

SUCCESS

成功

可以

KEY TO SUCCESS

YOU CAN MAKE IT!

◀ 你一定能做到 ▶

成应翠 祝万伟◎主编

史上最棒的
英语励志读物

近200个必修成功策略、近200位知名人物成功案例、近1000励志小语

为你规划人生、规划事业、成就梦想提供最佳的参考方案和精神支持。

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英语学习

哈尔滨工业大学出版社
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英语五
阅读

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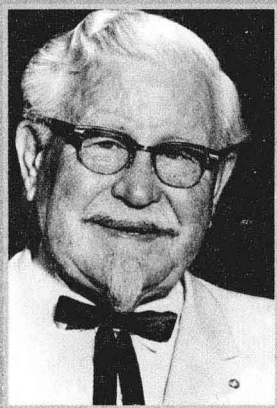
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序

FOREWORD

每一个成功人士都曾经是平凡人；

每一个平凡人都有机会获得成功。

成功的路有千万条，善于学习、善于模仿，你也能复制别人的成功！

达尔文曾说过“世界上最最有价值的知识就是关于方法的知识，避开问题的最佳途径，便是运用方法将它解决掉。”“成功可以复制”英语阅读系列正是这样一套提供成才方法论的丛书，其中榜样案例个个精彩，为你规划人生、设计未来、成就梦想提供最佳的参考方案和精神支持。命运就在你的手中，驾驭命运需要策略和智慧。阅读本套书，你的成功没有什么不可能！

“成功可以复制”英语阅读系列巧妙地将成功励志与英语学习融为一体，使你在提升英语能力的同时，激活成功基因，时刻为成功做好准备。本套书共6册，分别为《让优秀成为一种习惯》、《做个快乐明智的人》、《为机会时刻准备着》、《用激情成就梦想》、《认真开始工作》、《你一定能做到》，收录近200位知名人物的成功细节和奋斗历程。他们或百折不挠、勇往直前；或乐观执着、勇于创新；或未雨绸缪、另辟蹊径；或抓住机遇、精于合作。本套书从做人、做事、处世的各个方面总结了成功人士身上所具备的完美素养，辅以原汁原味的英文案例，让你“励志+英语”双突破。

在这里，有全球著名管理大师大卫·艾伦教你计划可以搞定一切；在这里，你可以和香港富商李嘉诚一起学做人；在这里，你可以近观美国时尚金童汤姆·福特的创意人生；在这里，你可以学到比尔·盖茨的“跟随”发展战略；在这里，你可以聆听石油帝国缔造者洛克菲勒的教诲；在这里，你可以效仿美国国务卿希拉里的厚积薄发……

套用《安娜·卡列尼娜》中的一句话，“成功的路都是相似的，失败的路各有不同。”当你探寻成功的缘由时，你是否想过去复制他们的成功吗？如果你能真正体悟名人的榜样力量，那么，请相信，成功可以复制。打开成功的黑夹子，破解成功的迷思，锻造自我转型的平台，演绎启迪智慧的实例。当你读完本套书，你一定会找到自己的成功之道。

未来是方向，而真正的路就在脚下……

我们期许这套书能成为你的成功左岸，在你迈向的成功路上提供多元化的支



持。“成功可以复制”系列有其独特的优势：

优势1 循序渐进式学习，培养新的阅读视野

本套书将精英们的优秀品质精编成册，从优秀好习惯、快乐明智人生、时刻抓住机会、成就梦想、你一定能做到、认真工作等6个角度出发，将一个人从成长到成功各阶段所应具备的素质都囊括其中，使你读一本胜万本，一套书终生受用。

优势2 成功案例全景展现，精英的成功可以复制

本套书收录了近200位各界精英，他们能有今天的成就，同样是经历了种种考验、艰难取舍和痛苦挣扎。正因为如此，他们的成功对所有正在风雨中前行的人们而言，更具参考意义和借鉴价值。仔细阅读这些案例，他们的故事将带给你完全不一样的心灵体验。

优势3 成功细节必修，发现自己的“成功基因”

多少钻石，多少水晶，多少润玉，被误看作砂石，不要让自己成为被埋没的人才。精英的成功细节是可以学习的，每一个人都可以成功，关键是你能不能发现自己的“闪光点”。

优势4 励志小语，小中见大，顿悟人生

一句话，一个字，传递的是一种境界，一种思想。细细体会，慢慢品酌，你定能找到属于自己的那份顿悟。

优势5 中文导读式英语阅读，迅速提升阅读理解力

每一篇精英人物案例，均采用中文导读的阅读模式，便于读者理解全文大意，增强读者阅读英语的信心，从而使读者轻松品读英文。建议读者在阅读时先浏览导读部分，然后把精力主要放在英语上，以训练自己的英语阅读力。

由于编者水平有限，挂一漏万自不待言，望广大读者不吝赐教。

编者

2011年3月于北京



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冰冻三尺，非一日之寒。辉煌的罗马城，也不是一天建成的。所有的摩天大楼，都需要一砖一瓦地建设。年轻人意气风发，总希望任何事情都能水到渠成。一旦遭遇挫折，他们的意志和斗志会受到重创。其实，一蹴而就多数情况下都是神话，循序渐进、稳扎稳打才是学习和工作的法宝。做任何事情，都需要讲求章法，一步步走出坚定的节拍，才能避免进退失据的局面。

迪特里希·梅特舒兹将一种名不见经传的糖浆发展成举世闻名的功能饮料，个中曲折不难想象。他曾经说过，“我们不把产品带给人们，我们把人们带进产品。我们让它可以得到，让那些喜欢我们风格的人到我们这里来。”在事业起步之初，每个人都有宏大的梦想和蓬勃的热情。但是，这种激情往往由于时间的流逝和挫折的消磨而逐渐消失。任何事情，无论理论上的前景多么诱人，都要落到实处、步步为营。

Step by Step 步步为营

——红牛饮料王国的梅特舒兹



3 STAEDTLER YELLOW PENCIL 1512 HB

人物案例

梅特舒兹出生在奥地利斯特里亚的一个小村庄，很小的时候父母就分开了。18岁那年考入维也纳大学，花了10年时间才勉强获得市场营销学位。



Mateschitz was born on May 20, 1944 in Sankt Marein im Mürztal, Styria and was raised by two primary-school-teacher parents who separated when he was very young. He took ten years to graduate from the Hochschule für Welthandel (now Vienna University of Economics and Business Administration) with a marketing degree, and he gave a reason for that by saying “You know, it’s a good time, so you shouldn’t shorten it unnecessarily. But I picked up afterwards.” What changed? “That’s easy. When you are a student and you are a tour guide in the summer and a skiing instructor[in winter], this is OK when you are 23, 24, 25. But a student ski instructor at 28, 30? It’s not so funny any more. Sooner or later you have to decide what you are going to do. So I decided to finish as quickly as possible.”

28岁大学毕业后，梅特舒兹竟然立誓要成为一个优秀的市场推广人员。

他先后在联合利华等公司工作过。1979年，梅特舒兹成为后来被宝洁并购的德国知名牙膏品牌布林达克思的市场总监。在布林达克思的工作使得他有机会在全世界飞来飞去。1982年，梅特舒兹在香港发现了一种用于恢复活力的糖浆。他决定和当地的一个同事合作生产红牛。尽管当时的市场调查并不看好，但梅特舒兹还是决定干下去。有时人们需要看市场形势，但这次梅特舒兹听从自己的心声，事后证明这个决定完全正确。

After graduation in the year of 28, Mateschitz went to Unilever, where he got to grips with detergents(清洁剂). He subsequently moved to Blendax in 1979, the German cosmetics company since bought by Procter & Gamble, where he worked on, among other things, in the marketing of Blendax tooth paste.

It all began in 1982, when Mateschitz,

then the marketing director of the German cosmetics company Blendax, was sitting at the bar of the Mandarin Hotel in Hong Kong. Musing on the popularity of “tonic(补药) drinks” in the Far East, the idea came to him of selling something similar in the West. He formed a partnership with a local colleague who was already producing a drink called “Krating Daeng”, or Thai water buffalo, and Red Bull was born. “Before launching, I hired a market research firm to test Red Bull’s acceptance. The result was a catastrophe. People didn’t believe the taste, the logo, the brand name...I never experienced such a disaster,” he said, “From the start, I had an enormous amount of confidence both in the product and my ability to sell it to the world. There exists no market for Red Bull, but we will create one.”

There’s a time to ‘hear’ your market and there’s a time to go for it. Mateschitz was 100% correct in his heart and his decision.

1987年，公司在奥地利推出的红牛，通过与各种运动捆绑的营销方式，在销售上很快有了起色，在邻国匈牙利迅速有了市场。产品首次打入德国市场时，由于饮料包装罐短缺，公司不得不草草收手。6个月后，红牛再次进入德国，尽管抢回了百分之七八十的市场占

有率，梅特舒兹还是对上次事故耿耿于怀。

Red Bull launched in Austria in 1987 and was linked to sports events. “In the very first year we started by sponsoring(赞助，发起) mountain-biking, snowboarding, paragliding(滑翔伞运动) and hang-gliding competitions,” he says. “Gerhard Berger was our first opinion-leader sportsman drinking Red Bull. He survived on it.” Through such effective marketing the drink rapidly took off, soon spreading to neighbouring Hungary. The German launch ended in disaster, however, when Red Bull ran out of cans a few weeks into the campaign. “We had no idea that there could be a bottle-neck in aluminium cans around the world,” says Mateschitz. “We needed one million cans a day, but we simply couldn’t get a single can extra and ran out.”

Red Bull returned to Germany six months later, but the incident continues to prey(捕食) on Mateschitz’s mind. “We got back 70 to 80 per cent market share, but I still believe that our per capita consumption in Germany is lower than it would be without that critical year. But life goes on. Sometimes you simply have to fight and win.”

而产品进入英国市场时遇到的则是另外一个难题。在英国，世代流传着一种据说有治疗效用的饮料，这对红牛的市场定位有极大的冲击。尽管销量不小，但红牛在英国被当作调酒用的饮料。梅特舒兹对此表示理解，他认为个性和差异性反倒构成了公司的文化。

Conquering the British market came with another set of problems. “The UK was a bit of an exception because of Lucozade,” says Mateschitz. “For generations children grew up drinking Lucozade when they didn’t feel well, and unfortunately this remedy was called an energy drink. So for the British market we didn’t call Red Bull an energy drink but a stimulant(兴奋剂).” Although pleased by how quickly it took off in the UK, he is dismayed that so many British drinkers fail to appreciate its wholesome qualities. “The development was quite fast but the disadvantage was that Red Bull became a mixer(混合物) because it was mainly sold in bars and clubs. And this is not the position of the product at all. This misconception was the price we had to pay.”

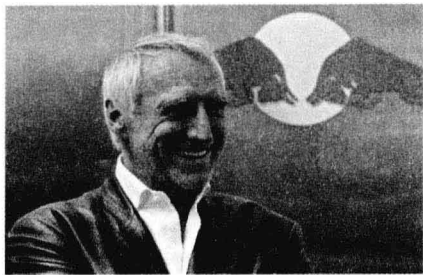
British consumers have failed to realise that Red Bull is more than just another soft drink. To Mateschitz, it is a philosophy. “We believe in individualism, we hate conformism(因循守旧), we believe in a

civil courage. We believe you have the responsibility to make up your own opinion.” This extends to the corporate structure of Red Bull. “There are terrible words in business like ‘chain of competence’. When three intelligent people discuss a matter, why do they need a line of command? We are not in an army court. Most of us came from multinationals and we escaped from all those rules.”

Hence, when Mateschitz came up with company titles, he looked to the American football system. “Instead of having presidents, directors and chairmen, we had a defensive line, an offensive(进攻的, 攻击的)line, coaches and quarterbacks. All this sounds better than directors and a board. In our company, we have almost no control system because we believe in self-motivation and responsibility. Of course, you have to be able to handle this freedom.” He has a lot of trust in people, he explains, “We are not a political party. We are a family, the Red Bull family. Within Red Bull you can always say the truth. If someone is an idiot, you should call him an idiot. You should have the possibility to tell everybody what you believe is right and wrong.”

从红牛公司的发展可以看到梅特舒兹个人的生活哲理：事情会在曲折中上

升。他承认自己深受《海鸥乔纳森·利文斯顿》一书的影响而具有一种乐观，勇于探索的精神。另外他受到一位精神病医生的启发：寻求个人的生存价值。显然，梅特舒兹实现了自身价值。但从对红牛在法国销售遇阻一事的反应来看，他标榜的个性化有待怀疑。



Mateschitz refers his personal life philosophy to Red Bull. “We believe in creativity, we believe that everything can be questioned. Taking a few risks doesn’t matter because as long as you are healthy, you have a clear mind, bright eyes, and two arms and legs, what can happen? We have a saying that ‘There are more mothers with good-looking daughters’.” This, it turns out, is the Styrian version of our “plenty more fish in the sea”.

He admits two sources of inspiration. “In my generation, *Jonathan Livingston Seagull* is of course a cult (狂热的崇拜),” he says, “and maybe I was a little bit influenced by everybody who went hang-gliding 20 years ago and had the music in

their ears.” The other is the concentration-camp survivor and psychiatrist Viktor Frankl. “He has taught me that life can be various, but everybody has to look for his personal sense.”

Mateschitz clearly has his “personal sense” worked out, but his brand of individualism doesn’t seem very open to opposition. Of France’s ban on Red Bull on health grounds, which continues despite an attempt by the European Commission to lift it, he says: “They don’t care about the Common Market. It’s protectionism. There is no reason not to allow it. But we have a saying in German: ‘the situation is serious but not hopeless’. We turned it round for France, so we say ‘the situation is hopeless but not serious any more’. They can survive without Red Bull, we can survive without France. But sooner or later, legally, they will have to give up.”

目前红牛饮料的年销量达到20亿罐。梅特舒兹成功的经验就是积少成多。正如他所说：“以前，我还没有挣到百和千的时候，就在那儿盼万了。后来，我的生活之所以出现转机，就是因为我自己的目标细化了，珍惜每一步的成功。我们都明白一个道理：只有先挣来五百、五千，才有可能挣到五万，继而一百万。但很多人都对此疏忽了。”

Mateschitz sells 2 billion cans of Red Bull now a year. But look how he got that. It was with singles and doubles. First year can sales: 1 million; Second year can sales: 2 million. Singles and then more singles. Step by step. Can by can. This is how ALL success happens. As he said, "I used to go for 'homeruns' and millions before I ever

made hundreds and thousands; most people fall into this trap also. One of the big things that changed my life was making my goals smaller and celebrating those small steps and victories. We all know you need to make \$500 and \$5,000 before you can make \$50,000 and \$1,000,000, but sometimes people forget this."

励志小语

细细品位字里行间流淌出的语言美和思想美，你就会感受到“Jump and get an apple”的喜悦，不知不觉间自身修养得到了提升……

(以下小语均来自迪特里希·梅特舒兹)

1

There exists no market for Red Bull, but we will create one.

世上本没有红牛饮料的市场，但是我们打算创造一个。

2

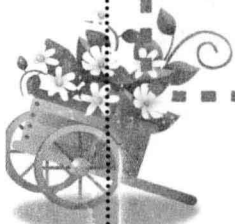
We believe in individualism, we hate conformism, we believe in a civil courage. We believe you have the responsibility to make up your own opinion.

我们相信个人主义，厌恶因循守旧，相信人们的勇气，我们相信你有责任修正自己的意见。

3

There are terrible words in business like 'chain of competence'. When three intelligent people discuss a matter, why do they need a line of command? We are not in an army court. Most of us came from multinationals and we escaped from all those rules.

商业上有“能力链条”之类的可怕字眼，当3个聪明人一起讨论问题时，为什么需要指令呢？我们不是在军事法庭上，我们大多来自跨国公司，摆脱了那些繁琐规则。



4

But if you don't trust in people, what else shall you trust?

但是如果你不相信人，那你还有什么可以相信的？

5

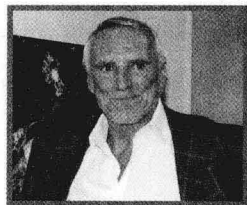
We are not a political party. We are a family, the Red Bull family.

Within Red Bull you can always say the truth. If someone is an idiot, you should call him an idiot. You should have the possibility to tell everybody what you believe is right and wrong.

我们不是一个政党，而是一家人——红牛之家。在红牛家庭，你总是可以说实话。如果有人是白痴，那就叫他“白痴”。你有责任告诉每一个人你认为哪些是对的，哪些是错的。

人物小档

迪特里希·梅特舒兹是奥地利商人和亿万富翁。他居住在奥地利的萨尔茨堡市，同时从福布斯家族以700万欧元购得了斐济的一个小岛。他拥有红牛功能饮料生产公司49%的股票。由他推广的红牛功能饮料，不仅在2004年销售额达到了20亿美元，而且由于红牛的成功，引起了可口可乐和百事可乐两家公司也开始对这个市场磨刀霍霍。目前仅在美国，功能饮料的市场容量就有17亿美元。红牛饮料是奥地利唯一一家拥有全球级声誉的品牌。



Dietrich Mateschitz is an Austrian businessman and billionaire. He lives in Salzburg, but also owns Laucala Island, off Fiji, which he bought from the Forbes family for £ 7 million. He holds 49 percent of shares in the energy drink producer Red Bull. Red Bull drinks have a sale amount to \$ 2 billion in 2004. Due to the success of Red Bull, Coca Cola and Pepsi Co. start to turn to this market. Currently, the market capacity of energy drinks in US. Reaches \$ 1.7 billion. Red Bull is Austria's only consumer brand with a worldwide reputation.

天下的难事，都是从容易的地方发展起来的，天下的大事都是从细小的时候步步形成的。因此，天下无易事，天下无小事。所有微小的事物，都能够成为大事、难事。不积跬步，何以至千里；不积小流，无以成江河。对于芸芸众生而言，直接做大事的机会并不多，日常小事才是自己的世界。然而小事做多了，做到位了，自然就累积成大事了。

霍华德·舒尔茨来自比尔·盖茨父亲的故乡，后者是舒尔茨的法律事务代表。“作为一名职业律师，如果看到一个舒尔茨这样的人，带来诸如星巴克事业计划的时候，他的眼睛肯定会为之一亮，”老盖茨曾公开表示，“舒尔茨有着罕见的才干，他做事坚忍不拔，为人正派。他是一个传奇。”咖啡是一件微不足道的东西，在舒尔茨的手中却像变魔术一样成为数十亿美元的事业。“天下大事，必作于细；天下难事，必作于易。”老子这句穿越时空的哲学名言值得我们思考和领会。

Small Steps to Big Wealth

大事作于细

——打造出星巴克咖啡王国的霍华德·舒尔茨



人物案例

舒尔茨在纽约的布鲁克林区长大的，1975年从北密歇根大学毕业，学习艺术和科学。

Schultz grew up in a subsidized public housing project (Bay View Houses) in the Canarsie section of Brooklyn, New York. He attended Canarsie High School and is the eldest of three children. He is of English descent. He has a sister, Ronnie (b. 1956) and a brother Michael (b. 1961), who both live in New York. His mother lives in New Jersey and his father, of whom he often speaks in interviews, has passed away. He is a father of two children and currently lives in Seattle with his wife. He owns an apartment on the Upper East Side of Manhattan and a house in East Hampton, N.Y..

Schultz attended Northern Michigan University on a football scholarship(奖学金). In 1975, he became the first of his family to graduate from college when he earned his bachelor's degree in the arts and sciences. He is a member of the Theta Iota chapter of Tau Kappa Epsilon.

1982年，他加入西雅图的星巴克，



成为市场部经理。1986年，离开星巴克开设了自己的第一家咖啡店。1987年，舒尔茨召集一批投资者买下星巴克公司。1992年，星巴克在美国上市。1999年，星巴克咖啡进入中国，并积极致力于将中国做成在美国之外最大的国际市场。2006年，舒尔茨跻身《福布斯》400富豪榜，身家在10亿美元以上。2008年，舒尔茨重新成为星巴克的CEO。

In 1982, he joined Starbucks Coffee Company in Seattle as the Director of Marketing. After a business trip to Milan, Italy, he tried to persuade the owners (including Jerry Baldwin) to offer traditional espresso beverages(饮料) in addition to the whole bean coffee, leaf teas and spices they had long offered. After a successful pilot of the cafe concept, the owners refused to roll it out company-wide

and Howard Schultz started his own coffee shop named Il Giornale in 1985. Two years later, the original Starbucks management decided to focus on Peet's Coffee & Tea and sold its Starbucks retail unit to Schultz and Il Giornale.

Schultz renamed Il Giornale with the Starbucks name and aggressively expanded Starbucks' reach across the United States. It can be said that Starbucks popularized espresso drinks such as the cafe latte to many Americans who had previously only ever tasted freeze dried coffee. Schultz's keen insight in real estate and his insatiable(贪得无厌的) appetite(食欲) for coffee drinks drove him to grow the company rapidly. Schultz didn't believe in franchising, so Starbucks owns every domestic outlet with one exception. Schultz went 50-50 with Magic Johnson on stores in minority communities.

Schultz co-authored a book called *Pour Your Heart into It* that expounds on his life journey with Starbucks. In his book Schultz admits that he was afraid that "Starbucks may become another soulless big chain." This book is also published in Turkish by Babiali Kültür Yayıncılığı as *Gönlünü İşe Vermek*.

Schultz is also the former owner of the NBA's Seattle SuperSonics. On July 17, 2006, it was announced that Schultz sold

the team to a group of businessmen from Oklahoma City for \$350 million. It was speculated that the new owners would move the team to their city some time after the 2006-2007 NBA season. On July 3, 2008, the City of Seattle reached a settlement with the new ownership group and the Sonics did, in fact, move to Oklahoma City. The Sonics had a 41-year history in Seattle, and the sale of the established franchise(经销权) to out-of-state owners considerably damaged Schultz' popularity in Seattle. In a local newspaper poll, Schultz was judged "most responsible" for the team leaving the city, winning 42% of the vote. Howard Schultz filed a lawsuit against Sonics chairman Clay Bennett, in April 2008, to rescind(废除) the July 2006 sale based on fraud and intentional misrepresentation. However, Schultz dropped the lawsuit in August 2008. When Bennett purchased the Sonics and its sister franchise in the WNBA, the Seattle Storm, for \$350 million, he agreed to a stipulation(条款) that he would make a "good-faith best effort" for 1 year to keep both teams in Seattle. He has since sold the Storm to four Seattle women who will keep the team in Seattle.

Schultz is also a significant stakeholder in Jamba Juice.

In 2006, *Forbes* magazine ranked Schultz as the 354th richest person in the