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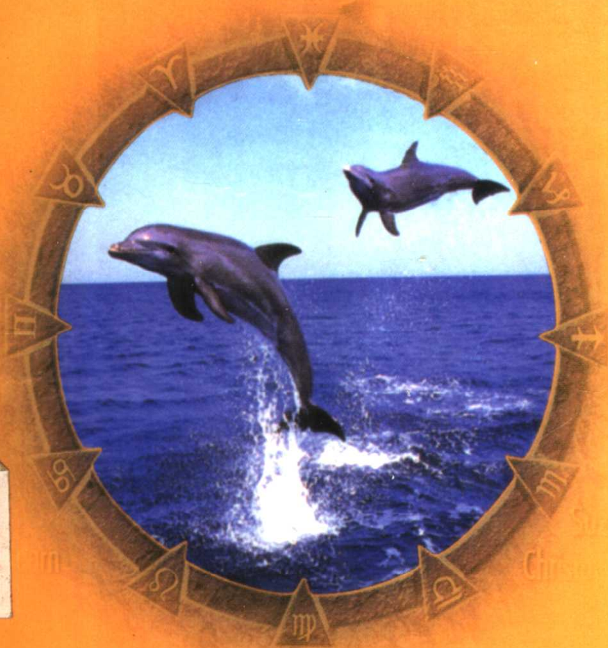
世界经济论坛英语经典演说辞



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世界经济论坛英语经典演说辞

项菁　编著

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丛书致读者

从蒙昧时代到文明社会，人类一直怀有一种根深蒂固的热望，那就是实现与他人的交流与沟通。尤其是在今天这样一个信息化时代，人与人之间的交流和沟通就变得更为迫切和重要了。然而，不管人们交流沟通的手段多么先进，但更真切、更生动、更直接、更便捷的方式之一还是演讲。

记得西方的一位哲人曾经说过：**尽管我不同意你的观点，但我愿意用生命维护你讲话的权利**——每个人都希望能够自由地表述自己的意见，阐明自己的观点，而且这种权利必须受到他人的尊重！由此，演讲，成为我们生活中须臾而不可离的一种生存手段。

而真正好的演讲，不只是一种思想的载体，一种交流沟通的手段，更重要的是它表现出了演讲者的道德品格、知识修养、气度风范，因此，从这套丛书中，你应该不仅仅是学习英语语言艺术，更重要的是你学到了英语语言之外的东西——怎样更好地传达你的思想，展示你的人格的独特魅力，与历史上直至今天几乎所有杰出的人物交流对话。——**在得到这套丛书的同时，这种交流和沟通便开始了。**

真诚地希望，你会有许多意想不到的收获！

范希春

2000年6月18日

于中国社会科学院研究生院

目　　录

A Fair Playing Field Needed

【作者简介】

罗伯特·E·艾伦(Robert E. Allen),美国电话电报公司总裁。

【作品原文】

Today I'd like to talk to you about another form of competition that's missing. Not just here in L. A., but across the country. I'm referring to competition in the $90 billion market for local telephone service.

I want to convince you:

That Californians have a big stake in opening up this last and greatest bastion of monopoly in the telephone industry to real competition.

That you have an opportunity to set the pattern for the country and in fact, the world.

And that if you do, you'll play an important role in boosting California's economy and competitiveness.

I know this can be one of those issues that make the eyes glaze over. And I know that most of you don't exactly crave getting even more tele-marketing calls at dinnertime.

So let's start by looking at the bigger picture, and at the forces that are driving the need for more choice and more competition in local service. Those forces all come down to one word: customers. It's customers who are really mounting the assault on the local monopoly, whether they're aware of it or not. They're *doing it by striving to lead fuller and richer lives*, by responding to the economic needs and opportunities around them, and by demanding and *exercising more choice*.

This application echoes what's become a common practice at many restaurants, using pagers to *notify diners that their table is* ready. Now diners can shop in the mall or stroll along Olvera Street instead of being cooped up in a waiting area. Think of it. In all likelihood, the pager signal travels more than 20,000 miles to a satellite and back, so that people can communicate across a few hundred yards. Or consider the way people are using cellular technology so they can get on with their lives, even if they're backed up for hours where the 5 and the IO hit the 60 and the IOI.

I've heard about one fellow who calls his wife every day on the way home from work and talks for an hour. It seems that they and the children all arrive home at about the same time.

By then there's too much uproar to get a word in edgewise, so the couple use the cellular phone for some quiet time together.

We're living in a society where people have never been more active and on the move, and where they've never had more need to keep in touch. Where families often have more hanging on the outside of their refrigerators than inside.

People, especially young people, are learning to mix and match what would have seemed a fantastic array of communications technologies just a few years ago. They're leading very complex lives. But they prize convenience and simplicity at the same time, just as they do with their other shopping choices.

They want all their communications and information services at their fingertips and always easier to use. But they want their provider to spare them the details.

AT&T found that out with the AT&T One Rate Plan for Long Distance. The plan offers a fiat 15-cent-a-minute rate any time of the day. Millions of consumers are signing up, even when we tell them that, given their particular calling patterns, other plans might save them a little more.

Because they want to simplify their lives.

Of course, the demand for simplicity goes much further. Many consumers say they want one provider and one bill for all their communications services, for wireless, local service, long distance, Internet access and so on. And when competition really takes hold across the entire industry, a provider's success will depend on how well its people bundle and deliver the exact mix of services that each consumer demands.

I've been emphasizing consumers, because they drive everything else. But the business applications of information technology are every bit as exciting and innovative.

Business customers are demanding their own equivalent to the consumer's demand for convenience and simplicity. Increasingly, they want solutions that enable them to extract rapid benefits from information technology.

AT&T is developing a range of solutions for companies big and small—for example, packages of services and hardware for people starting a new business, setting up a toll-free call center, or automating financial transactions over the phone. Recently, we introduced a bundle called the Web Marketing Solution. It includes all the critical elements for doing business over the Internet: access, hosting, advertising and one-stop customer care.

A fun thing about this offer is that it's one more way of encouraging the tremendous proliferation of niche players, and customer choice, on the Web.

There's a company called GolfWeb that offers 35,000 pages of information about golf, including current conditions at 19,000 golfcourses. It seems its money from advertising placed by the companies like Bank America and AT&T.

There's another company in Florida called the Aquatic Connection that put up a Web site and boosted its mail order sales of tropical fish by thiny percent.

The Internet is just in its infancy, and the Information Age is just as much in its infancy as the Internet. This may seem strange to say, almost 50 years after the invention of the transistor at AT&T Bell Laboratories.

But most experts agree that information technology has yet to drive the massive economic uplift that steam, the railroads and electrical power delivered years ago. Computers and telecommunications equipment already account for fully 25% of total business investment these days, and the percentage is rising constantly. But the most revolutionary changes and the greatest rewards lie ahead.

A lot is at stake, especially for Californians. Californians need to stay on the first frontier of information technology. Your comparative advantage isn't your cost of doing business or your cost of housing. It's not just your climate and strategic location on the Pacific Rim. Most important, it's the extraordinary creativity of your people and culture, the lure for talent that's made Southern California the entertainment capital of the world, and the spirit of enterprise that's spread Silicon Valley beyond its natural borders all the way to Mexico.

You're first in virtually all the industries that develop or deploy information technologies, electronic chips, software, and systems; finance, aerospace and entertainment. And one of the ways you'll stay there is by ensuring that you have the communications seedbed, and the choices, necessary to support the next wave of growth in the information industry. That means having real competition in local service. The Wall Street Journal recently ran a cartoon that showed a young businessman sitting at a bar. And he was saying to the bartender: "I've got a beautiful wife, three wonderful children, a great job, but I'm not happy with my long distance provider."

Well, that young man can solve his problem pretty fast. Millions of customers switch long distance carriers every month. On the other hand, if he's not happy with his local telephone service, he might as well just have another drink and forget about it.

GTE and Pacific Bell face no competition at all in local service. What's more, they're the gatekeepers to your home and office phones. Every year, long distance carriers and cellular companies pay billions of dollars to the local companies across the U. S. to access your phones, more than it costs the local companies to provide the service.

Competition in the long distance industry has brought long distance prices down by almost 70 percent since 1984, much more if you discount for inflation. More than 500 companies are competing, and they've introduced a wealth of new digital services. Because of this competition, the U. S. enjoys the most advanced telecommunications services in the world.

Meanwhile, without the spur of competition, the local companies have studied the status . Their prices have hardly budged. Aside from some features like Call Waiting and Caller ID, they've introduced very few new services. They connect your home to their network using the same 3 kilohertz analog circuits and twisted pair of wires, the same basic technology, that Alexander Graham Bell patented in 1881 !

ISDN is a technology created more than 10 years ago. It more than triples the speed you can send and receive information over the Internet using the fastest modems. But in the local monopoly markets, ISDN has been slow in coming, and often quite expensive when it does arrive. By the way, please understand that I'm not questioning the intelligence and good will of the companies providing your local service. In fact, some 10 years ago, I was one of them.

What I'm questioning is the public policy and the regulatory apparatus that define the environment where the local companies must live and respond. It's not an environment that stimulates, or sometimes even allows, innovation and customer choice.

What promotes innovation and customer choice are public policies that promote competition. As usual, California has been in the vanguard of those who see the need for change. All the way back in 1993, the California Public Utilities Commission said it would open all telecom markets to competition by January 1, 1997. They adopted some preliminary rules for local competition in 1995.

Then the U.S. Congress passed a historic piece of legislation last February, the Telecommunications Act of 1 996. In effect, it declares the local markets open to competition. And it says that companies that were in the old Bell System, like the Pacific Bell, could enter long distance ... but not until they meet a checklist of conditions that prove they face real competition in their local markets.

This has set off a whirlwind of activity by the companies that want to enter the 90—billion—dollar local market across the U.S. AT&T has filed to provide local service in all 50 states. We've already gone into arbitration with 53 local carriers, including Pacific Bell and GTE. Last Monday the California Public Utility Commission issued a decision that we disagree with, on several counts. More about that in a minute.

But, AT&T has filed a tariff to provide local service to residential customers in PacBell territory. And yesterday, we began marketing it to customers in Sacramento. One of our goals is to make sure that our systems work smoothly with PacBell's. Once they do, we plan to offer local service to consumers throughout the state.

AT&T is also working on local service offers for businesses that we'll be announcing soon.

But no one will compete successfully against an entrenched monopoly unless regulators follow the letter and spirit of the new Telecommunications Act in setting the rules for competition. Saying that a monopoly is open to competition doesn't make it so, certainly not when it's been entrenched and protected by government fiat for at least 60 years.

Unfortunately, it's a totally unnatural act for monopolists to give up their monopoly. Their culture conditions them to believe that their entire market belongs to them as a matter of right. And they fight tooth and nail to keep it all. They may even consider it to be in their shareholders' interest. I happen to be a reformed monopolist, a monopolist who changed. And as a reformed monopolist, my experience tells me that monopolists won't change unless the regulators require them to.

The Telecommunications Act requires that GTE open its local markets along with all the other local players. But by a nuke in the Act, GTE can and, in fact, has entered the long distance markets in California and 27 other states where it provides local service.

Unlike the old Bell companies, it doesn't have to meet the law's guidelines for competition. GTE has almost no incentive to change, so naturally it's fighting the hardest of all the local monopolies to wall off competitors. I won't bore you with all the issues that we think government must address in order to create competition soon enough for the living to enjoy the benefits. Let me just mention a few that should make clear why we want your help, as leaders of public opinion.

One of the most contentious issues involves the wholesale pricing of local services by the established carrier. There are numerous ways for new competitors to enter the local services market, including building their own local network facilities, which AT&T is already doing in downtown Chicago.

But, right now, the most practical way to reach the majority of local customers is through reselling the services of the established local exchange companies. New competitors would add value through combining the services they buy with their own services . But you can only afford to resell services if you get reasonable wholesale prices from the established carrier.

Unfortunately, in California yesterday, the arbitrators set discounts of just 17 percent for PacBell and 7—to—12 percent for GTE. These are among the smallest proposed in the nation. Other states have proposed discounts of 22—to—25 percent. And, back in the mid—80s, when the FCC really wanted to start competition in the long distance markets, it required AT&T to give discounts of 40—to—50 percent to MCI, Sprint and other competitors .

Another difficult issue involves electronic interfaces. Those are the electronic hook ups that a new entrant needs to establish between its own computer systems and the systems of the established carrier in order to serve its customers.

The Federal Telecommunications Act requires the local exchange carriers to provide these interfaces, but they're a fertile ground for dispute and delay.

The main thing to remember is that the Act requires the states to enforce the law. Again, unfortunately, the decision Monday falls far short of that goal. So we're calling on California to provide referees with teeth. Referees who aggressively adjudicate disputes and monitor compliance with the law. Referees who focus on the ultimate goal, promoting competition and promoting customer choice in an industry that's vital to California's competitiveness.

Your regulators need to rethink what they said on Monday. There's still a tremendous amount of work to do. And even if everyone cooperates 100 percent, there are enormous technical issues to son through. This will take a while. Don't expect anyone to come up with a single golden answer and cry, "Eureka."

But it's a subject that demands the constant attention of everyone with an interest in the future of California. No one could expect you to master the details, but I do urge you to insist that your legislators and government officials honor the full force and intent of the Telecommunications Act.

If that happens, we'll have full competition in the communications market. And full competition is the best way to insure that customers get the full benefits of the Information Age, in-California and across this country.

Thank you very much.

Corporate Restructuring in Korea: Hyundai's Experience

【作者简介】

郑周永，韩国现代集团创始人。

【作品原文】

Good afternoon, Ladies and Gentlemen, It is my great honor to take part in this wonderful gathering today. And I am delighted to share with you the progress in corporate structural reform that Korea has accomplished over the last year. My speech today covers three interrelated issues. First, the remarkable economic recovery in Korea; Second, Korea's overall corporate restructuring programs and progress to date; And third, the restructuring experience of the Hyundai Business Group as a vivid case for corporate structural reform for your better understanding. Truly, the world is moving towards the New Millennium. In the midst of the advancement, each Asian country had to confront with severe economic crisis. I am pleased to see that most economies in Asia have recovered from financial crisis faster than expected, and that the instability in other regions of the world has largely abated.

Since the beginning of the economic crisis, Korea has spared no efforts in overcoming the crisis. It has continuously implemented structural reform, awaking the potential of the Korean economy, so as to build a foundation for sustainable growth. The effect of restructuring began to come out and an economic rebound has been achieved recently, demonstrating the vitality of the Korean economy. Thanks to the resolve and hard work of the Korean people and the government's appropriate policy directions, Korea's economic recovery has been remarkable. GDP growth recorded 7.3% for the first half of this year and is expected to be around 7% for the year as a whole. Other major macro-economic indicators show equally favorable developments, including a historically low inflation rate of 0.7% during the first eight months of this year. Korea's foreign exchange reserves have reached record-high levels, rising dramatically from near depletion at the outset of the crisis to more than $ 65 billion. The large current account surpluses and the active capital inflows contributed to the rapid build-up of reserves. A significant improvement has also been made in Korea's financial markets. Interest rates have almost declined to the single digit range, and the stock market index has nearly doubled this year, recovering above pre-crisis levels. These conditions coupled with the on-going financial reform have translated into an environment conductive for corporate sector reform, particularly for the rapid improvement of debt-to-equity ratios. The success of corporate restructuring is crucial for enhancing the overall competitiveness of the Korean economy and achieving international credibility. Hence, corporate sector reform represents the core of Korea's structural reform agenda in the wake of the financial crisis two years ago. The structural reform policy in Korea has been guided by the so-called "Four plus One" principle. "Four plus One" refers to the restructuring in four sectors, namely; corporate, financial, public sector, and labor market; plus, market opening via liberalization policy as reflected in Korea's new foreign investment regime. Korea's reform program is aimed at improving efficiency, accountability and transparency in the economy, and is intended to build the new foundation for sustainable and equitable growth, and long-term prosperity. Concerning the implementation of corporate sector restructuring this year, it has been carried out under the framework agreed upon between the government, creditor banks and business leaders.

The agreed—upon framework spelled out "five principles of corporate reform", including elimination of cross debt—guarantees by the beginning of 2000, reduction of debt—to—equity ratio below 200% by the end of 1999, enhancement of managerial transparency, concentration on core competence, and improvement of management responsibility. In the process, creditor banks and concerned private businesses led the way, with the government playing just a catalytic role. The corporate restructuring in Korea is composed of three main categories: the improvement of financial structure, business structure and enhancement of corporate governance. This framework for action was recently further strengthened in order to accelerate corporate restructuring. In the first place, let me elaborate on the improvement of financial structure. The Korean big business groups are gradually building up sound and stable financial structures to reduce debt—to—equity ratios through various means such as selling assets, company disaffiliation, and issuing new shares and the like. As a result, the debt—to—equity ratios of most big business groups have sharply decreased. Secondly, for the improvement of business structure, the big business groups are reshuffling their business structures so as to concentrate on their core businesses with core competence. Consolidation, sales of subsidiaries, mergers & acquisitions and business swaps known as "big deals" are currently being pursued and corporate, workout programs are actively being undertaken. Thirdly, I want to talk