

90年代英语系列丛书

世界畅销书系列

女人·事业



WHEN A WOMAN MEANS
BUSINESS

外语教学与研究出版社

Foreign Language Teaching and Research Press

H319.4
2627

九十年代
英语系列丛书

注释 李肖

女人·事业

Debbie Moore

WHEN A WOMAN MEANS BUSINESS

外语教学与研究出版社

世界畅销书系列

90 年代英语系列丛书

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定价：2.90 元



(京)新登字 155 号

封面设计:蔡剑峰

女人·事业

NuRen ShiYe

[英]德比·穆尔著 李肖注

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外语教学与研究出版社出版发行

(北京西三环北路 19 号)

华利国际合营印刷有限公司印刷

新华书店总店北京发行所经销

开本 736×965 1/32 7 印张

1992 年 1 月第 1 版 1992 年 1 月第 1 次印刷

印数 1—15,000 册

* ** *

ISBN 7-5600-0791-0/H·347

定价: 2.90 元

(限国内发行)

CAI 78/14

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1999

“九十年代英语系列丛书”

出版前言

送您一轮风车,朋友!不是为了怀旧——

九十年代,跨入下世纪的最后一级台阶,新世纪的风迎面吹来。这轮风车——新世纪风的信使,将在您手中变幻成一轮轮多彩的旋律,为您的征程增添情趣;它乘风飞旋——热烈,执着,顽强,或许能为您的跋涉增添鼓舞和力量。

是故,我们这套系列丛书以风车为标记。

在国内英语界名家指导下,经过全面调查、深入研究以确定书目,由北京外国语学院等院校一批中青年专家学者进行编撰或译注,采用全新的编排设计、全新的风格,力求内容的实用和装潢的精美。我们把这套大型英语丛书作为跨世纪的礼物奉献给读者。

近代学者王国维先生说,作学问要经过三种境界。学好外语也不能例外。也许您时下正有一种“望尽天涯路”的迷惘与焦灼,也许您“衣带渐宽”,“为伊消得人憔悴”,……我们的目的是要设计一个多彩多姿的英语天地,通过大量阅读和实践,帮助您发展兴趣,开拓视野,改进方法,提高信心,比较顺利地渡入学习的第三种境界。我们相信,这套丛书是您感受英语、学习英语、提高英语、实践英语的新世界。

本丛书首批出版五大系列:

第一辑:世界文学名著系列 (原版注释本)

选入这一辑的都是世界上享有盛誉的英美文学名著(已选入我社出版的“学生英语文库”者除外),并附有汉语注释,初步确定为30种。以后还计划适当选入一些最有声望的世界文学名著(如:法国文学和俄苏文学中)的英译本。

第二辑:世界畅销书系列 (原版注释本)

我们从当代风靡世界的英语文学著作中选拔其佼佼者,并附有详细的注释。使读者在学习和熟悉当代英语的同时了解欧美的社会、风习、生活、事业、爱情等。

第三辑:实用英语系列 (英汉对照本)

包括书信英语、报刊英语、电话电报电传英语等一系列培养英语交际能力和指导性、方法性的实用图书。

第四辑:娱乐英语系列 (英汉对照本)

这一辑包括幽默英语、奇闻趣事、锦言妙语、名歌金曲等等。它将开阔您的视野,丰富您的话题,装点您的言谈,赋予您九十年代不可或缺的素质和风度。

第五辑:中学英语读物系列 (英汉对照本)

本系列面向英语初学者,尤其是广大中学生和自学者;题材多样,语言简明、规范,循序渐进。它包括小说、散文、童话、寓言、冒险故事等,其中不乏广为传诵的世界文学宝库中的名篇。我们希望它成为有志于掌握英语的初学者的良师益友。

我们还将陆续推出第六辑、第七辑、第八辑……

这套丛书希望能得到读者的喜爱,并诚恳希望读者提出宝贵意见。

《九十年代英语系列丛书》

编辑委员会

本书作者及内容简介

德比·穆尔生长在曼彻斯特城郊。一五岁走出学校步入社会。在不到一年的时间里成为世界超级模特儿。

1979年，她在伦敦科文特加登广场创办了一个独一无二的现代舞中心，并将其发展成为世界闻名的娱乐购物中心——庞阿普尔。随后，许多商家纷纷仿效。

庞阿普尔的成功使其在1982年成为一个公开上市的公司，德比·穆尔也成为第一个出入股票交易所的女老板。四年后，她用现在时髦的买进股份的办法又将仍在蓬勃发展的庞阿普尔重新变成不公开的企业。

德比·穆尔的巨大成功和本书的出版获得了英国前首相撒切尔夫人的高度评价，她说：“这本书对于那些有极高天才而尚未充分发挥的妇女来说大有裨益。”

德比·穆尔在本书中以知心朋友聊天的方式透露了她这个既无经商的理论知识又无实践经验的女性如何成功地经营了她十年前创办的庞阿普尔公司。通篇充满了给那些想创立自己事业的女性的建议、忠言和启示。

德比·穆尔性情活泼，充满了活力和乐观主义精神。她向人们证实了一个人在事业上并不需要墨守成规，但同时告诉人们她比任何人更清楚“百万数后面零的份量”。

一位英国读者这样评价这本书：“《女人·事业》一书深深吸引了我，使我爱不释手，因为我发现花了三年时间在大学里学的现代市场学，竟然被德比·穆尔在150页书里说得淋漓尽致。”

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Introduction

I have lost count of the number of times I've been asked how someone like me who left school at fifteen without an 'O' level to my name, and no business background,* could start up and develop a successful business. As we celebrated our 10th anniversary in June 1989, I decided to write *When a Woman Means Business* telling the story of the rise and fall and rise - of Pineapple, from its modest beginnings as a dance centre, in what had been a disused pineapple warehouse in Covent Garden, to the development of other Pineapples both here and in New York; going public amid lots of razzamatazz in 1982, hitting problems, turning the business around by making acquisitions, to privatizing the business in 1988.

When a Woman Means Business is based not only on my own experiences and the conclusions I've drawn from them, but on those of friends and fellow businesswomen like Anita Roddick of the Body Shop, Sophie Mirman of the Sock Shop and Christina Smith who has built a business empire in London's Covent Garden.

There's no doubt that women in business have made great strides in the last ten years. It's partly due to a wider acceptance of women in many spheres of activity,

When a Woman Means Business

while events like the Veuve Clicquot Business Woman of the Year Award (which Anita, Sophie and I have all won) have done a great deal to raise our profile. *not 7/23 1803 12/10*

We still have a long way to go, but I have no doubt that we will get there in the end. Many of the young women I meet are so full of confidence and energy, not even recognizing the existence of the obstacles that we have had to overcome.

I hope this book will give any woman who means business not only practical advice, but the encouragement and inspiration to achieve success.

I honestly believe that anyone who has a depth of common-sense, a lot of courage and the capacity for very hard work can be successful in business. *(ka'positi) not 7/23*

I am constantly being told how lucky I am, and as Prime Minister Margaret Thatcher is fond of quoting 'luck is only opportunity meeting readiness', and I must admit the harder I work the luckier I become!

People get fed up of hearing me say that nothing good comes easy, but if you really want the constant challenge and fulfilment of an interesting career, I hope this book will help you to have the courage to have a go.

The confidence you need will come with experience and I hope that reading about mine will get you off to a good start.

*get fed up
72*

Getting Started

Once you've decided that you would like to start a business of your own, ask yourself 'Why?' Is it simply because you're sick of working for someone else? Or because you want to make a million? In both these cases, you should think again. Working for yourself presents just as many problems (if not more) as working for someone else, and at the end of the day, the buck* stops firmly with you.

If money is your primary motivation, I think you are finished before you start. Like most of the successful businesswomen I know, I didn't go into business to make a fortune. I was interested in finding something I enjoyed doing, which would also give me a good living. Being in business is tough, and it's much easier to be tough if you enjoy what you do and care about it. The [status] status and money may well come along, but they are only a by-product

身在地 Sophie Mirman, who founded the highly successful Sock Shop chain with her husband Richard Ross, agrees

'I could never have gone into business saying I want to make a million. That's just not the way I think at all.'

*vision - use
- your project*

When a Woman Means Business

When we started, our great ^(ambition) ambition was to have four shops in London, and if we were a howling success, maybe six! But you do see new companies now opening their first shop and saying, "We want to open fifty *shops and then go public . . .". I think that's a terrible shame. You can't enjoy building up your business if your only interest is the bottom line - the profit. Both Richard and I feel exactly the same. We love the product and if we get that right and develop the business properly, the bottom line will come anyway.'

You might feel inhibited by the fact that you have no business background, but I firmly believe entrepreneurs are born, not made. So does Anita Roddick who founded the highly successful Body Shop International.

'I don't believe you have to be good at "business" - if you define that as the science of finance - in order to run a business successfully. The trouble is these days, people do see business as high finance. But to me, it's about trade, about buying and selling, regardless of whether it's on a market stall, or in a shop or the floor *of the Stock Exchange. If I was numerate, I would never even have got to first base! But you don't have to be - you can get accountants to do all that side of it for you. I actually think it's better *not* to have a business back-ground. If you have had a structured training, you are probably frightened to take risks, and want to do everything in the usual set routines. And without risk-taking, without breaking the rules, there would be no entrepreneurship in this country.' *5-27-84*

Spotting the opening

Then of course you need a good idea, and there's no doubt that the best ideas come not from sitting round a table but from keeping your ears open and discovering a need. In my own case, I had been thinking for some time about what I might do next. I'd been a successful model since I was fifteen and it is such an exciting, speedy sort of life – never knowing where you're going to be from one day to the next, seeing the world on expenses, meeting interesting people – that there was no way I could simply give up once I was 'over the top' without having found a new career.

Those of us models who were over thirty spent many hours in dressing rooms, talking about what we might do next. People I worked for often complained that the younger models were appallingly unprofessional, turning up to photographic sessions with unwashed hair, no accessories etc., so together with Eve Pollard (then a fashion editor, now editor of the *Sunday Mirror*) I was seriously thinking of opening a model agency and training girls in the same way as I'd been trained by Sheelah Wilson in Manchester.

I had also been going to classes at the Dance Centre in Covent Garden for years. They had been very important to me, keeping me slim as well as sane, but the place was very overcrowded and the facilities were pretty poor. So I had started thinking about setting up something similar – obviously there was a huge demand and in many ways it seemed a very easy business. It is basically a space-letting operation – all the teachers are self-employed and simply rent studio space from you. As most people in business will tell you, finding and

the opportunity (opportunity)

When a Woman Means Business

keeping good staff is one of the biggest problems they face, so a business that is almost staff-free seemed ideal!

The opportunity to develop this idea came towards the end of 1978, when all the teachers were told out of the blue one Monday morning, that the Dance Centre was closing down that Friday. It had been open fifteen years and suddenly all the teachers and all the professional dancers in London found themselves out on the street, not to mention hundreds of women like me for whom classes had become a vital part of their lives.

Some of the young dancers started a petition to keep it open and I became involved. We'd soon collected over two thousand names and addresses of dancers, both amateur and professional. During this time I also collected names and telephone numbers of all the teachers, telling them I would keep in touch as I was going to look for new studio space. Once the Dance Centre closed, there was no reason why someone else couldn't start up a similar venture, and with a list of over two thousand potential clients, I knew I had to do it. If I'd known then what I know now, perhaps I wouldn't even have started, but in this instance ignorance was bliss!

Anita Roddick decided to open her first Body Shop in Brighton ten years ago for a variety of reasons. For a start, she had to find something she could do to pay the bills and fit in with bringing up her two children then aged six and four while her husband, Gordon, took time out to ride a horse across South America.

I then had to look at what I could do. I knew I had an up-front, showy quality - when Gordon and I ran a restaurant, we started with him out front and me in the kitchen, but within two weeks I was dying of boredom, so we swapped, and I enjoyed creating an atmosphere

ignorant
ignorance 愚昧

Getting Started

and dealing with people. So some kind of shop seemed a possibility. I do have a sponge-like mind and when I'd travelled to places like Madagascar and the Polynesian islands about eight years before, I'd been fascinated by what people used to cleanse or protect their skins and it all had gone in and been stored in my brain somewhere.

The catalyst was walking down Littlehampton High Street one day with the kids. We went into the green-grocers and bought a couple of pounds of apples and five pounds of spuds, then we went into the sweet shop and bought a quarter of this and two ounces of that, and then we went into Boots, and there was no choice of sizes. You couldn't have an ounce of this or eight ounces of that, and I thought "Why not?".

'Now, if I'd had a business background, I'd have said, "Well, I can't possibly do this because I know nothing about retailing and I know nothing about cosmetics" and that would have been that.

'You don't pull ideas out of the air. What you've got to do is find something that really really makes you angry because very often that's where there's a hole in the market. I can't understand why there isn't a company offering a bagging-up service in all supermarkets. Most supermarkets don't provide it themselves and it drives me mad. Equally, I can't understand why someone isn't importing fresh basil all year round - another hole in the market.'

Anita also believes that while you need a good idea for a business, it doesn't have to be an original idea. What you have to do, though, is put your own individual stamp on it, so that it is different and sets you apart

此