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Feature Article 特别关注

Talking Shop

生财有道

Opinion 个性观点

To Errand Is Human

人非圣贤，孰能无“杂事”

Color Spots 调色板

“Comedy Is Acting out Optimism”

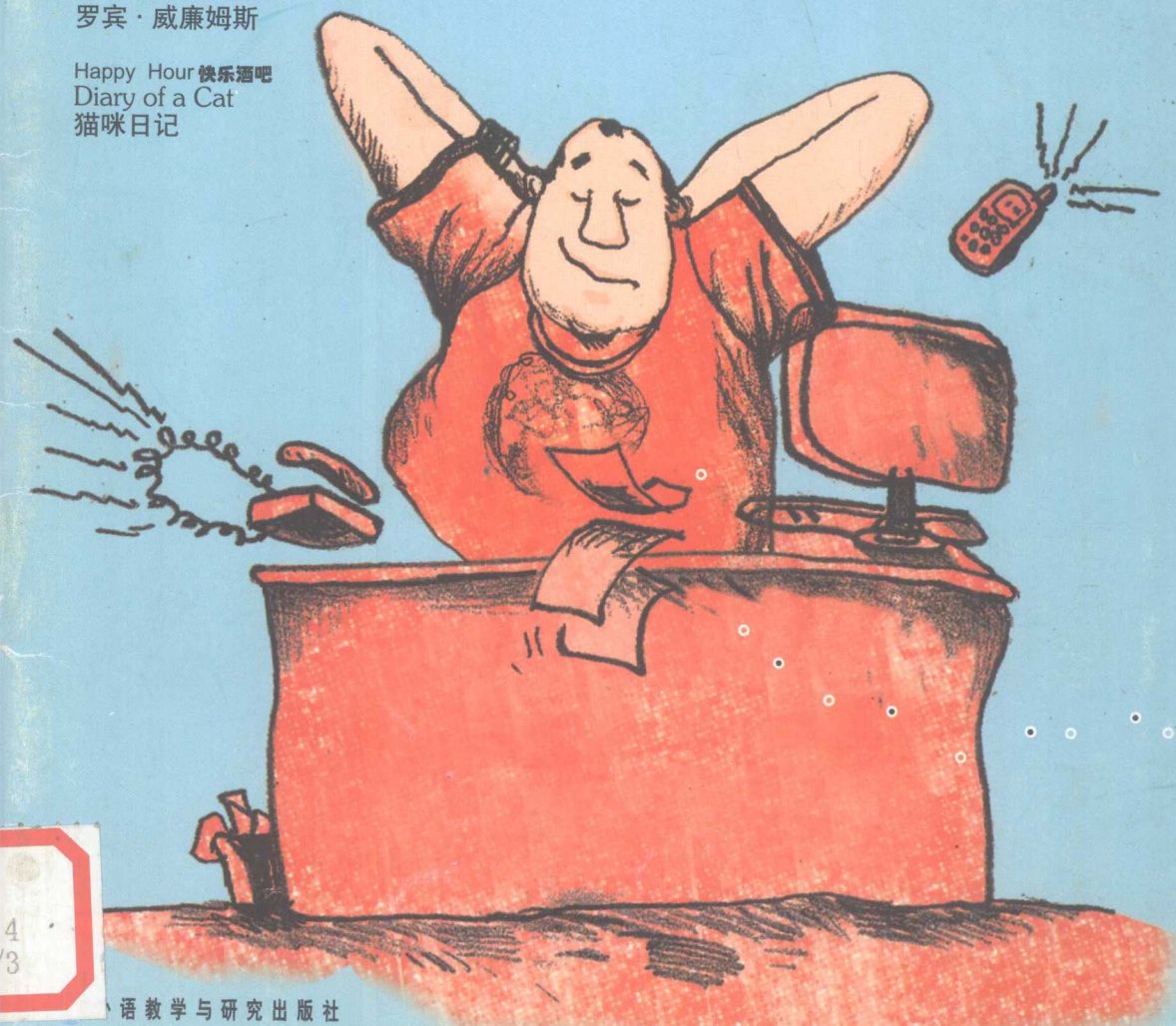
—Robin Williams

罗宾·威廉姆斯

Happy Hour 快乐酒吧

Diary of a Cat

猫咪日记



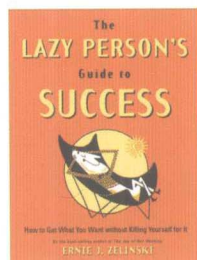
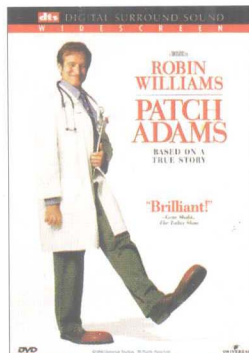
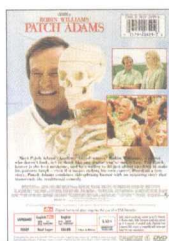
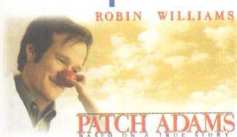
Patch Adams

— "Good Health Is A Laughing Matter"

《当医生》(罗宾·威廉姆斯主演)

A "crazy" doctor Patch Adams firmly believes that a hospital should be a place where doctors and nurses not only diagnose and remedy illness and disease but also comfort and cheer up people who suffer from the process. Against the rules of the hospital, Patch Adams tries every way to connect with and understand the patients. He brings laughter to the solemn wards and satisfies every patient's specific need so that hospitalization is no longer a serious and terrible matter to them.

The film is based on true experiences of Hunter Doherty Adams who opened a home-based family medical practice and treated 15,000 people in more than a decade. His book *Gsundheit: Good Health Is A Laughing Matter* influenced people's ideas about medication. (详见内文 P26)



The Lazy Person's Guide to Success: How to Get What You Want Without Killing Yourself for It
By Ernie J. Zelinski

In our workaholic world, we're in desperate need

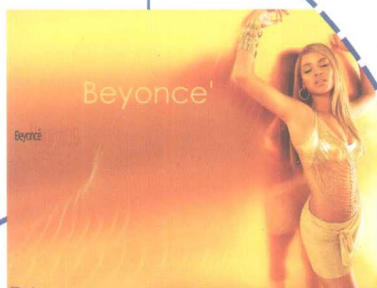
of reminders that the most valuable, productive, and enjoyable moments in our lives are usually those we spend doing the least. Ernie J. Zelinski's secret of success is so simple you'll wonder why you never thought of it yourself: work less, think more. In the best-selling *THE JOY OF NOT WORKING*, Ernie extols the freedoms of joblessness; in *THE LAZY PERSON'S GUIDE*, he shows how to make work more fulfilling and relaxing by redefining success in terms of happiness. Two books in one, the first for the lazy achiever and the second for the truly lazy achiever, this quirky little guide combines humor and wisdom to provide plenty of reasons to sit back, kick your heels up, and use the power of creative loafing to get the most out of life.

调色板



这本书其实是告诉你一个道理，一个懒惰的成功者无非是懂得用适度的勤奋获得最大的幸福。在陀螺般旋转的世界上，一味蛮力并不会助你成功，相反，多一些创造性的思考，才能摆脱桎梏，找到快乐的源泉。做懒惰的成功者，我们可以，创意多一些，操劳少一些，休闲多一些，眼界宽一些。这本书为你提供了若干种阅读它的方法——其中不乏一些懒人的方法。如果你真是个聪明的懒人，那么你一定用别人1/5的时间完全掌握这本书的精华。

Dangerously In Love By Beyonce Knowles



这张专辑收录了Beyonce最近与R&B宗师Luther Vandross对唱的“The Closer I Get to You”，以及和Jay-Z合唱的畅销单曲“Crazy In Love”和“That's How You Like It”。专辑的风格因为众多说唱的明星加入而变得更富有说唱乐的特点。多样的音乐风格也是这张专辑的一大亮点，既有“Naughty Girl”这样的传统R&B歌曲，也有“Hip Hop Star”这样的较突出的说唱风格作品。另一大亮点就是Beyonce这位才女依旧参与了专辑中几乎所有歌曲的创作，而Beyonce多变柔美的嗓音在专辑中得到了全方位的发挥，假声的运用，音色的把握，似乎比她在Destiny's Child的歌曲中更能表现她的演唱才华。

这是Beyonce第一张个人专辑，凭借着Destiny's Child的巨大成功，这张专辑一经推出便遭到歌迷的“哄抢”，成为Billboard 200冠军也就顺理成章。首周31万7千张的销量也让Destiny's Child其他成员的个人专辑黯然无光。



Journey to Aztec and Maya Country (阿兹特克和玛雅)

This isn't so much a vacation as it is an expedition. For four weeks you'll be trekking (长途跋涉), driving, riding, swimming, and exploring everything from the urban jungle of Mexico City to the steamy rainforests of Guatemala (危地马拉). Along the way you will have climbed to the ancient Mayan Templo de las Inscripciones (记铭神庙), spent a week in Belize (伯利兹) to snorkel (使用水下呼吸管潜游), swim and explore jungle rivers, and you will have befriended your true-blooded American Indian guides and anyone else on your expedition.

If you can spare the time, this will be the experience of your life. In fact, once you get back, you won't even know where to begin when people ask you how it was. You'll probably just grin and say, "It was terrific."



北国春迟，到了三月才冒出一点头来。江南应正值草长莺飞，迎春花已然轰轰烈烈地开过了，绿叶也将成荫了吧？本辑的“调色板”中，小编为大家推荐的活动是“Journey to Aztec and Maya Country”，不过想来并非所有的朋友都能 spare the time and money，其实，就算去不到神秘的阿兹特克和玛雅，我们一样可以享受生活的小小乐趣——选个周末，偕三五好友郊游踏青，何尝不是赏心乐事？

春为四季之始，也是生命活力的象征。春天常常令人联想到生命的无限可能。人们习惯以春喻孩童，而以秋喻老人，但本辑的“大人物·小人物”介绍的几位老人却仍然让自己的生命焕发春天般的夺目光彩。希望他们的故事会让你有所得。

“Big Shots”有他们的大事业，“Small Potatoes”也有自己的生活。本辑“个色观点”的三篇文章从不同的角度反映了普通人的生活。*To Errand Is Human*（《人非圣贤，孰能无“杂事”》）让我们看到职业生活的另外一面——白领也不能免俗地需要考虑每日“开门七件事”。*Super Markets Are — Super*（《我爱超市》）与 *Cell Phone Straight Talk*（《手机：想打就打》）则表达了不一般的观点。超市与手机可算维系上班族生活的两大法宝，但也向来落人褒贬。但这两篇文章的作者都旗帜鲜明。《我爱超市》列出了超级市场的种种好处，让人心向往之；《手机：想打就打》则为手机使用者辩护，在公众场合对着手机大声嚷嚷已被公认为不礼貌行为，而作者却理直气壮地说，想打就打！呵呵，颇有点新新人类特立独行的味道。

生活中也会有小小烦恼，跟朋友一起吃饭，谁来买单？相信不少朋友都遇到过这样的尴尬，*I'm Treating (Unless Your Salary Is Higher)*（《我请客（除非你挣得比我多）》）或许可以为你提供一点参考。

看过影片《猫狗大战》的朋友相信都会记住片中对人类忠心耿耿的狗和包藏祸心的猫，本辑的“快乐酒吧”也有一只不一般的猫咪出场，去看看 *Diary of a Cat*（《猫咪日记》）吧！

春天是播种希望的季节，其实对我们这群小编来说，每做一辑《动力英语》都是一次播种。读者的反馈、意见和建议应是我们最宝贵的收获，也会促使我们更好地“播种”。读者朋友，在你读到本辑《动力英语》的时候，别忘了小编们正在期待收获哦！



生活里到底藏着什么?
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作, 还有……

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人们对超级市场向来褒贬不一,不过在本文作者看来,超级市场于人们的生活享受实在是功莫大焉。

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Talking Shop¹

生财有道

■ By Elizabeth Goodgold
■ 愁予译

Wonder what makes shoppers tick? Three retail superstars reveal how to please customers and, more important, how to keep them coming back for more.

Is it a trend or a fad²? Will it sell or wind up on the clearance rack?³ Will it turn my customers on or off?

These are questions retailers face every day. Make the wrong decision, and witness a sales dive. Make the right decision, and become a retail hero.⁴

Assembled here are a diverse group of retailers: ESPN Zone, Starbucks and Anthropologie.⁵ Each one is succeeding because it has discovered an innovative solution to a unique retail problem. Read closely to find out how to target a fickle⁶ customer, develop an enduring brand, create a destination, sell a lifestyle and build a relationship with your clientele.

ESPN Zone: The Power of the Brand

When you step foot into any of ESPN Zone's eight locations, you know you've entered a place like no other. Huge HDTV⁷ screens broadcast nonstop sports, an enormous glacier wall tempts you to climb to the top, and interactive sports games urge you to compete.

This is a world where the ESPN brand is king, and you

1. talk shop: <口>三句不离本行, 谈论自己的工作(或职业)。
2. fad: 一时的狂热, 一时的风尚。
3. 会有销路还是会落得被清仓甩卖的命运? clearance: 清仓减价销售。
4. 错误的决定会导致销量锐减; 正确的决定则会令你变成零售业的明星。dive: 急剧下降。
5. ESPN Zone: ESPN是全球著名体育节目传播网, ESPN Zone是其旗下以体育为主题的连锁餐厅; Starbucks: 星巴克, 目前全球最大的咖啡零售商; Anthropologie: 著名的女装及家居饰品连锁店。
6. fickle: 易变的, 不坚定的。
7. HDTV: = High-Definition TV, 高清晰度电视。

never forget it. From live ESPN TV and radio broadcasts, from the restaurant to its aptly named Season Ticket Holder frequent dining card, the establishment is a veritable shrine to the sports-frenzied fan.⁸

ESPN Zone understands the connection it has with its core audience of males between the ages of 25 and 39. Its menu boasts the ESPN Burger, the Zone Cheesesteak and a full pound of chicken wings. Visitors, of course, have ample opportunity to purchase branded merchandise, allowing them to become walking billboards.⁹



In essence, ESPN and ESPN Zone are one, or, as a retail expert explains, "ESPN Zone has created great synergy between the franchises."¹⁰

If the ultimate goal of branding is to create an emotional relationship with customers, then ESPN Zone has succeeded admirably. It presents a case study of how you, too, can create a retail environment where your brand is reinforced through all five of the senses: Ensure that within all lines of sight your brand name and colors are prominently displayed, choose music appropriate for your target demographics¹¹, tempt your customers to touch the merchandise, encourage sampling in a food-based establishment and (if applicable) infuse the environment with a compelling scent.

Starbucks: Creating a Destination Point

Starbucks CEO Howard Schultz often recalls the moment in Milan, Italy, when he knew he could turn his dream of great coffee within a cafe environment into a destination point selling \$3 cups of java¹². He has created a brand so desirable and a customer base so loyal that the average Starbucks consumer visits a location 18 times per month! But how does Starbucks keep what it internally refers to as "enthusiastically satisfied customers"?

8. 从ESPN电视和电台节目的直播, 从餐馆本身到美其名曰“季票持有人”的常用餐卡, ESPN地带 (ESPN Zone) 餐厅始终是狂热运动迷心中名副其实的圣地。season ticket: (包括某运动队一个赛季所有比赛的) 季票, 套票。
9. 当然, 顾客很可能会购买带有ESPN商标的商品, 成为它的“活广告”。merchandise: 原意是“商品、货物的总称”, 现在该词多指某品牌商品的衍生产品, 例如, 印有ESPN Zone标识的棒球帽、太阳伞等。
10. synergy: (两种或两种以上药物、公司等共同作用时其效果大于各自单独作用之和的) 协同作用, 增效作用; franchise: (公司或制造商给予的在某一地区经营业务的) 特许经营权, 特许经营区。
11. target demographics: 目标人群 (demographics 原指“如年龄、性别等人口统计数据”)。
12. java: <俚>咖啡。



One way is through its friendly environment and comfortable seating, which encourages drinkers to visit with friends, catch up on reading or merely relax.¹³ The recent introduction of

Wi-Fi¹⁴, allowing users at 2,000 stores to connect to the Internet, not only encourages lingering, but is relevant to its cosmopolitan customers.

Just as important, Starbucks continually brews up new ideas. Earlier this year, the company announced a twist on the gift card: It teamed up with Bank One to create a Starbucks credit card that also functions as a rechargeable store card.¹⁵ Its debut of the Artist's Choice CD series, featuring musical talent from Tony Bennett to Sheryl Crow to the Rolling Stones, adds another revenue stream while honing its hip appeal.¹⁶

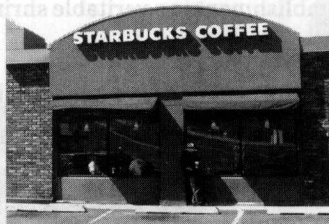
Starbucks has adopted a saturation strategy to offer a convenient way to connect to the brand. It has licensing deals with Kraft for the production and distribution of its

products to grocery stores and agreements with Albertson's Inc. for store-within-a-store concepts. The company also has arrangements with Host Marriott International for airport kiosks and is opening stores virtually next to each other to increase brand awareness, create operational efficiencies and provide faster customer service.¹⁷



Anthropologie: Selling a Lifestyle

Anthropologie doesn't sell merchandise — it sells a lifestyle. Founder Richard Hayne took lessons learned from



13. catch up on: 赶完, 弥补 (耽误的课程、工作等); reading: (美) 学生在课外需要准备的阅读材料。

14. Wi-Fi: Wireless Fidelity, “无线兼容性认证”, 它与蓝牙技术一样, 都属于在办公室和家庭中应用的短程无线传输技术。

15. 今年年初, 公司宣布, 礼品卡将有新改变: 星巴克与第一银行合作, 推出星巴克信用卡, 这种卡同时也可用作不断充值的消费卡。twist: 新花样, 新式样; store card: 原指百货公司或购物中心的购物卡, 此处指星巴克的消费卡。

16. 新推出的(美国)歌手歌曲精选CD系列, 包括托尼·班奈特、雪瑞儿·可洛、“滚石”乐队等音乐天才, 该系列在赢得广泛喜爱的同时又为公司增添了不少收入。Tony Bennett: 托尼·班奈特, 美国上个世纪50、60年代最为著名的歌手; Sheryl Crow: 雪瑞儿·可洛, 上个世纪90年代以来最受欢迎的摇滚乐女歌手之一; Rolling Stones: “滚石”乐队, 美国自1962年以来最受推崇的乐队组合之一。

17. 上文提到的公司分别是: Kraft: 卡夫公司, 北美最大的食品公司; Albertson's Inc.: 阿尔伯特森公司, 全美第二大连锁超市集团; Host Marriott International: 酒店、饭店业的著名公司。kiosk: (供出售香烟、茶点等或供问讯用的) 小亭。

his successful creation of Urban Outfitters¹⁸, which sells hip clothing and accessories for twentysomethings,¹⁹ and transformed them into a concept where the focus is not on the fashion of the moment, but on merchandise that soothes women's souls while getting them to open their pocketbooks.

Anthropologie stores are a carefully orchestrated attack on the senses, from the French music to the aromatic candles burning to the rough-hewn signs throughout.²⁰ Each retailing quadrant²¹ acts as its own island, displaying a theme and flavor all its own. Customers enter "The Washroom" and find exotic soaps, lotions, shampoos and even a medicine cabinet for sale. They step into "The Boudoir" and discover sumptuous sheets, duvet covers and pillows luxuriously displayed on a wrought-iron bed (also available for purchase).²² In fact, selling the props makes the stores seem as if the customer has uncovered a rare artifact — a piece that she alone can own.²³

The store flies in the face of²⁴ traditional retailing: It focuses not on one category of goods, but on disparate merchandise that's centered around a theme. Books, clothing, jewelry and furniture can be found there. As a market expert explains, "a 'controlled clutter' design works because it keeps the customer interested." He advises his own clients to display merchandise in an unconventional way so the customer discovers the merchandise as if on a special treasure hunt. Anthropologie has mastered this strategy.

Anthropologie's buyers are on a mission to scour the globe for interesting, relevant and unusual items for its core customer. They see

18. Urban Outfitters: 世界知名服饰店, 1970 年由 Richard Hayne 创立。

19. hip: 时髦的, 漂亮的; accessory: (多用复数) 妇女的装饰品 (手提包、手套等)。

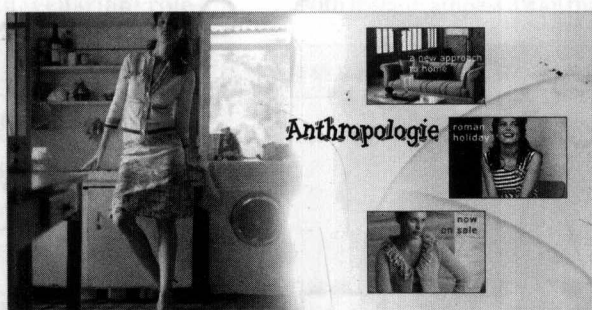
20. Anthropologie 的店铺是一种“处心积虑”的感官刺激——从法国背景音乐到燃烧着的香烛再到随处可见的粗制标牌。orchestrated: 精心编制的, 仔细安排的; rough-hewn: 粗制的, 粗凿 (或砍等) 成的。

21. quadrant: 原意是“扇形体”, 此处指“零售分部”。

22. 他们走进“香闺”, 就会看到精心陈列在锻铁床 (也供出售) 上的华丽的床单、羽绒被和枕头。Boudoir: 女人的化妆室 (闺房、卧室等); duvet: 羽绒。

23. 事实上, 出售这些道具仿佛让顾客们发现了一件稀有的手工艺品, 而且这件物品是她独自享有的。

24. fly in the face of: 公然违抗, 悍然不顾。





her as a professional woman aged 30 to 45, well-read, well-traveled and well-educated, with a household income approaching \$200,000.

And she is a devout²⁵ fan. Customers spend an average of \$80 per visit, leading to average sales per square foot of approximately \$600—not bad for a store that is all about creating a mood.

Lessons to Be Learned

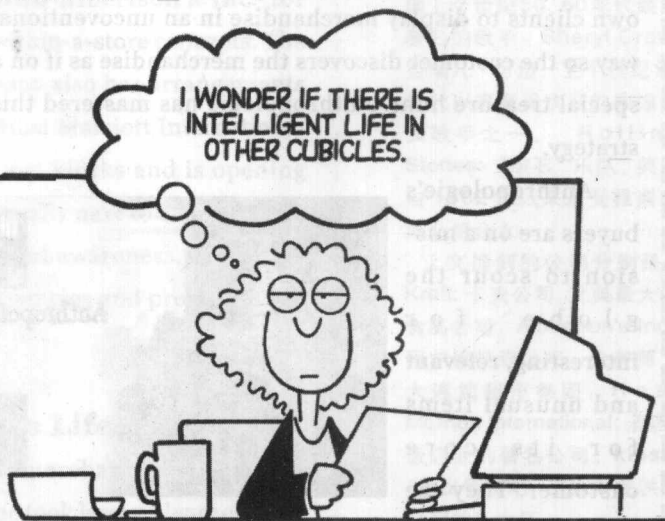
What did each of these three retailers do exceptionally well? They transformed their brand into an experience. Translating the ESPN brand to ESPN Zone has provided an outlet for like-minded sports fans to share the excitement of a game. Grabbing a cup of java at Starbucks has less to do with what's in your cup than with the relaxing environment. And Stepping into the world of Anthropologie is like stepping into an international oasis, replete with faraway sounds, smells and merchandise.

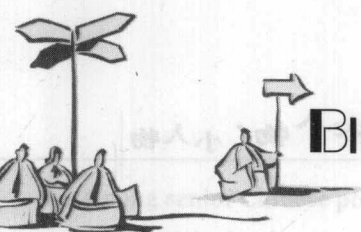
Instead of trying to be all things to all people, these merchandisers zeroed in on a niche target and never looked back.²⁶ They mastered the nuances of their demographics, psychographics and geographics to bring the right products to the right customer at the right time.²⁷ ■

25. devout: 虔诚的, 虔诚的。

26. 这些公司没有试图迎合所有人的口味, 而是认准一个合适的目标群体勇往直前。zero in on: 向……集中注意力, 对准; niche: 合适的职务(或位置等); look back: (多用于否定句) 停滞, 踌躇不前。

27. 他们对顾客的个人资料、消费心理和分布区域等细微差别了如指掌, 从而总能在合适的时间将合适的商品送到合适的顾客手上。nuance: (意义、感情、意见等的) 细微差别。





许多公司的招聘启事上都有年龄的限制，似乎过了某个岁数就一定意味着精力衰退、墨守成规、吝啬守旧……我们会在本辑和下辑为您介绍七位70多岁的老人，他们用事实告诉我们：他们仍处在事业的巅峰！

Seven over 70⁽¹⁾



正当年(一)

■ 旭冰 选注

None of us is getting any younger, but maybe in the world of work that does not matter these days as much as it used to. A mood-swing is underway in the West: after a decade that ended in the ridiculous youth-led excesses of the dot.com boom, there is now a new respect—which has always been present in Eastern cultures—for the values of experience and wisdom that greying hair brings.¹ So here is our tribute to the venerable².

Each of our seven septuagenarian³ role-

models remains at the height of their powers, giving their all to their businesses. They're welcome proof that you are only as old as you feel and that advancing years needn't mean a gradual decline into slippers and daytime TV.⁴ Some of the males are even still fathering⁵ children, having experienced new leases of life with second or third wives. Our seven "super silvertops" are driven people—none has any financial need to stay in the saddle.⁶

With these examples it's all the more puzzling,

1. 在西方，人们的思想观念正在发生着改变：继网络繁荣所带来的年轻人一统天下的荒谬十年之后，如今出现了一种新的尊重——它在东方文化中始终存在——尊重与年龄俱来的经验和智慧的价值。

2. venerable: (因高龄、德行等原因)值得敬重的，令人崇敬的。

3. septuagenarian: 70到79岁的。

4. welcome: 受欢迎的，令人愉快的；slipper: 拖鞋。

5. father: (指父方而言)生(孩子)。

6. 我们的七位“超级白发人”都是有进取心的人——他们继续干下去都不是出于金钱方面的需要。silvertop: 原意为“(禾本科草类的)银顶病”，这里喻指他们都是白发老人；in the saddle: 在位，掌权。



BIG SHOTS & SMALL POTATOES 大人物·小人物

then, that so many firms balk⁷ at the idea of employing those who are over a certain age.

According to Ian Florance, a consultant to occupational psychology consultancy ASE, there are three types of ageing. The first is physical, the second psychological and the third social. We have doctors to treat the first, and our own strength of character to deal with the second. But social ageing is more tricky⁸. "One of the prime determinants of how people act is how people treat them," says Florance. So if we expect our 70-some-things to be curmudgeonly, frail stick-in-the-muds, then they will probably behave that

way.⁹ Social ageing is accelerated in societies — like ours — that have a disparaging¹⁰ attitude towards age, but it is slower in much of Asia.

Furthermore, adds Florance, having older people in the workplace is immensely beneficial. They tend to be happier than their younger colleagues, they have years of experience, and they are more likely to see the bigger picture rather than focus entirely on their own position within an organisation. And it's a myth that you can't teach an old employee new tricks—it might just take them a little longer.



LI KA-SHING¹¹

Age: 76

Born: 13 June, 1928

Position: Chairman, Cheung Kong (Holdings) and Hutchison Whampoa

Career: In 1950, Li Ka-Shing started a plastic flowers business in Hong Kong, Cheung Kong

Industries.

Today, Cheung Kong Group is a conglomerate, its combined businesses contributing to an overall market capitalisation of £ 37.9 billion, or 11.5% of the total market cap of the Hong Kong stock market. Ka-Shing is a smooth operator, with close contacts

7. balk: 畏缩, 回避。

8. tricky: 难以捉摸的, 需谨慎对待的。

9. curmudgeonly: 吝啬的; stick-in-the-mud: 〈口〉顽固守旧者, 墨守成规者。

10. disparaging: 贬低的, 轻蔑的。

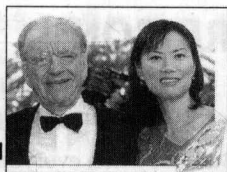
11. 李嘉诚, 出生于广东潮州。他最初为一间玩具制造公司当推销员, 由于勤奋好学, 精明能干, 不到20岁便升任塑料玩具厂的总经理。两年后, 李嘉诚把握时机, 创办了自己的塑胶厂, 并命名为“长江塑胶厂”。1958年, 李嘉诚开始投资地产市场。他独到的眼光和精明的开发策略使“长江”很快成为香港的一大地产发展和投资实业公司。1979年, “长江”购入老牌英资商行——“和记黄埔”, 李嘉诚因而成为首位收购英资商行的华人。李嘉诚现任“长江实业集团有限公司”(Cheung Kong (Holdings) Limited) 董事局主席兼总经理及“和记黄埔有限公司”(Hutchison Whampoa Limited) 董事局主席。

among senior Chinese politicians and a negotiating style that has created a company spanning 41 countries. His UK businesses have included Orange¹², which he sold to Mannesmann in 1999, and now 3¹³, the 3G mobile offering from Hutchison Whampoa. Ka-Shing's success has been attributed to his excellent judgment — although 3 is going through rocky times at present, and Hutchison shares are at a low of £ 4.45. This is, however,

a small dent in the empire.

Family: A widower for several years, Ka-Shing has two sons, Victor and Richard.

How does he do it? He is helped by Asia's more respectful attitude to age. He rises early for a round of golf before work, and devotes much of his time to a foundation that manages his many charitable donations. Otherwise, little is known of what he does with his fortune, estimated at £ 4.9 billion.



RUPERT MURDOCH¹⁴

Age: 73

Born: 11 March, 1931

Position: Chairman and CEO, News Corporation

Career: Reviled and revered in equal measure, Murdoch and his media holdings wield a formidable amount of power across the globe.¹⁵ Prime ministers and presidents prefer not to cross him, and although he denies angling for

political favours, it is uncanny how often he manages to thwart the competition watchdogs in his quest for ever more acquisitions.¹⁶ In the UK, Murdoch's influence is most strongly felt through his newspapers, *the Times*, *the Sun* and *News of the World*.¹⁷ There's no doubt that Murdoch's newspapers will make life extremely difficult for the PM if he decides to pursue euro membership for Britain.

12. 1990年后, 李嘉诚开始在英国发展电讯业, 组建了Orange电讯公司, 并在英国上市, 总投资84亿港元。2000年4月, 他把持有的四成多Orange股份出售给德国电讯集团, 作价1130亿港元, 创下香港有史以来获利最高的交易纪录。

13. 1999年, 李嘉诚卖掉2G, 开始全力以赴进军全球3G。而后的时间里, 和黄成功投得英国、意大利、瑞典、奥地利、丹麦、以色列、中国香港和爱尔兰的3G牌照。2003年10月, 和黄的“3”部门与英国电信签署了1亿欧元协议, 英国电信将在爱尔兰建立并运营和记黄埔的3G网络。

14. 默多克, 世界传媒大亨, 他的新闻集团是当今规模最大、国际化程度最高的综合性传媒公司之一, 净资产超过400亿美元, 观众、读者数量占世界人口的3/4以上。

15. 默多克和他的传媒集团掌控着世界上一股强大的力量, 人们对此毁誉参半。revile: 辱骂, 谩骂; revere: 尊崇, 崇敬。

16. 首相和总统们惹不起他, 虽然他否认自己会为政治恩惠而折腰, 但不寻常的是在寻求越来越多收购的过程中, 他挫败竞争监督机构的次数是那么地频繁。cross: 反对, 阻挠; angle: 〈口〉使(报道、新闻、记事等)带上倾向性; uncanny: 超人的, 不寻常的。

17. 分别是《泰晤士报》、《太阳报》和《世界新闻报》。这三份报纸在英国都很有影响, 《泰晤士报》是英国最有影响的大报; 《太阳报》则是以男性为主要读者群的小报, 主要刊登王室丑闻和名人小道消息; 《世界新闻报》同样是小报, 立足于妓院和性派对, 尽可能地挖掘名人的性丑闻。



BIG SHOTS & SMALL POTATOES 大人物·小人物

Family: Thrice-married, Murdoch has four adult children from his first two marriages. His first daughter, Prudence, jokingly described him as a "dirty old man" when word got out about his third marriage to Wendi Deng¹⁸, who at 35 is younger than Prudence herself. The ambitious Deng, who recently gave birth to their second child, has appar-

ently given Murdoch a new lease of life.

How does he do it? Murdoch exercises obsessively, running, sparring¹⁹ with his personal trainer and downing vitamins to keep himself on top form. Even prostate cancer²⁰ hasn't knocked him off his stride, and he remains as driven as ever.



SIR KENNETH MORRISON²¹

Age: 73

Born: 20 October, 1931

Position: Executive chairman, William Morrison Supermarkets plc

Career: Ken Morrison took over his father's Yorkshire²² grocery stalls and shops in 1952, opened his first supermarket in 1962 and floated²³ the company in 1967. The UK's fifth-largest supermarket chain has since enjoyed a

record-breaking 36 years of unbroken²⁴ growth. But just when everyone thought Sir Ken might be contemplating retirement, he made a £2.9 billion bid for Safeway in January 2003. It provoked counterbids from Tesco, Asda and J. Sainsbury, and the outcome is still in the balance.²⁵ Famously tight-fisted in the best Yorkshire tradition, Sir Ken is rumoured to check the bins behind his stores to make sure that fresh produce is not wasted.²⁶ He also

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18. 邓文迪，默多克的第三任妻子，生于中国江苏省徐州市。

19. spar: (拳击中) 举拳作攻击与防卫姿态

20. prostate cancer: 前列腺癌。

21. 肯尼思·莫里森，威廉·莫里森超市的董事会主席。肯尼思·莫里森的父亲威廉·莫里森在1899年创立了该公司。到了20世纪60年代莫里森已经处在超市发展的最前沿，并在1961年开了第一家店铺。1967年莫里森公司上市并从此取得了连续35年的销售和利润的增长，在2001年入选英国《金融时报》100指数 (FTSE 100) (注：该指数是以在伦敦股票交易所上市的其中100间市值最大的公司的股价为基准计算的指数)，而肯尼思·莫里森本人在2000年因为对食品零售业的巨大贡献受封为爵士。

22. Yorkshire: 约克郡[英国英格兰原郡名]。

23. float: (通过发行债券等方式) 筹资开办 (公司、商号等)。

24. unbroken: 未中断的，连续的。

25. Safeway 股东在2003年12月表示，肯·莫里森爵士30亿英镑收购 Safeway 的报价“勉强可以接受”，这为2004年年初完成收购扫清了道路。收购将使 Morrison 成为全国性的超市连锁店，拥有552家商店，年销售额大约为130亿英镑。

26. 肯爵士以继承了约克郡最大传统——吝啬——而闻名，据说他打算查看商店后边的垃圾桶，以保证新鲜货品没有被浪费。



Learning is about more than simply acquiring new knowledge and insights; it is also crucial to unlearn old knowledge that has outlived its relevance. Thus, forgetting is probably at least as important as learning.

— Gary Ryan Blair

学习不仅仅是获取新的知识和见解；设法忘记那些失去意义的已学到的知识也是至关重要的。因此，忘记或许至少同学习一样重要。

——盖瑞·布莱尔，世界知名作家、演说家和顾问，著有 14 本畅销书。

You are educated. Your certification is in your degree. You may think of it as the ticket to the good life. Let me ask you to think of an alternative. Think of it as your ticket to change the world.

— Tom Brokaw

你受过教育，你的证书就是你的地位。你可能觉得它是你通往好生活的门票。我要你想想另一种情况，把它想成改造世界的门票。

——汤姆·普罗考，美国全国广播公司 (NBC) 著名节目主持人，时政评论家

Do more than is required. What is the distance between someone who achieves their goals consistently and those who spend their lives and careers merely following? The extra mile.

— Gary Ryan Blair

做得要比要求的多。总能实现目标的人和在生活中与事业上随波逐流的人之间的差距有多大？一里路而已。

——盖瑞·布莱尔

*extra mile: 多走一里路，喻指“多付出一点努力，多一分代价”。

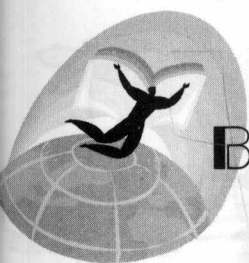
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saves money by recording his own instore announcements. But he knows his market and customers inside out, and his shoppers are fiercely loyal to the brand.

Family: Sir Ken was widowed in the early 1990s, then remarried Lynne, a lawyer several years younger than him. He has three children from his first marriage, and two with his second wife.

How does he do it? If keeping busy is the secret of a long and active life, Sir Ken should still have years to go. Rumour has it that he loves his job so much he still spends the odd Saturday helping out on the shop floor.²⁷ There is no sign of a successor at Morrisons, so expect Sir Ken to be around for some time yet. ■

27. 有传言说他是如此热爱自己的工作，以至于仍然在周六有空的时候到工厂帮忙。shop floor: (工厂工人的) 工作场所。



Is It Time for a Technology Comeback?

技术要卷土重来了吗?

■宏刚 评注

An improving U.S. economy and pent-up demand² after years of austerity³ will combine to fuel IT spending growth in 2004, research firm IDC⁴ predicts.

According to the report, "IDC Predictions 2004: New IT Growth Wave, New Game Plan," released recently, IT spending will grow by between 6 percent and 8 percent in 2004, creating a "tech resurrection" in a year that will also see a continuation of trends such as off-shore outsourcing⁵ of IT services, wireless technology adoption, and brisk consumer spending on new media technologies.

Positive U.S. economic news in recent weeks was key to IDC's rosy predictions for 2004, coming just as companies are setting their IT budgets for next year. That good news will generate optimism for the coming year, driving an increase in enterprise IT spending and keeping consumer spending on track⁶, IDC said.

However, companies are still wary and a number of factors could upset plans for an IT spending recovery, including a spending curtail⁷ due to high consumer debt or bad eco-



nomie news, said Frank Gens, IDC senior vice president, in a conference call to discuss the report.

"If we get a string of economic shocks, watch for the scalpels to come out on [IT] budgets⁸," he said.

Hot Jobs?

A better spending environment won't necessarily translate into⁹ a hot IT job market, however.

IDC predicts that the movement of IT jobs offshore, which blossomed with the bursting of the Internet technology stock bubble¹⁰, will continue in 2004 and beyond. The value of IT services provided to U.S. businesses from offshore labor will double to \$16 billion next year and triple again to \$46 billion by 2007, IDC said.

That could be especially hard on smaller IT services firms in the U.S. that haven't started