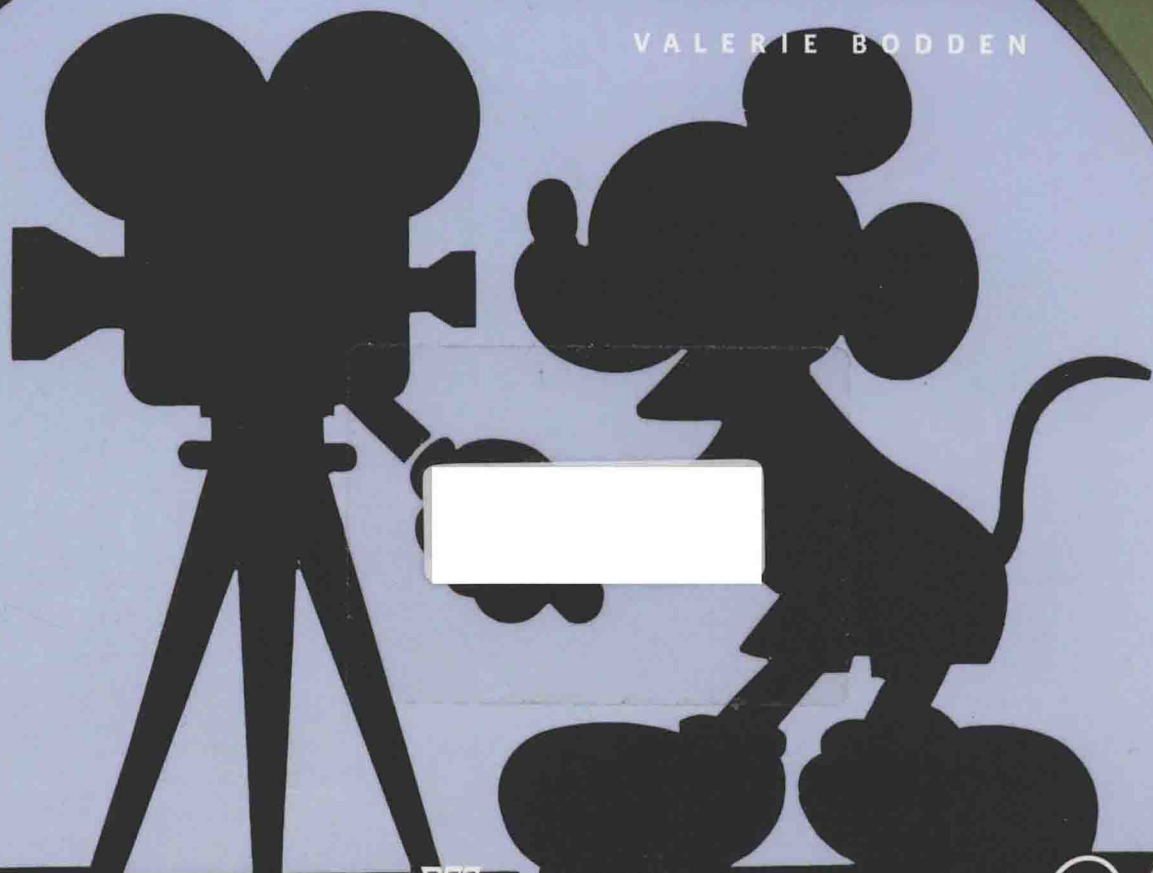


BUILT FOR SUCCESS 世界名牌之路

THE STORY OF 迪士尼
Disney

VALERIE BODDEN



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Disney
迪士尼

VALERIE BODDEN 著

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出版前言

“世界名牌之路 (Built for Success)”丛书是我社从美国 The Creative Company 引进出版的一套介绍美国一些世界级知名企业成功历程的图书，其中包括亚马逊、苹果、可口可乐、迪士尼、脸书、谷歌、耐克、星巴克等众多我们耳熟能详的公司。书中讲述了这些公司如何创建，创建初期所经历的一些困难甚至纠纷以及创业者如何应对，如何面对竞争、开拓市场和不断变革创新，并最终如何取得成功的。阅读这些图书，不仅是一次愉快的英语阅读之旅，更是一场创业创新的精神激励。在鼓励大众创业万众创新的今天，我们的时代和社会呼唤和需要创业创新人才。这正是我们引进出版这套丛书的目的，希望能对诸位读者有所裨益、有所激励。

书中还讲述了许多有趣的小故事：比如，亚马逊、谷歌、沃尔玛、皮克斯等公司的名称是如何得来的？苹果、麦当劳、耐克、星巴克等公司的标志是如何设计的？可口可乐的秘方是受到何等严密保护的？联邦快递公司标志中那个不易察觉的代表快速和精准的箭头符号又是怎样产生的，等等。这些小故事，不仅让我们增长了知识，读来也饶有趣味，令人难以释卷。

为保证读者英文阅读的流畅，同时又提供必要的支持，本系列丛书我们采用英汉对照的出版形式，英文原文在前，辅以脚注对个别疑难词汇和文化背景知识加以简短注解，中文译文置于书后供读者参考。此外，我们还为丛书的英文部分配备了MP3录音，以满足读者移动学习的需求。

衷心希望读者朋友们会喜欢这套丛书。

上海外语教育出版社

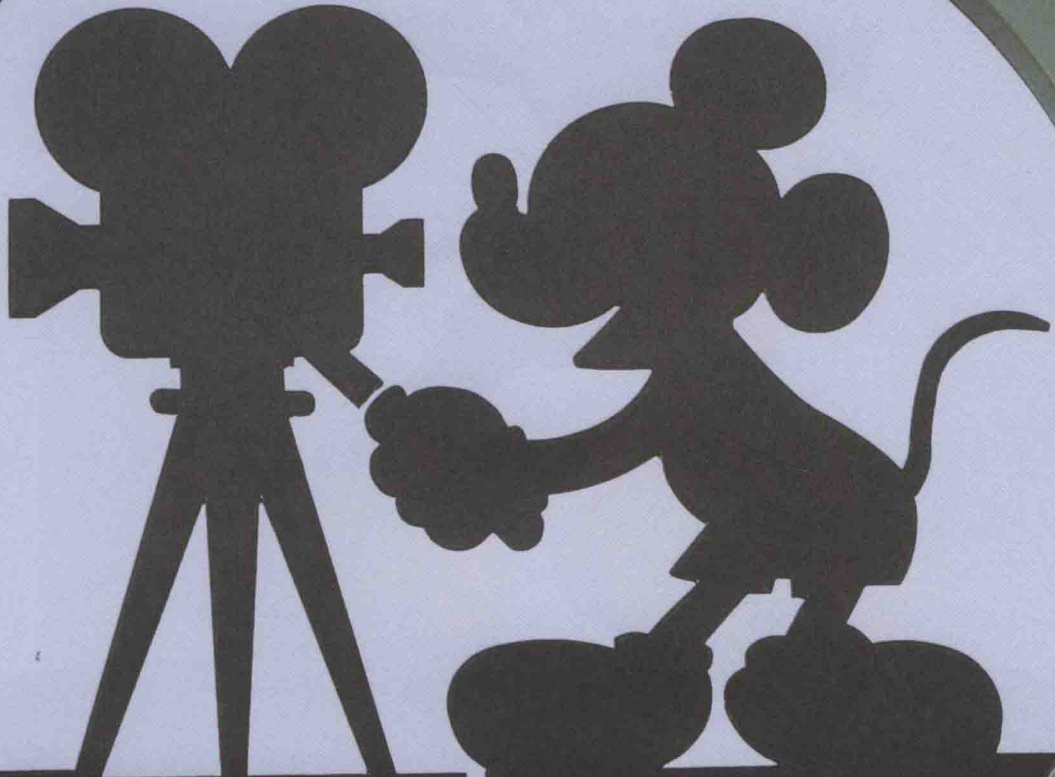
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BUILT FOR SUCCESS

THE STORY OF

Disney



VALERIE BODDEN



When brothers Roy and Walt Disney opened the Disney Brothers **Studio**¹ in Hollywood in 1923, their goal was modest: to make **animated films**². They began with a couple thousand dollars (most of it borrowed), a second-hand camera, and little else. What they ended up with was an entertainment empire now known as the Walt Disney Company. Today, that company does business around the world, earning more than \$45 billion a year. From its humble beginnings, it has expanded to **encompass**³ film studios, theme parks, **a cruise line**⁴, television and radio networks, **record labels**⁵, publishing houses, and retail stores. Yet, despite its **incredible**⁶ growth, the Walt Disney Company is perhaps still most famous for the animated character who got it all started: Mickey Mouse.

1 **studio**: 艺术工作室; 电影制片厂

3 **encompass**: 包括; 涉及

5 **record labels**: 唱片公司

2 **animated films**: 动画(动漫)电影

4 **a cruise line**: 邮轮公司

6 **incredible**: 难以置信的

In Search of Success

When 21-year-old Walt Disney decided to move from Kansas City, Missouri, to Hollywood, California, he hadn't yet even dreamed of Mickey Mouse. He had created other cartoon characters for **Laugh-O-Gram Films¹**, the Kansas City company he co-owned with a friend, but after the company went bankrupt, Walt found himself discouraged with animation.

Yet, unable to find a job after he arrived in Hollywood, he once again turned to cartoon drawing and soon convinced his older brother Roy, who was recovering from **tuberculosis²** in a Los Angeles hospital, to join him in opening their own studio. The two brothers quickly established the Disney Brothers Studio in a small, windowless office and began work on *Alice's Wonderland*, a series of films that featured a real girl in a cartoon world.

Although the brothers made little money that first year, they were confident, and with his typical **optimism³**, Walt told his father that he would "make the name Disney famous around the world." Although he at first produced much of the company's animation, Walt soon realized that there were other artists more talented

1 Laugh-O-Gram Films: 欢笑动画电影公司 **2** tuberculosis: 结核病

3 optimism: 乐观



Alice's Adventures in Wonderland, a story written in 1865, inspired the first Disney cartoon films

than he and turned instead to directing the animators the studio hired. As Walt focused on the creative side of the company, Roy dealt with the **financial**¹ aspects of running a business, trying to keep Walt—who rarely worried about money—to a **budget**². In 1926, Walt and Roy decided to rename their company Walt Disney Productions (which later became the Walt Disney Company), as they believed it would help business if people thought a single individual had created their films.

Even with the new name, the company at first struggled to sell enough films to pay its few employees. Then, in 1927, the Disneys created Oswald the Lucky Rabbit, who became an instant success. People around the country flooded theaters to watch Oswald's latest **antics**³—from racing airplanes to hunting big **game**⁴ in Africa—and items with Oswald's floppy-eared picture on them filled store shelves. Confident that the company had at last gotten its **big break**⁵, Walt and his wife Lilly headed to New York to negotiate a new contract with their **distributor**⁶, fully expecting to get more money for the little rabbit. Instead, Walt was offered less money and was told that all but one of the company's animators had been hired away. What was worse, the distributor, Universal Pictures—not Walt Disney Productions—owned the rights to Oswald.

Disappointed but never one to give up, Walt boarded the train back to California and began to **doodle**⁷. Soon, a mouse with large, round ears had “popped out of [his] mind and [onto] a drawing pad.” Walt asked his wife if she liked the name “Mortimer Mouse.” She suggested that he name the character “Mickey Mouse” instead, and, in that instant, one of the most famous cartoon characters of all time was born.

In May 1928, the first Mickey Mouse cartoon, a six-minute film called *Plane Crazy*, was previewed in Hollywood, and a second **short**⁸, *Gallop in' Gaucho*, soon followed. Although the films were received with some enthusiasm by the

1 **financial**: 财务的

3 **antics**: 古怪搞笑的举动

5 **big break**: 重大机遇

7 **doodle**: 信手涂画

2 **budget**: 预算

4 **game**: 猎物

6 **distributor**: 发行商

8 **short**: 短片



Walt Disney's company seemed destined for greatness once he created his signature character, Mickey Mouse

Hollywood crowd, no one was willing to distribute them. The Disneys knew they had to do something special to get Mickey Mouse noticed. Only a few months before, the first-ever motion picture with sound had been introduced, and now Walt **proposed**¹ to make a Mickey Mouse cartoon with sound. The result was *Steamboat Willie*, the world's first cartoon with sound. Mickey Mouse's voice, provided by Walt himself, soon became one of the most recognizable voices in the United States, and "Mickey Mouse Clubs"—at which children sang Mickey Mouse songs, **traded souvenirs**², and watched the latest cartoons—sprang up around the country. Soon, Mickey Mouse could be seen on everything from hairbrushes to pajamas, alarm clocks to doll houses.

Even with the widespread popularity of Mickey Mouse, Walt wasn't content to just sit back and enjoy the company's success. Another film industry innovation had caught his eye: color. In 1932, Walt Disney Productions created its first color cartoon, called *Flowers and Trees*, which won an **Academy Award**³.

But Walt still wasn't satisfied. So far, all of the studio's cartoons had been shorts, designed to be shown before a **live-action feature film**⁴. Now, Walt wanted to create an animated feature film, 20 times the length of a short. In 1934, the studio began work on *Snow White and the Seven Dwarfs*, despite the fact that people in the film industry said that no one would sit still for an hour and a half of cartoons and took to calling the movie "Disney's Folly."

After three years—and \$1.5 million—*Snow White* opened at a theater in Los Angeles. Major movie stars of the day, including Charlie Chaplin, Shirley Temple, and George Burns, were on hand for the premiere of the world's first full-length animated movie. Although **critics**⁵ had warned that people would never believe that a cartoon boy and girl could fall in love, audience members were in tears when they thought Snow White had died. After its **grand premiere**⁶, *Snow White* went on to earn \$8 million, as well as an Academy Award—or rather, eight Academy Awards: one big one along with seven little ones for each of the dwarfs. Walt and Roy Disney had arrived.

1 **propose**: 提议

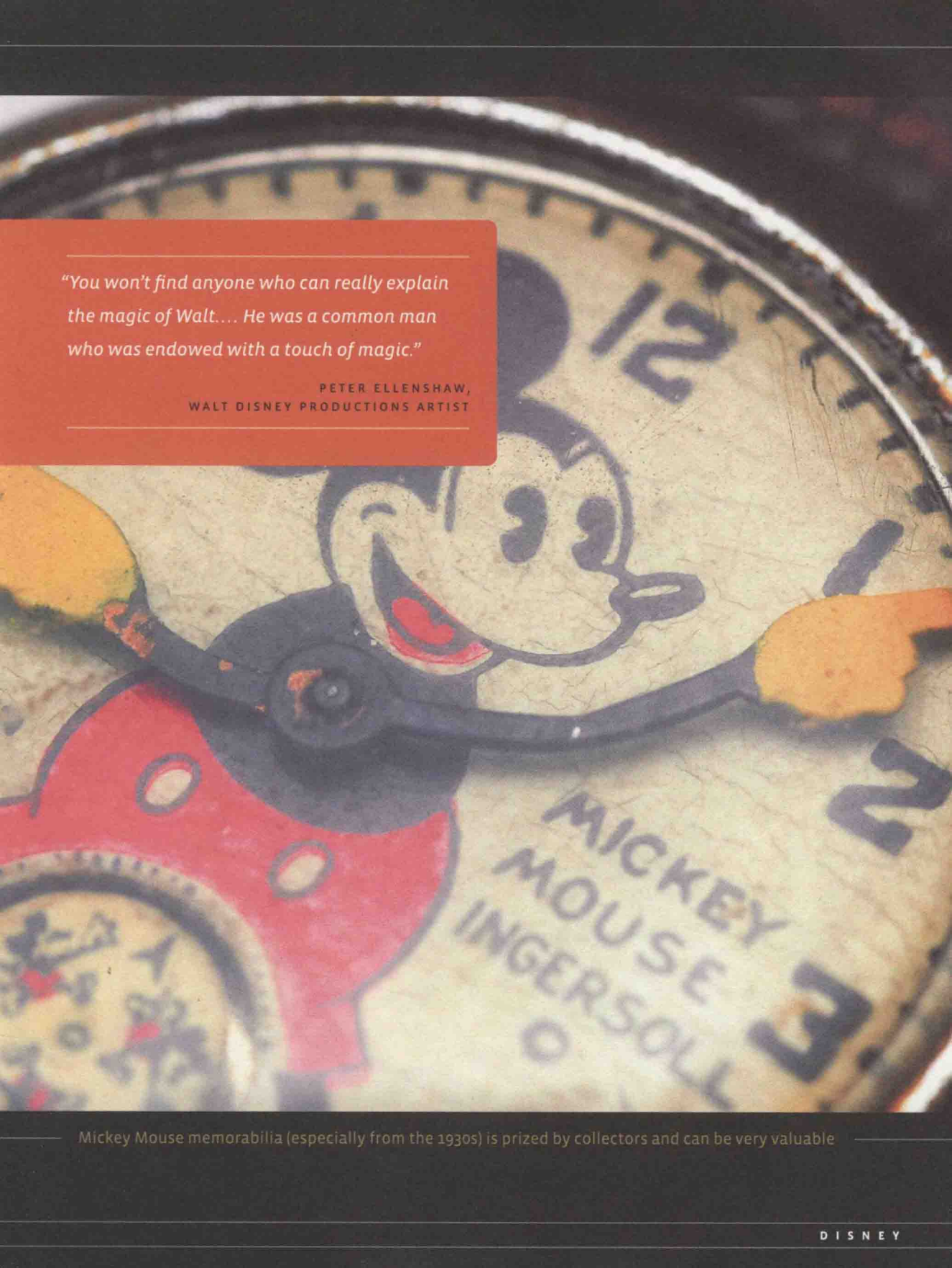
2 **trade souvenirs**: 交换纪念品

3 **Academy Award**: 艺术与科学学院奖

4 **live-action feature film**: 真人实景故事影片

5 **critics**: 评论家

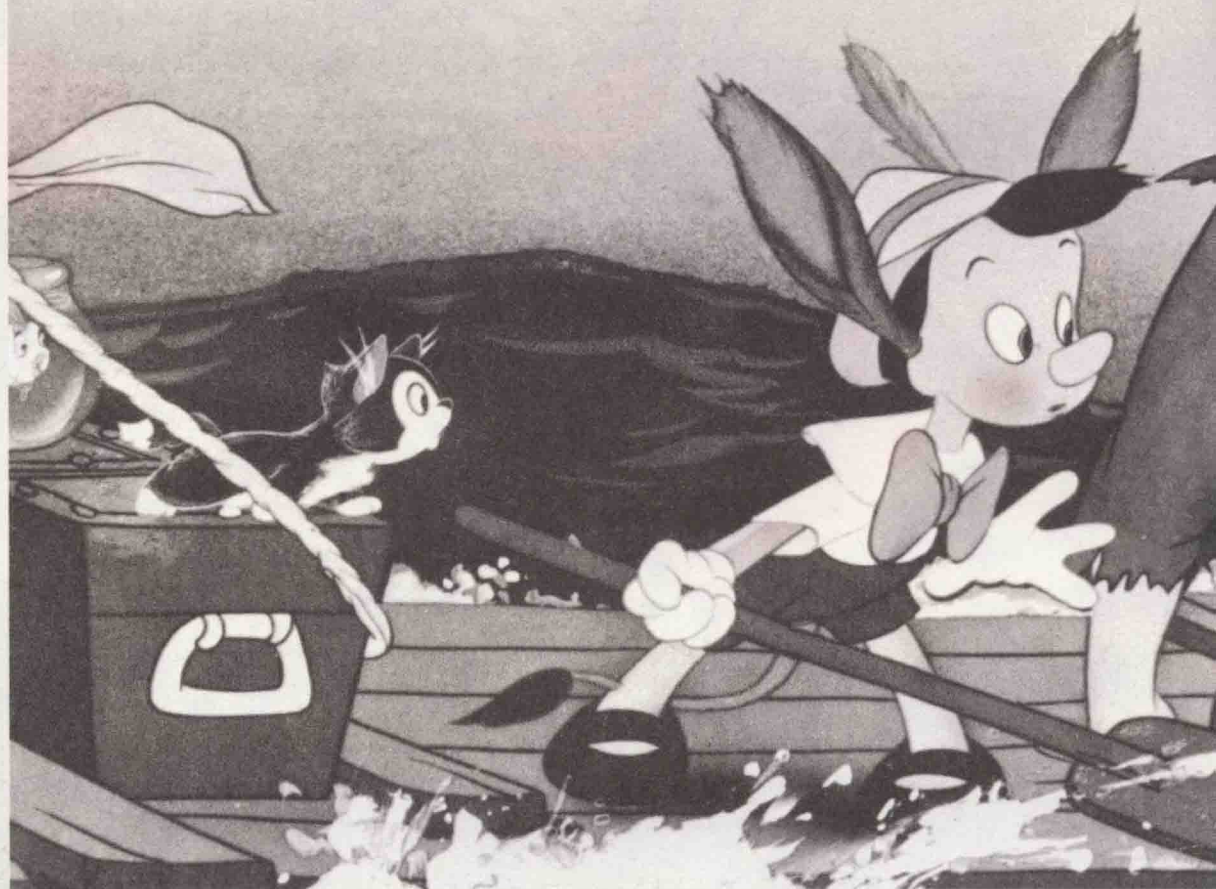
6 **grand premiere**: 隆重的首映式



"You won't find anyone who can really explain the magic of Walt.... He was a common man who was endowed with a touch of magic."

PETER ELLENSHAW,
WALT DISNEY PRODUCTIONS ARTIST

Mickey Mouse memorabilia (especially from the 1930s) is prized by collectors and can be very valuable





A DRIVE FOR PERFECTION

Walter Elias Disney was born on December 5, 1901, in Chicago, Illinois, the fourth of Elias and Flora Disney's five children. When Walt was five years old, his family moved to a farm in Marceline, Missouri, where Walt spent his days playing outdoors. Then, in 1911, the family moved again, this time to Kansas City, where Walt and his brother Roy got up at 3:30 every morning to deliver newspapers before school. Although other newspaper boys were allowed to throw the newspapers on people's lawns, Walt's father required his sons to put the papers behind the customers' storm doors. While the brothers hated the job at the time (nine-year-old Walt would often cry as he delivered the papers in the cold), it taught them a valuable lesson about making every customer happy and instilled in them a drive for perfection that later manifested itself in their business.