

BUILT FOR SUCCESS

世界名牌之路

THE STORY OF

FedEx 联邦快递

SARA GILBERT



上海外语教育出版社

外教社 SHANGHAI FOREIGN LANGUAGE EDUCATION PRESS

www.sflep.com



世界名牌之路

BUILT FOR SUCCESS

THE STORY OF

FedEx

联邦快递

SARA GILBERT 著

王 峥 译

图书在版编目 (CIP) 数据

联邦快递 / (美) 吉尔伯特著; 王峥译.

—上海: 上海外语教育出版社, 2016

(世界名牌之路)

ISBN 978-7-5446-4347-4

I. ①联… II. ①吉… ②王… III. ①邮件投递—邮电企业—企业管理—经验—美国

IV. ①F637.121

中国版本图书馆CIP数据核字 (2016) 第094625号

图字: 09-2015-139号

Published by arrangement with The Creative Company.

Licensed for sale in the People's Republic of China.

本书由 The Creative Company 授权上海外语教育出版社有限公司出版。

仅供在中华人民共和国境内销售。

PHOTOGRAPHS BY Alamy (AF Archive, NetPhotos), AP Images (Associated Press), Corbis (GENE BLEVINS/Reuters, Reuters), Getty Images (Daniel Acker, Jeremy Bales/Bloomberg, Nelson Ching/Bloomberg, Andrew Harrer/Bloomberg, Chris Hondros, Hisham Ibrahim, Peter Kramer, Scott Olson, PAUL J.

RICHARDS/AFP, STR/AFP, BOB STRONG/AFP, Justin Sullivan, Greg Whitesell, iStockphoto (David Birkbeck), The Commercial Appeal (James R. Reid)

Copyright © 2013 Creative Education

International copyright reserved in all countries. No part of this book may be reproduced in any form without written permission from the publisher.

FedEx® and the products discussed in this book are either trademarks or registered trademarks of FedEx Corporation.

Trademarks associated with products of other companies mentioned are the trademarks of their respective owners. This is not an official publication of FedEx Corporation, and the views set out herein are solely those of the author.

出版发行: 上海外语教育出版社

(上海外国语大学内) 邮编: 200083

电 话: 021-65425300 (总机)

电子邮箱: bookinfo@sflep.com.cn

网 址: <http://www.sflep.com.cn> <http://www.sflep.com>

责任编辑: 刘华初

印 刷: 上海新艺印刷有限公司

开 本: 787×1092 1/16 印张 3.5 字数 64千字

版 次: 2016年10月第1版 2016年10月第1次印刷

印 数: 3 500 册

书 号: ISBN 978-7-5446-4347-4 / G · 1393

定 价: 18.00 元

本版图书如有印装质量问题,可向本社调换

出版前言

“世界名牌之路 (Built for Success)”丛书是我社从美国 The Creative Company 引进出版的一套介绍美国一些世界级知名企业成功历程的图书，其中包括亚马逊、苹果、可口可乐、迪士尼、脸书、谷歌、耐克、星巴克等众多我们耳熟能详的公司。书中讲述了这些公司如何创建，创建初期所经历的一些困难甚至纠纷以及创业者如何应对，如何面对竞争、开拓市场和不断变革创新，并最终如何取得成功的。阅读这些图书，不仅是一次愉快的英语阅读之旅，更是一场创业创新的精神激励。在鼓励大众创业万众创新的今天，我们的时代和社会呼唤和需要创业创新人才。这正是我们引进出版这套丛书的目的，希望能对诸位读者有所裨益、有所激励。

书中还讲述了许多有趣的小故事：比如，亚马逊、谷歌、沃尔玛、皮克斯等公司的名称是如何得来的？苹果、麦当劳、耐克、星巴克等公司的标志是如何设计的？可口可乐的秘方是受到何等严密保护的？联邦快递公司标志中那个不易察觉的代表快速和精准的箭头符号又是怎样产生的，等等。这些小故事，不仅让我们增长了知识，读来也饶有趣味，令人难以释卷。

为保证读者英文阅读的流畅，同时又提供必要的支持，本系列丛书我们采用英汉对照的出版形式，英文原文在前，辅以脚注对个别疑难词汇和文化背景知识加以简短注解，中文译文置于书后供读者参考。此外，我们还为丛书的英文部分配备了MP3录音，以满足读者移动学习的需求。

衷心希望读者朋友们会喜欢这套丛书。

上海外语教育出版社

Contents

Chapter One	Getting off the Ground	6
Chapter Two	Flying High	14
Chapter Three	Going Global	22
Chapter Four	New Names, New Markets	30
Chapter Five	Still Soaring	38
中文参考译文	46

出版前言

“世界名牌之路 (Built for Success)”丛书是我社从美国 The Creative Company 引进出版的一套介绍美国一些世界级知名企业成功历程的图书，其中包括亚马逊、苹果、可口可乐、迪士尼、脸书、谷歌、耐克、星巴克等众多我们耳熟能详的公司。书中讲述了这些公司如何创建，创建初期所经历的一些困难甚至纠纷以及创业者如何应对，如何面对竞争、开拓市场和不断变革创新，并最终如何取得成功的。阅读这些图书，不仅是一次愉快的英语阅读之旅，更是一场创业创新的精神激励。在鼓励大众创业万众创新的今天，我们的时代和社会呼唤和需要创业创新人才。这正是我们引进出版这套丛书的目的，希望能对诸位读者有所裨益、有所激励。

书中还讲述了许多有趣的小故事：比如，亚马逊、谷歌、沃尔玛、皮克斯等公司的名称是如何得来的？苹果、麦当劳、耐克、星巴克等公司的标志是如何设计的？可口可乐的秘方是受到何等严密保护的？联邦快递公司标志中那个不易察觉的代表快速和精准的箭头符号又是怎样产生的，等等。这些小故事，不仅让我们增长了知识，读来也饶有趣味，令人难以释卷。

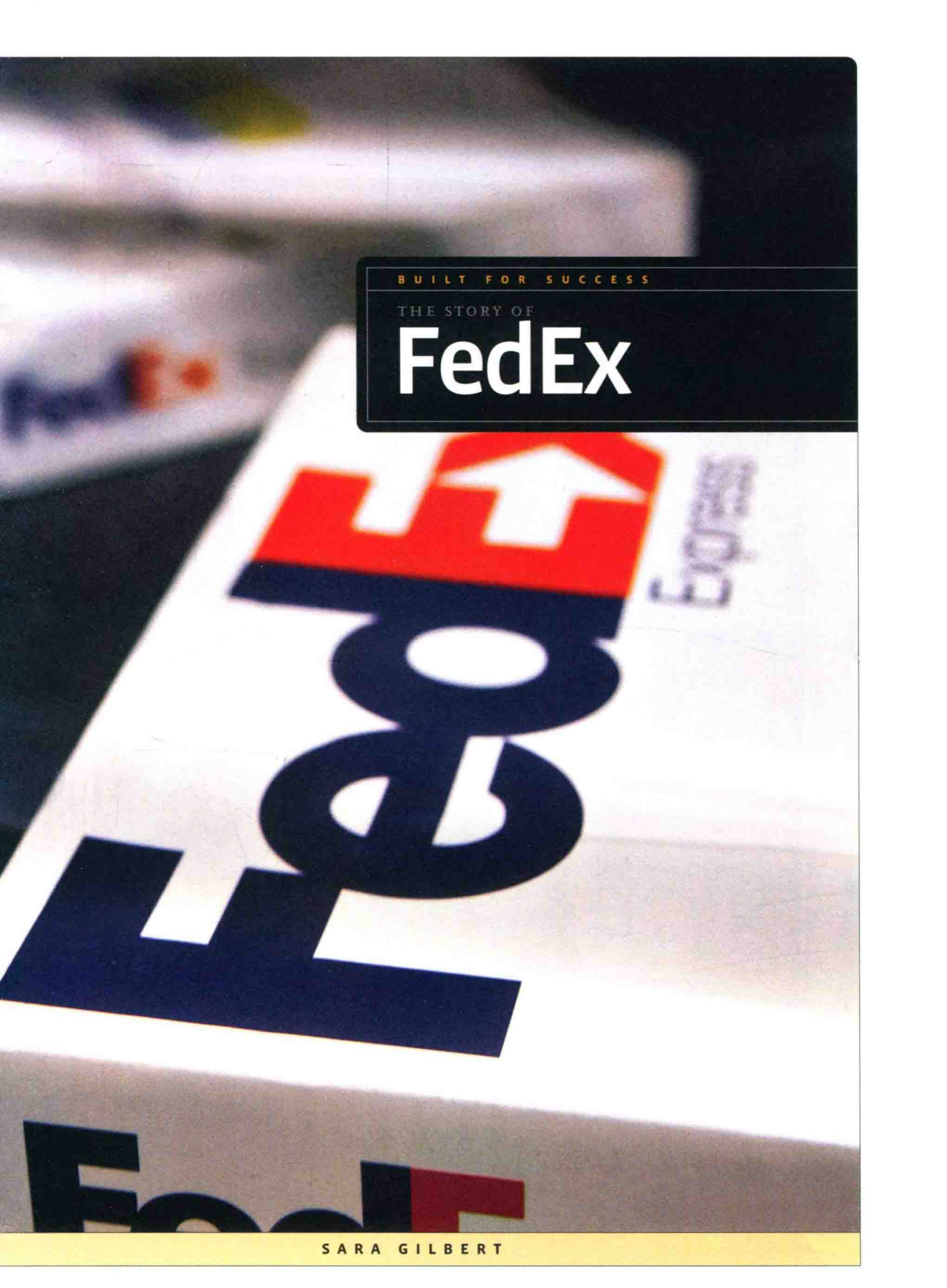
为保证读者英文阅读的流畅，同时又提供必要的支持，本系列丛书我们采用英汉对照的出版形式，英文原文在前，辅以脚注对个别疑难词汇和文化背景知识加以简短注解，中文译文置于书后供读者参考。此外，我们还为丛书的英文部分配备了MP3录音，以满足读者移动学习的需求。

衷心希望读者朋友们会喜欢这套丛书。

上海外语教育出版社

Contents

Chapter One	Getting off the Ground	6
Chapter Two	Flying High	14
Chapter Three	Going Global	22
Chapter Four	New Names, New Markets	30
Chapter Five	Still Soaring	38
中文参考译文	46



BUILT FOR SUCCESS

THE STORY OF

FedEx

SARA GILBERT



As the sun set on April 17, 1973, a parade of airplanes began to touch down at the headquarters of Federal Express in Memphis, Tennessee. The 14 planes were greeted by many of the company's almost 400 employees, including founder Fred Smith. As soon as the planes came to a stop, the employees unloaded and processed the 186 packages that had been collected from 25 cities across the country that day—the first packages ever handled by the company. Before the sun came up, all of the packages were loaded back onto the airplanes, ready to be delivered to their intended recipients the next day. Smith was tired at daybreak, but he was ready to do it again the next night—and his company would keep doing it for more than 40 years to come.

Getting off the Ground

In the mid-1960s, when Fred Smith was a sophomore economics major at Yale University, he wrote a paper for a class describing an overnight **courier**¹ service that was built around a “hub-and-spoke” concept of collecting and delivering packages in America.

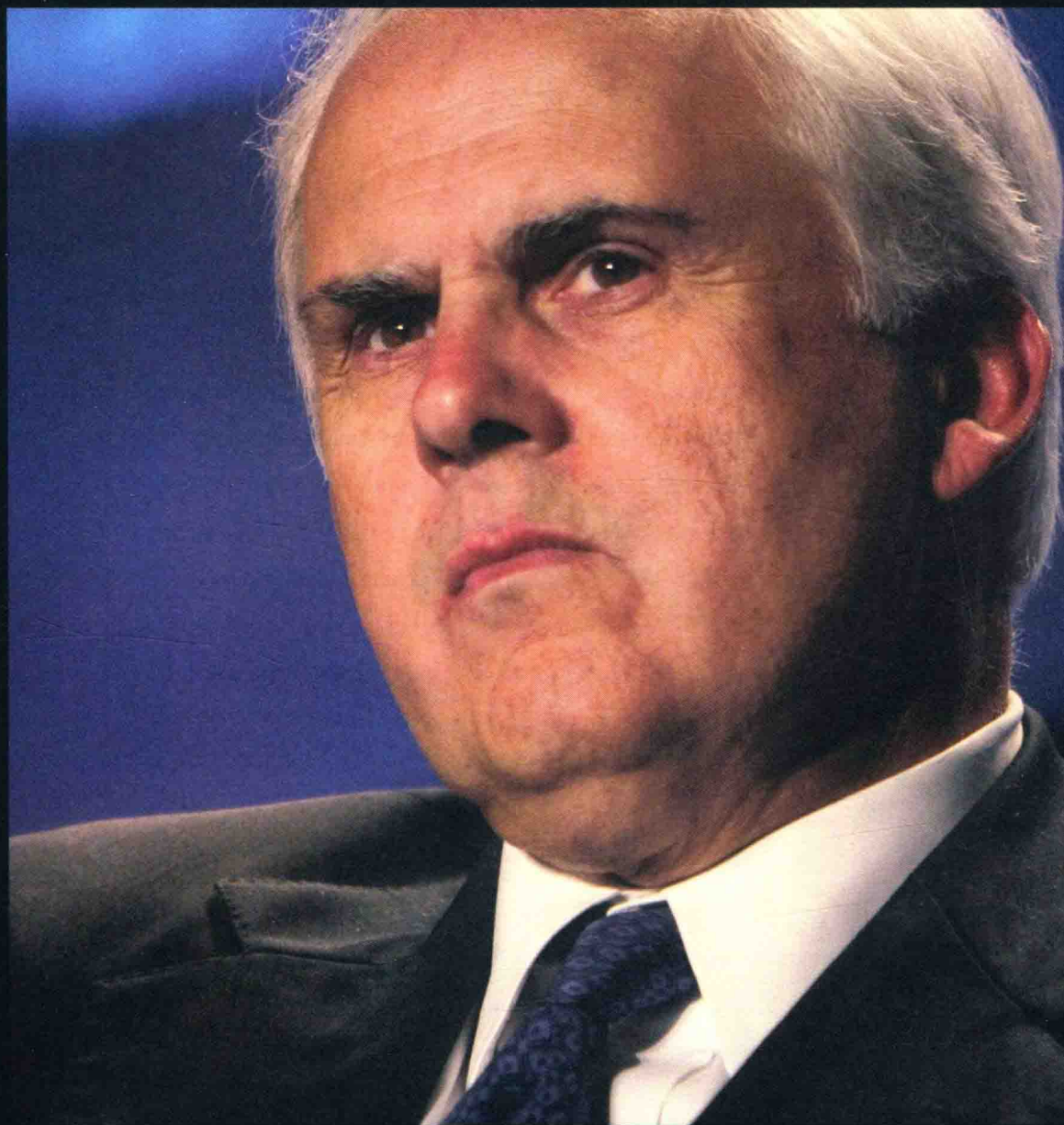
He envisioned a fleet of airplanes picking up packages, bringing them to a central “hub” location, and then branching out like spokes to rapidly deliver them all over the country. Smith’s professor wasn’t impressed by the premise, but the idea lingered in Smith’s mind.

After graduating in 1966 and serving in the Marines during the Vietnam War, Smith took control of his stepfather’s Little Rock, Arkansas–based business, which sold fuel to pilots of small planes and rented out **hangar**² space. Smith started repairing corporate jets and developed a reputation for quick response times and low costs. But he was frustrated by delays in the shipping of necessary parts; a “rush” delivery might take seven days.

That frustration was on Smith’s mind when he decided to start a new business. He wanted to develop a flight courier service to transport time-sensitive checks and financial documents between the Federal Reserve, the central banking system in the United States, and the banks that it oversaw. The Federal

¹ **courier**: 快递公司; 快递员

² **hangar**: 飞机棚, 飞机库



Fred Smith personally directed the growth of FedEx throughout its first four decades of existence

Reserve Board appeared interested in the idea when Smith met with them in 1971, so he started building the business. With money inherited from his late father, additional funds from investors, and a \$3.6-million loan, Smith bought and modified two French-built Dassault Falcon jets, and in June, he incorporated his new business as Federal Express. But then the Federal Reserve backed out of the deal, declaring the proposed change too disruptive to established banking schedules.

Smith was disappointed but not discouraged. He changed his focus to overnight package delivery, a service that was being offered in only a few major cities at the time. Smith believed that he could make the service more widely available around the country. He recruited a small, high-level management team that was **instrumental**¹ not only in developing the business plan and designing the operations but also in finding funding for Federal Express. Unfortunately, many investors were **skittish**² about the risks associated with the business. Although Smith and his team were able to pull together enough money and secure enough loans to cover startup costs, they weren't able to obtain a large investment that would ensure the company's long-term growth.

Smith was **undeterred**³. He hired a corps of delivery drivers, known as couriers, who would present a professional, polite appearance when making pickups or deliveries at an office building. Smith personally called people to ask them to join his company as sales agents, customer service staff, and couriers, promising that they would be trained well and paid fairly and that, eventually, they would have the opportunity to share in the company's profits. Before the company officially started operations, Smith emphasized that its culture would put people first, service second, and profits third.

In January 1973, Smith relocated the business from Little Rock to the airport in Memphis, Tennessee, intending to begin service on March 12. When the sales team managed to collect only six packages that day, they decided to call those first deliveries a successful "system test" and to officially start operations in

1 instrumental: 起作用的, 有帮助的 **2 skittish:** 小心翼翼的
3 undeterred: 不灰心丧气的





The Federal Reserve, America's central banking system, was formed in 1913 and headquartered in Washington, D.C.

April. “We are going to do it right this time,” Smith told the company’s 389 employees. “Failure is not an option.” This time, almost 200 packages were picked up by Federal Express couriers, flown to Memphis, and then shipped to 25 U.S. cities, including Chicago, Detroit, New Orleans, and Cleveland.

By the end of June, Federal Express was shipping more than 1,000 packages daily to almost 35 cities, having expanded its service to cover Boston, Wichita, Baltimore, and other locations. But the company’s finances were so unstable that one pilot used his personal credit card to cover the landing fees at an airport, and a courier sold his watch to help pay for fuel for the van. At one point, when only \$5,000 remained in the corporate account on a Friday evening and a \$24,000 fuel bill was due the following Monday, Smith took the last of the money to Las Vegas, where he tried to win more by gambling. On Monday morning, there was almost \$32,000 in the account.

Despite Smith’s lucky winnings, the company was dangerously behind on its bills and on the brink of bankruptcy. Relief arrived on November 13, 1973, when a venture capital group invested \$24.5 million in Federal Express and guaranteed long-term loans for another \$27.5 million. With cash in hand, Smith signed bonus checks for all of his employees.

But then oil-producing nations such as Saudi Arabia, Iran, and Iraq decided to place an **embargo**¹ on oil, causing a fuel shortage all over the world. In the U.S., fuel prices soared. Federal Express had to negotiate an **allocation**² of fuel with the government and find a supplier able to provide more than 4 million gallons (15 million l) for the next year’s flights. With fuel flowing from Exxon, Federal Express shipped more than 100,000 packages a month during the 1973 holiday season. By the middle of 1974, Federal Express was shipping more than 10,000 pieces a day—and most of them were arriving on time, thanks to Smith’s insistence on superior customer service at every level.

1 embargo: 禁运

2 allocation: 分配; 配给



"At FedEx, our people and our culture distinguish us from the competition—and we are particularly proud of our unique focus on service and innovation."

FRED SMITH, FEDEX FOUNDER

FedEx's success—from its start to today—has always depended upon swift and careful package sorting

FEDEX

