic growth, supplemented by acquisitions.

Standard Chartered was formed in 1969 through a merger of two banks: The Standard Bank of British South Africa, founded in 1863, and the Chartered Bank of India, Australia and China, founded in 1853. Both companies were keen to capitalize on the huge expansion of trade and to earn the handsome profits to be made from financing the movement of goods between Europe, Asia and Africa.

It's business includes Consumer Banking, Wholesale Banking, SME Banking (offers products and services to help small and medium enterprises managing the demands of a growing business, including the support of our international network and trade expertise), Islamic Banking, and The Standard Chartered Private Bank.

#### 1. 12 Deutsche Bank 德意志银行

Deutsche Bank is a leading global investment bank with a strong and profitable private clients franchise. Its businesses are mutually reinforcing. Founded in Berlin in 1870 to support the internationalization of business and to promote and facilitate trade relations between Germany, other European countries, and overseas markets, Deutsche Bank has developed into a leading global provider of financial services. As a leader in Germany and Europe, the bank is continuously growing in North America, Asia and key emerging markets. It's products and services include Private & Business Clients, Private Wealth Management, Asset Management, Global Markets and Global Banking.

## 1.13 Bank of England 英格兰银行

The Bank of England is the central bank of the United Kingdom. Sometimes is known as the "Old Lady" of Threadneedle Street, the Bank was founded in 1694, nationalized on 1 March 1946, and gained independence in 1997. Standing at the centre of the UK's financial system, the Bank is committed to promoting and maintaining monetary and financial stability as its contribution to a healthy economy.

The Bank's roles and functions have evolved and changed over its three – hundred – year history. Since its foundation, it has been the Government's banker, and since the late 18<sup>th</sup> century, it has been banker to the banking system more generally as the bankers' bank. As well as providing banking services to its customers, the Bank of England manages the UK's foreign exchange and gold reserves.

The Bank has two core purposes monetary stability and financial stability. The Bank is perhaps most visible to the general public through its banknotes, and more recently, its interest rate decisions. The Bank has had a monopoly on the issue of banknotes in England and Wales since the early 20<sup>th</sup> century. But it is only since 1997 that the Bank has had statutory responsibility for setting the UK's official interest rate.

#### **Reading Material**

#### Nestlé Has a Winning Team

by Carol Matlack

Shares of the Swiss food giant rebound after passed – over CFO Polman confirms he'll stay on with Nestlé veteran Bulcke as the chief.

Could Nestlé (NESN. F) have a winning recipe after all? Yes, shares in the world's big-

gest food company sank more than 3.5% on Sept. 20, on news a longtime Nestlé executive, Paul Bulcke, 53, would replace Peter Brabeck as chief executive next April. The announcement surprised Nestlé – watchers who had expected the job to go to Chief Financial Officer Paul Polman, a relative newcomer who has won plaudits for his push to boost operating margins.

But analysts were relieved, and on Sept. 21 the stock regained about one – third of the ground it had lost, when Polman confirmed he'll stay on as CFO of the \$83.6 billion Swiss – based company. The strengths of Polman, a veteran Procter & Gamble (PG) executive, are a good complement to those of Bulcke, a skilled manager and strategic thinker, says James Amoroso, an analyst with the brokerage Helvea in Geneva. "It's the very best of both worlds," Amoroso says.

Polman, who arrived at Nestlé in 2005, had impressed investors with his candor about the need to improve efficiency in the company's far – flung empire. On his watch, Nestlé has improved operating margins that historically lagged its rivals'. In first – half results reported on Aug. 15, margins grew to 13.5%, not far behind those of competitors Danone (DANO. PA), Kraft (KFT), and Unilever (UN).

#### CEO Choice "Has Delivered Results"

Yet Bulcke shares in the credit for that improvement. Margins in the Americas region—which he has overseen for the past four years—grew faster than in any other region, to 14.5% during the first half.

Bulcke also spearheaded Nestlé's recent acquisition of baby – food maker Gerber, which is expected to accelerate the company's push into higher value – added specialty nutrition products (BusinessWeek. com, 6/22/06). In choosing Bulcke, Brabeck told analysts during a conference call on Sept. 21, "We have chosen the man who has delivered results".

One reason for the market's early skepticism about Bulcke may be his relatively low profile. In contrast to the dynamic and charismatic Polman, he has rarely met with analysts and investors. But Amoroso says he is impressed by Bulcke's keen understanding of the company and the food industry. "He is deliberate and thoughtful, but when he makes a decision, it is going to be quick," the analyst says.

#### **Exercises**

Translation: translate the following English into Chinese.

- 1. The announcement surprised Nestlé watchers who had expected the job to go to Chief Financial Officer Paul Polman, a relative newcomer who has won plaudits for his push to boost operating margins.
- 2. Margins in the Americas region—which he has overseen for the past four years—grew faster than in any other region, to 14.5% during the first half.