

《时代》周刊

精选片段选读（第三辑）

商业经营理念

你想了解什么样的美国？
你知道地道美语如何表达？
就从本书开始
你的美国之行吧！

创刊于1923年的
《时代》周刊
是美国三大时事性
杂志之一

既是美国
语言变迁的**真实记录**
更是跨越
东西方文化的**桥梁**

主编 吴娜 丁一
参编 贾伊娜 胡俊 孙茹

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丛书序

《时代》周刊创刊于 1923 年，是美国三大时事性杂志之一，也是最早提供网络浏览的杂志。周刊报道题材广泛，内容丰富，涵盖政治、经济、教育、文化、体育、艺术、人物、书评等。周刊中的文章条理清楚，语言地道，形式标准，句子信息量丰富，用词准确、灵活，在某种意义上已成为美国语言变迁的记录。这些文章对于英语学习大有裨益，是非常优秀的阅读材料。

本套丛书精心选取《时代》周刊纸质版及其网站中的优秀文章，供广大英语爱好者和学习者阅读欣赏。这些文章内容精彩，娱乐性强，语言贴近生活，难度适中，具有很强的可借鉴性。通过阅读文章，读者既可以提高英语水平，又可以提高语言修养。考虑到原文的语言特点，为保持语言的原汁原味和阅读的流畅性，丛书在编写过程中只做了若干简单但点睛的注释。对于广大的英语爱好者和学习者来说，我们相信本套丛书是一个不错的选择。

《商业经营理念》分册讲述了当今美国瞬息万变的商场商战故事。例如，在信息技术时代，实体商场和购物中心遭受重创；商业巨头谷歌、微软、好市多、英特尔、埃森哲等纷纷推出新营销策略；人在职场，身不由己，职场人应如何净化工作环境？消费者购物使用信用卡，这样的消费方式真的安全吗？

《健康环保体系》分册倡导“健康”和“科学”理念，选取有关“减肥误区”“日常饮食”“健康育儿”“北美狗鱼”“飓风命名”“北极熊”的文章，内容贴近生活，视角独特有趣。读者阅读本书既可夯实语言基础，又可获得百科知识，为生活和学习添色。

《体育娱乐视角》分册精选《时代》周刊中涉及体育娱乐内容的优秀文章，供广大英语爱好者和学习者阅读欣赏。文章内容丰富，涵盖体育、电影、游戏等多个领域，娱乐性强，且语言地道，难度适中，是非常优秀的英语学习材料。

编者

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The Big Business of Thanksgiving Day Parades

感恩节游行的巨大商机

By Christopher Matthews

导 读

随着现代社会人们生活节奏不断加快，人们对节日的传统庆祝方式愈加怀念。感恩节游行是具有百年历史的美国节日庆典活动，许多企业瞄准游行庆典所蕴藏的巨大商机，不惜重金赞助游行。这已成为现代美国重要的市场营销手段。

Thanksgiving weekend is a **banner** one for American retailers, but there's another American business that thrives at this time of year: parades. Each year, the Macy's Thanksgiving Day Parade draws more than 3.5 million spectators to New York City, while another 50 million watch on TV. That's right, far more Americans **tune in** to the Thanksgiving Day procession than the Oscars.

And it's not just Macy's. Across the country, from Plymouth, Mass., to Seattle, folks will crowd street corners and tune in on television to watch marching bands, helium-filled balloons and papier-mché floats pass by. In this age of smart phones and social media, viewers are still transfixed by this century-old tradition, and still have a hankering for hometown fanfare sponsored by local businesses.

Sentence Translation

在这个智能手机与社交媒体风靡的时代，人们依旧对这个百年传统着迷，始终对当地企业赞助的这一家乡的盛大表演满怀期待。

Take Detroit. Though the city is still **reeling** from its recent bankruptcy filing, it's expecting roughly 1 million people to line Woodward Avenue in the city's downtown section for America's Thanksgiving Parade presented by Art Van

Furniture. Michiganders and TV watchers across the country will also be tuning in—last year the event was watched by 21% of viewers in Detroit's local TV market, and the parade was **syndicated** in 140 cities across America.

According to Tony Michaels, CEO of the Parade Company, the nonprofit group that operates Detroit's Thanksgiving Day Parade and several other civic events, parades like Detroit's maintain their popularity because of the quickly changing landscape of American entertainment rather than in spite of it. “The buzz over this year's parade is at the highest level it's ever been,” says Michaels. “That's because traditions like these are even more valuable to people today. In a fast-paced world, we're **down-home** cool.”

Cool or not, the parades would never happen without the many businesses, large and small, that are willing to sponsor them. Putting on a parade of such magnitude is no cheap task. The Parade Company has 14 full-time employees, including an art director responsible for overseeing the construction of floats in its 200,000-sq.-ft. (18,580 sqm) studio and sponsorship-fulfillment representatives who work with companies putting up the **dough**. Sponsoring a float doesn't come cheap—just the construction costs alone can run anywhere from \$30,000 to \$100,000.

And while they feel like civic events, parades are almost exclusively funded by sponsors. Most of the roughly half-million dollars the City of Houston will spend on its parade this year will come from businesses like supermarket chain HEB. The nonprofit firm Christmas in St. Louis, which operates that city's 29-year-old parade, estimates it will spend \$140,000, but that doesn't include the cost of many of the featured floats, which many sponsors hire artists to build. And the historical-themed parade in Plymouth, which

Sentence Translation



底特律感恩节游行等类似传统活动备受民众欢迎，是由于美国娱乐业风云变幻，而非其自身人气高。

happened on Saturday, cost its nonprofit manager \$250,000—drawn mostly from local restaurants and banks in small-town Massachusetts. (Organizers in New York City, Detroit and Philadelphia declined to provide total cost estimates.)

The fact that these increasingly **elaborate** events are being **pulled off** without much help from taxpayers is evidence that event sponsorship is an increasingly popular publicity strategy. Jim Andrews, vice president at sponsorship consulting firm IEG, says corporate spending on sponsorship is growing faster than most other forms of marketing. With the surge in entertainment options for Americans, it's becoming easier for them to avoid or ignore ads, and sponsorships are one way for a company to broaden its reach. "It's harder to break through these days with traditional advertising because of the **clutter** and cost in some markets," says Andrews. "And sponsoring local events is a unique way to signal that you're a good corporate citizen."

Firms like McDonald's, which sponsors Chicago's Thanksgiving Parade, and Philadelphia's local ABC affiliate WPVI-TV, which sponsors that city's parade along with Dunkin' Donuts, couldn't get away with expensing the hundreds of thousands of dollars needed to put on these events each year if it didn't in some way help pad the bottom line. "The parade is a truly **iconic** event for the city, and our sponsors see the value in aligning with it," says Mike Mon-sell, director of creative services for WPVI-TV. With 500,000 people across the Philadelphia media market expected to tune in, it's not hard to see why.

Holiday parades have always been **intertwined** with commerce. Philadelphia's parade, the nation's oldest, was the **brainchild** of Ellis Gimbel of Gimbels department store,

Sentence Translation



成功举办这些不断升级的盛会没有过多依靠纳税人的税款，这说明赞助盛会逐步成为备受企业青睐的宣传策略。

Sentence Translation



麦当劳赞助芝加哥感恩节游行，美国广播公司下属 WPVI 电视台与唐恩都乐共同赞助费城感恩节游行。若无利可图，这些企业不会一掷千金年年赞助游行。

who thought the celebration would be a great way to draw holiday shoppers to his downtown outpost. The original parade's **finale** even had Santa Claus bounding into the Gimbels toy department.

Nearly 100 years later, that commercial zeal hasn't faded. But it's not all business. Art Van Elslander, chairman of Art Van Furniture, says he first began supporting the Detroit parade 24 years ago when a lack of funding made it look as though the parade wouldn't happen. Born and raised in Detroit, Elslander has a sentimental attachment to an event he attended as a kid and later with his own children. He wrote a \$200,000 check to keep the parade afloat in 1989, and has been a lead sponsor ever since, with his company sporting the largest float. In the parade business, there's still plenty of holiday spirit.

Sentence Translation

1989年他开出一张20万美元的支票赞助感恩节游行继续举行，自此他成为主要赞助商。他的公司赞助游行队伍中最大的花车。

banner *adj.* 优秀的，极好的

tune in 收看

transfix *v.* 使惊呆

reel *v.* 蹒跚；挣扎

syndicate *v.* 在多家报刊上同时发表

down-home *adj.* 乡村的，乡土气息的；
淳朴热情的

dough *n.* 现钞

elaborate *adj.* 精心制作的

pull off 努力实现

clutter *n.* 混乱，杂乱

iconic *adj.* 标志性的

intertwine *v.* 交织，交错

brainchild *n.* 创作品

finale *n.* 尾声



Meet the Two Retail Giants That Won't Let You Buy Online Today

当今无网购服务的两大零售业巨头

By Verne Kopytoff

导 读

网购流行的时代，许多商家为抢占市场份额，纷纷推出线上销售服务。为何两大零售连锁巨头罗斯与马歇尔百货却坚守实体店？线上交易究竟占商家销售额的比例是多少？零售商到底应该坚守实体店销售还是扩展网络销售业务？

Shoppers won't find any Cyber Monday deals today at Ross or Marshalls, the two discount retailers. Sure, they want your business. But you'll have to get in your car and visit one of their **bricks and mortar stores**. Unlike virtually every other national retail chain, neither Ross nor Marshalls sells online.

Sentence Translation

与国内几乎任何其他零售连锁店不同，罗斯百货公司与马歇尔百货公司均不提供网购服务。

Yes, you read that right. Online shopping isn't an option not today or any day.

Ross and Marshalls are among a handful of big stores that have avoided e-commerce, or at least got a late start. Their take-it-slow strategy is a sharp contrast to the intense online focus of rivals, many of which have been selling on the Web for close to 15 years. How can a **retro** retailer survive in the digital age? It depends.

Sentence Translation

这两家百货公司对网售的冷静策略与拥有近十五年网售经验的竞争者对网络销售的强烈关注形成了鲜明对比。

"If you're a company that competes very heavily with Amazon, there is no option," said Sucharita Mulpuru-Kodali, an analyst with Forrester Research. "But if you have unique products or you're focused on your stores, you

can afford to be a **holdout**.”

Despite its **outsized** reputation, online shopping plays a relatively small role in retailing. E-commerce accounted for only 5.9 percent of overall retail sales in the third quarter, up from 4.7 percent a year earlier, according to the U. S. Commerce Department.

Still, many bricks and mortar stores pay close attention to their online businesses and spend **lavishly** on them. Technology, staff and giant warehouses filled with merchandise are costly. A number of retailers have also gone so far as to open research labs in Silicon Valley to stay on the cutting edge of innovation.

Bricks and mortar stores vary widely in their success online. Nordstrom's direct sales business, which includes e-commerce, makes up nearly 14 percent of the company's overall revenue. But for others, e-commerce remains insignificant. Target, for example, has said that online accounts for less than 2 percent of its overall sales.

Whatever the case, the **hype** over online retailing reaches its annual **zenith** today. For the past eight years, the e-commerce industry has made a big marketing push the Monday after Thanksgiving dubbed Cyber Monday by offering a flurry of one-day discounts.

Ross and Marshalls won't be participating, for obvious reasons. Both have Web sites, but the only things shoppers can buy through them are gift cards. Compare that with nearly every other bricks and mortar retailer like Wal-Mart, Macy's and Best Buy. Their sites are filled with sweaters, tablet computers and big screen televisions for sale along with special Cyber Monday offers to **entice** shoppers to click “buy.”

Sentence Translation



许多零售商甚至在硅谷创建研究实验室，以引领网售技术的创新。

Sentence Translation



八年来，电子商务产业利用感恩节过后的周一进行为期一天的疯狂折扣活动，即网购星期一，进行市场推广。

Marshalls may eventually join the e-commerce revolution, according to its parent, TJX Companies. For now, though, TJX is learning the ropes via T. J. Maxx, Marshalls' sister retailer, which quietly restarted online sales a few months ago after an eight year **hiatus**.

"We plan to build on what we learn before we focus on e-commerce for our other businesses, but eventually, we see e-commerce working for all of our chains," TJX said in a statement.

Executives had pulled the plug on the T. J. Maxx's original **foray** into online retailing because of dismal sales. This time around, however, T. J. Maxx is taking a cautious approach by limiting the amount of merchandise available online, helping to keep costs down and minimizing the complexities of managing a huge inventory.

Sentence Translation 

因销售业绩暗淡，T. J. Maxx 百货公司的高管们已经终止了此前开展的网络零售业务。

"TJX expects to continue with our **deliberate** approach, grow smart and offer additional categories and functionality to TJMaxx. com over time," TJX said.

TJX paved the way for its online comeback by **acquiring** Sierra Trading, a retailer with a big e-commerce business. The \$200 million deal last year gave TJX the expertise and technology infrastructure it felt it needed.

Selling online can be complicated, particularly for discount retailers that buy up big lots of leftovers. Records of how many shirts they have in a particular size and color are often lacking. Furthermore, for the past few years, they've had to compete against **flash sale sites** like Gilt and Zulily, many of which are big money losers. Turning a profit when a rival is willing to lose money on every order is difficult.

H&M, the fashion retailer, proves the point about the complexity of getting going in online retail. It had promised

three years ago that it would open a U. S. online store, but twice delayed the project to work out the **kinks**. Over the summer, the company finally flipped the switch and started taking online orders. Because of its late start, H&M let rivals like Zara get a big head start.

Of course, H&M has been busy. In recent years, it's opened dozens of stores across the country.

Mulpuru-Kodali, the analyst, said that such a delay is probably not too serious. It's better for fast-growing retailers to focus on their new stores, even if it means disappointing some customers that prefer shopping online.

"Online sales aren't so important for stores that are aggressively expanding their bricks and mortar operations," she said. "The Web is essential for companies that are mature and looking for a new channel of growth. You have limited resources and it's better to stick to your knitting."



bricks and mortar store 实体店	retro <i>adj.</i> 怀旧的
holdout <i>n.</i> 保留	outsized <i>adj.</i> 较大的
lavishly <i>adv.</i> 耗资巨大地	hype <i>n.</i> 促销广告
zenith <i>n.</i> 顶峰	flurry <i>n.</i> 一阵激动
entice <i>v.</i> 诱使	hiatus <i>n.</i> 停滞
foray <i>n.</i> 尝试	deliberate <i>adj.</i> 深思熟虑的
acquire <i>v.</i> 收购	flash sale site 限时购物网站
kink <i>n.</i> 问题	

Peak Season for Gadget Trade-ins: Best Time for Buying or Selling Old Electronics?

电子产品回购旺季：是否成为旧电器交易的最佳时期？

By Brad Tuttle

导 读

现代社会，科学技术的进步推动电子产品不断更新换代。为满足人们对新电子产品的需求，一些网站和企业提供以旧换新服务。因此，在秋季电子产品发布时节或圣诞节前后，兴起了电子产品以旧换新的热潮。电子产品回购的旺季，人们是否应尽早出售旧电子产品？人们是否能以优惠的价格购买旧电子产品？

After a huge **spree** of new device purchases around the holidays, a flood of older gadgets flood the resale and trade-in market.

The holiday period has become peak season for gadget upgrades and, subsequently, gadget unloading. Resale and trade-in services universally report that the year-end device-buying **frenzy** tends to go hand-in-hand with a spike in consumers seeking some quick cash by selling their older electronics.

Sentence Translation

从事转售与回购的商家普遍认为年底人们疯狂购买新电子产品的同时，也往往会选择通过出售他们的旧电子产品来使现金回笼。

“Over a two-week period beginning right after Christmas last year, Gazelle had more trade-ins than it did during most months in 2012,” a spokesperson for Gazelle, the e-electronic trade-in and resale site, said via email. “During that **timeframe**, there were nearly double the trade-ins for any other two-week period during that year.”