



普通高等学校“十二五”规划教材·经管核心课

商务英语阅读

主 编 曹小露 赵旭东

Business English Reading



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前 言

《商务英语阅读》全书共分8个单元,涉及公司、顾客、产品、广告、营销、人才、金融、公关商务主题,题材广泛,角度新颖,内容丰富,实用性强。每单元4篇文章,围绕同一主题,合理设置篇幅。每篇文章均配有生词和背景知识注释,系统培养学生商务相关主题基础知识,并设计了多样化的练习题,帮助学生更深入透彻地理解文章内容,提高阅读效率和商务翻译能力。

所选文章均源自有影响力的重要英语报刊和网站,语言地道,原汁原味,难度适中,适用对象广。文章选材尤其注重时效性、启发性和趣味性,新颖的商务理念、先进的企业文化、热门的全球话题能够提高学生阅读的兴趣,激发他们进一步拓展阅读的欲望。每单元都附有与该主题相关的商务专业词汇列表,方便学生集中查阅记忆,系统掌握商务英语基本词汇及表达方式,获取相关知识信息。

对于有志于从事外贸行业的学生来说,学英语不仅要打好语言基本功,还要广泛阅读商务、经贸方面专业教材,以及英美报刊,了解商务英语特点,接触真实的商务案例,培养跨文化商务沟通能力。《商务英语阅读》适合用作高等院校外语、经贸、管理等专业教学教材,使学生在商务语言水平和商务知识方面均有所提升。

由于编者水平以及时间有限,书中难免会有瑕疵和错误,真诚欢迎专家和读者批评指正。

编者

2015年5月

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Module One Company

Lesson 1 For Breakthrough Innovation, Focus on Possibility, Not Profitability

More than 15 years after its founding, Google remains a company that inspires profound admiration—and at times, a bit of confusion.

The company is currently investing in self-driving cars, a futuristic idea that some people believe will never be achieved. It's also rolling out Google Glass, a wearable computing device that's inspired skepticism and some mockery.

The derision is misplaced. As someone who's been involved in marketing breakthrough innovations, I'm convinced Google's approach is the right one. Google is focused on possibility rather than profitability—a mindset that's necessary to create innovations that transform categories. Many breakthrough innovations I've led have suffered when I've let the profitability mindset creep in. Google should be admired for first setting out to answer the question: "Is this possible?"

Successful innovations programs create a balance between the probable/profitable short-term programs and the possibility programs that challenge the status quo. Unfortunately, most companies are organized and focused on the probable/profitable short term, and therefore miss the potential of breakthrough innovation that comes from being focused on the possible. This is frequently how well-established category leaders miss opportunities that transform their categories.

Programs that transform take patience. Speed to market, probability of quick return, and profitability mindset have to take a backseat to truly delivering a product that delights the consumer in every aspect. My perspective on this comes from my own experience.

At Keurig, the pod-based coffee company where I worked as president for six years, sales grew at a 61% compound annual rate, propelling Keurig Green Mountain from \$500 million to \$4.5 billion in net sales from 2008 to 2013. Keurig machines sit on the counter in more than 18 million households. Most people think that Keurig just recently appeared. But in fact, Keurig was founded more than 15 years ago. The first machines were sold in 2000.

Today, The brewers cost \$100 or \$150, still a significant premium to the standard drip coffee maker. But what many people forget is that in its early years, Keurig brewers cost \$900 a piece. Early K-cups were made by hand. Keurig opted to start out in the office coffee market, not the consumer market. That made the \$900 price point competitive and acceptable. The whole approach to the office became a way to commercialize the design quicker and to gain consumer experience as the company drove the brewer down the cost curve. The wider diversity of coffee drinkers in an office (vs. a single consumer household) planted the seeds of the importance of having an ecosystem of brands beyond our own. This led to the variety and partnering strategy that has been at the core of Keurig's success. Today, Starbucks, Dunkin' Donuts, Folgers, Caribou, Peets, and Snapple, to name just a few, participate as partners in the system. It's the only brand of single serve that offers a wide variety of brands of coffee and roasts, along with other beverages.

If the company's founders and early leaders had focused on profitability instead of possibility, I'm not sure the system would have been as successful. And they certainly wouldn't have invited the competition to share in the system to maximize the variety. Variety accelerated the growth. It was the vision of transforming the way consumers make coffee that took them on the decade long journey to success, growth and profitability.

Possibility sharply focuses on the scope of the breakthrough innovation. If the only question is "Is it possible to make it?", then that question defines who you bring onto the team both from a capability standpoint (Can this person help us figure it out?) and from a character standpoint (Specifically: Does this person bring an optimistic or pessimistic perspective?). People who make great leaders of breakthrough innovation programs always ask the "what if" question. It frees you to look for talent and resources beyond your company—who are the partners who will share your vision, who bring incremental talent and cross-category perspectives to make this work.

One of the key ingredients to the possibility mindset is the addition of truly understanding what the consumer wants. The question isn't just "Is it possible to make it?" but "Is it possible to make exactly what your specific target consumer wants?" In contrast, the profitability mindset shuts down ideas and shortcuts the process. It stifles creativity and likely limits the team to only those ideas, capabilities, business models, and resources already inside the company.

Once the original "Is it possible" question has been solved for, the trick is to apply the

same optimistic, focused thinking to the commercialization process. Now that we know it is possible to make, is it possible to make smaller, faster, better, and more cost effectively?

The opportunity is to create a win-win: Create something that is right for the consumer and by doing this, transform a category and create a long-term sustainable growth opportunity for the company.

Google is looking at “possibility” with Glass and self-driving cars. Both may seem like strange or silly innovations today, but over time they could turn into true breakthroughs and gain wide acceptance.

Glossary

profitability	<i>n.</i>	获利(状况), 盈利(情况)
skepticism	<i>n.</i>	怀疑
mockery	<i>n.</i>	嘲笑, 嘲讽
derision	<i>n.</i>	嘲笑, 嘲讽
mindset	<i>n.</i>	观念模式, 心态
status quo	<i>n.</i>	现状
propel	<i>vt.</i>	推进, 推动
brewer	<i>n.</i>	咖啡机
commercialize	<i>vt.</i>	使商业化, 使供应市场
incremental	<i>adj.</i>	增加的
accelerate	<i>vt.</i>	(使)加快, (使)加速
stifle	<i>vt.</i>	遏制, 扼杀
sustainable	<i>adj.</i>	可持续的

Notes

Google: Google is an American multinational corporation specializing in Internet-related services and products. These include online advertising technologies, search, cloud computing, and software. More than 70 percent of worldwide online search requests are handled by Google, placing it at the heart of most Internet users' experience. Its headquarters are in Mountain View, California.

Google began as an online search firm, but it now offers more than 50 Internet services and products, from e-mail and online document creation to software for mobile phones and tablet computers. In addition, its 2012 acquisition of Motorola Mobility put it in the position to sell hardware in the form of mobile phones. Google's broad product portfolio

and size make it one of the top four influential companies in the high-tech marketplace, along with Apple, IBM, and Microsoft. Despite this myriad of products, its original search tool remains the core of its success. In 2011 Google earned 97 percent of its revenue through advertising based on users' search requests.

Self-driving car: An autonomous car, also known as a driverless car, driver-free car, self-driving car or robot car, is an autonomous vehicle capable of fulfilling the transportation capabilities of a traditional car. As an autonomous vehicle, it is capable of sensing its environment and navigating without human input. Robotic cars exist mainly as prototypes and demonstration systems. As of 2014, the only self-driving vehicles that are commercially available are open-air shuttles for pedestrian zones that operate at 12.5 miles per hour (20.1 km/h).

Autonomous vehicles sense their surroundings with such techniques as radar, lidar, GPS, and computer vision. Advanced control systems interpret sensory information to identify appropriate navigation paths, as well as obstacles and relevant signage. Some autonomous vehicles update their maps based on sensory input, allowing the vehicles to keep track of their position even when conditions change or when they enter uncharted environments.

Google Glass: Google Glass is a type of wearable technology with an optical head-mounted display (OHMD). It was developed by Google with the mission of producing a mass-market ubiquitous computer. Google Glass displays information in a smartphone like hands-free format. Wearers communicate with the Internet via natural language voice commands. Google started selling Google Glass to qualified "Glass Explorers" in the US on April 15, 2013 for a limited period for \$1,500, before it became available to the public on May 15, 2014 for the same price.

Google provides four prescription frame choices for \$225.00 and free with the purchase of any new glass unit. It is necessary to remove a small screw in order to move the Google Glass from one frame to another. Google entered in a partnership with the Italian eyewear company Luxottica, owners of the Ray-Ban, Oakley, and other brands, to offer additional frame designs.

Keurig Green Mountain, Inc. : As a leader in specialty coffee, coffee makers, teas, and other beverages, Keurig Green Mountain, Inc. is recognized for its award-winning beverages, innovative Keurig brewing technology, and socially responsible business practices.

Keurig is a wholly owned subsidiary of Green Mountain Coffee Roasters, Inc. , and sells many of their coffee varieties as K-Cups. The company offers over 100 different coffee selections, including certified organic, Fair Trade Certified, estate, specialty blends and flavored coffees that sell under the company's and Newman's Own Organics brands.

Dunkin' Donuts: Dunkin' Donuts is an American global doughnut company and coffeehouse chain based in Canton, Massachusetts. It was founded in 1950 by William Rosenberg in Quincy, Massachusetts. Since its founding, the company has grown to become one of the largest coffee and baked goods chains in the world, with 11,000 restaurants in 33 different countries. The chain has grown to include over 1,000 items on their menu, including doughnuts, bagels, other baked goods, and a wide variety of hot and iced beverages.

The company primarily competes with Starbucks, as over half the company's business is in coffee sales. Dunkin' Donuts also competes with Krispy Kreme Doughnuts, as both companies sell doughnuts and coffee. The company also competes locally with Honey Dew Donuts, another popular Massachusetts-based coffee and doughnut chain.

Exercises

I . Answer the following questions.

1. What is Google focused on?

2. Why can't some companies manage to create breakthrough innovations?

3. How much did Keurig brewers cost in its early years?

4. What kind of people are needed for breakthrough innovations?

5. What is the author's attitude towards Google's innovations?

II . Translate the following phrases and sentences.

A. From Chinese to English

1. 无人驾驶汽车

2. 谷歌眼镜 _____
3. 复合年增长率 _____
4. 成本曲线 _____
5. 突破性创新产品 _____

B. From English to Chinese

1. roll out _____
2. wearable computing device _____
3. to take a backseat _____
4. to name just a few _____
5. single serve _____
6. capability standpoint _____
7. character standpoint _____
8. the possibility mindset _____
9. the profitability mindset _____
10. win-win _____
11. The derision is misplaced. As someone who's been involved in marketing breakthrough innovations, I'm convinced Google's approach is the right one. Google is focused on possibility rather than profitability—a mindset that's necessary to create innovations that transform categories. Many breakthrough innovations I've led have suffered when I've let the profitability mindset creep in.

12. Programs that transform take patience. Speed to market, probability of quick return, and profitability mindset have to take a backseat to truly delivering a product that delights the consumer in every aspect. My perspective on this comes from my own experience.

13. If the company's founders and early leaders had focused on profitability instead of possibility, I'm not sure the system would have been as successful. And they certainly wouldn't have invited the competition to share in the system to maximize the variety. Variety accelerated the growth.

14. One of the key ingredients to the possibility mindset is the addition of truly understanding what the consumer wants. The question isn't just "Is it possible to make it?" but "Is it possible to make exactly what your specific target consumer wants?". In contrast, the profitability mindset shuts down ideas and shortcuts the

process. It stifles creativity and likely limits the team to only those ideas, capabilities, business models, and resources already inside the company.

15. The opportunity is to create a win-win; Create something that is right for the consumer and by doing this, transform a category and create a long-term sustainable growth opportunity for the company.
-

III. Translate the following passage into Chinese.

A Powerful Vision, a Powerful Mission

We've blended the disruptive innovation of a leading-edge technology company with the consumer focus of a socially conscious, premium coffee company. That combination creates the ultimate beverage experience because:

We take a fresh approach to beverage-making, passionately believing all consumers deserve to drink for themselves.

With the touch of a button, we enable consumers to self-create high-quality beverages that personally satisfy any in-the-moment beverage need, as well as those of their families and guests.

As a 21st century beverage business, we are rethinking it all. We're not just looking toward the future, we're actually defining it. We've blended the disruptive innovation of a leading-edge technology business with the consumer-centricity of a socially-conscious packaged goods company.

Believing in personal choice, we've opened up our system to other beverage partners, giving their brands a profitable new means to reach and delight their consumers, as we do ours. And we collaborate with our retail partners to ensure their shoppers drink up this new world of choice.

Personal satisfaction requires knowing that you are part of something good, so we've set ambitious sustainability goals designed to ensure our approach has a net positive effect on the world.

In helping the world drink for themselves, we can brew a better world.

Lesson 2 Tencent's Worth

Is Tencent one of the world's greatest Internet firms? There are grounds for scepticism. The Chinese gaming and social-media firm started in the same way many local Internet firms have: by copying Western success. QQ, its instant-messaging service, was a clone of ICQ, an Israeli invention acquired by AOL of America. And unlike global Internet giants such as Google and Twitter, Tencent still makes its money in its protected home market.

Yet the Chinese firm's stockmarket valuation briefly crossed the \$100 billion mark this week for the first time. Given that the valuation of Facebook, the world's leading social-media firm, itself crossed that threshold only a few weeks ago, it is reasonable to wonder whether Tencent is worth so much. However, Tencent now has bigger revenues and profits than Facebook. In the first half of this year, Tencent enjoyed revenues of \$4.5 billion and gross profits of \$2.5 billion, whereas Facebook saw revenues of \$3.3 billion and gross profits of \$935 m.

The Chinese firm's market value reflects the phenomenal rise in its share price. A study out this week from the Boston Consulting Group found that Tencent had the highest shareholder total return (share-price appreciation plus dividends) of any large firm globally from 2008 to 2012—topping Amazon and even Apple.

Tencent has created a better business model than its Western peers. Many Internet firms build a customer base by giving things away, be they search results or social-networking tools. They then seek to monetise their users, usually turning to online advertising. Google is a glorious example. Other firms try to make e-commerce work. But as the case of revenue-rich but profit-poor Amazon suggests, this can also be a hard slog.

Tencent does give its services away: QQ is used by 800 m people, and its WeChat social-networking app (which initially resembled America's WhatsApp) has several hundred million users. What makes it different from Western rivals is the way it uses these to peddle online games and other revenue-raising offerings.

Once users are hooked on a popular game, Tencent then persuades them to pay for “value-added services” such as fancy weapons, snazzy costumes for their avatars and

online VIP rooms, whereas its peers are still making most of their money from advertising. Fathom China, a research firm, reckons Tencent gets 80% of its revenues from such kit.

This year China has overtaken America to become the world's biggest e-commerce market, in terms of sales. It is also now the biggest market for smartphones. This means it may soon have the world's dominant market in "m-commerce," purchases on mobile devices.

Tencent's main rivals in Chinese m-commerce are Baidu, which dominates search on desktop computers (helped by the government's suppression of Google) and Alibaba, an e-commerce giant now preparing for a huge share offering. All three have gone on acquisition sprees, in an attempt to lead the market. The big worry for investors is the cost of this arms race.

Alibaba recently invested \$300 m in AutoNavi, an online-mapping firm, and nearly \$600 m in Sina Weibo, China's equivalent of Twitter. Baidu has been even more ambitious, spending \$1.85 billion to buy 91 Wireless, the country's biggest third-party store for smartphone apps, and \$370 m for PPS, an online-video firm.

Tencent may have an edge over its two rivals in m-commerce because of the wild popularity of WeChat, which is used on mobile phones. But to ensure it stays in the race, it is also spending heavily. On September 16th it said it will spend \$448 m to acquire a big stake in Sogou, an online search firm; it plans to merge its own flagging search engine (aptly named Soso) into the venture. It had previously invested in Didi Dache, China's largest taxi-hailing app, and is rumoured to be interested in online travel and dating firms too.

The three Goliaths are buying up innovative firms because they are too big and bureaucratic to create things themselves, mutter some entrepreneurs (presumably not those being bought out handsomely). A more pressing worry for Tencent's shareholders is that its lavish spending, on top of heavy investment in improving its unimpressive e-commerce offerings, will eat into profits. Worse, the m-commerce arms race risks distracting it from gaming and value-added services, the cash cows that are paying for everything else. A \$100 billion valuation might then seem too rich.

Glossary

ground

n.

理由, 根据

scepticism	<i>n.</i>	怀疑
clone	<i>n.</i>	克隆, 复制
threshold	<i>n.</i>	门槛
revenue	<i>n.</i>	收入, 营业额
phenomenal	<i>adj.</i>	显著的, 非凡的
appreciation	<i>n.</i>	升值, 增值
dividend	<i>n.</i>	红利, 股息
peer	<i>n.</i>	同行
monetise	<i>vt.</i>	货币化
resemble	<i>vt.</i>	与……相像, 类似于
rival	<i>n.</i>	对手, 竞争者
peddle	<i>vt.</i>	兜售, 叫卖
snazzy	<i>adj.</i>	时髦的, 艳丽的
avatar	<i>n.</i>	化身
suppression	<i>n.</i>	压制, 抑制
edge	<i>n.</i>	优势
flagging	<i>adj.</i>	衰弱的, 萎靡不振的
goliath	<i>n.</i>	巨人
bureaucratic	<i>adj.</i>	官僚的
mutter	<i>vt. & vi.</i>	咕哝, 抱怨
entrepreneur	<i>n.</i>	企业家
lavish	<i>adj.</i>	过分慷慨的, 非常浪费的

Notes

Tencent: Tencent Holdings Limited is a Chinese investment holding company whose subsidiaries provide mass media, entertainment, Internet and mobile phone value-added services, and operate online advertising services in China. Its headquarters are in Nanshan District, Shenzhen.

Tencent's many services include social network, Web portals, e-commerce, and multiplayer online games. Its offerings include the well-known (in China) instant messenger Tencent QQ and one of the largest Web portals in China, QQ.com. Mobile chat service WeChat has helped bolster Tencent's continued expansion into smartphone services.

It is the fourth-largest Internet company in the world after Google, Amazon, and Ebay as of April 2014. In 2012, Tencent's revenue outstripped Facebook's by over \$2 billion. In September 2013, Tencent's market valuation rose to US \$101 billion, nine years after going public.