

BUILT FOR SUCCESS 世界名牌之路

THE STORY OF 沃尔玛  
Wal-Mart

SARA GILBERT

Walmart 

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THE STORY OF

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沃尔玛

SARA GILBERT 著

赵敏译

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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

# Wal-Mart

Walmart 

SARA GILBERT



A large, three-dimensional red logo of the word "Always" in a cursive script. The logo is mounted on a wall with a grid pattern of light-colored tiles. A red diagonal line is drawn across the bottom of the logo. A small registered trademark symbol (®) is visible at the end of the word.

# Low Prices

Exit

Ent

Phone	
Urgent 24 Hours	
<b>Auto-Tune Playlist</b>	
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
<b>Pharmacy</b>	
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
<b>Top 10 Radio Stations</b>	
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
<b>Spotify</b>	
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000
Auto-Tune	1-800-4-A-1000

**A**s Sam Walton prepared to open a new store in Rogers, Arkansas, in the summer of 1962, he ran a series of ads in the local newspaper promoting the deals shoppers would find at the new **retail<sup>1</sup> outlet<sup>2</sup>**: a Sunbeam coffemaker, usually priced at \$19.95, for just \$13.47; a \$100 Polaroid camera for \$74.37, and a lawnmower discounted from \$59.95 to \$37.77. The ads worked. When the store celebrated its grand opening on July 2, 1962, thousands of people **showed up<sup>3</sup>**. They crowded into the 18,000-square-foot (1,672 sq m) store and found the entire space filled with tables laden with **merchandise<sup>4</sup>**—clothing, toys, sporting goods, shampoos, small appliances, shoes, housewares, and more. Then they **lined up<sup>5</sup>** at the three checkout stands and made the first Wal-Mart purchases in history.

**1 retail:** 零售, 零卖

**3 show up:** 来到

**5 line up:** (使) 排成行

**2 outlet:** 廉价经销店, 折扣店

**4 merchandise:** 商品

# A Store Is Born

**W**hen 22-year-old Sam Walton graduated from the University of Missouri in 1940, he began working as a **management trainee**<sup>1</sup> at a J.C. Penney store in Des Moines, Iowa. He loved waiting on customers, and his personable nature made it easy for him to sell them clothing and other household items.

By the time he left that store in 1942, he had decided that he would be a retailer for the rest of his life—although he had to spend a few years in the United States Army first. When his time was up, he told his new bride, Helen, that he wanted to run his own retail store.

Helen Walton's only request was that they set up shop in a small town—one whose population did not exceed 10,000. So Walton's first operation, which opened in 1945, was a Ben Franklin **franchise**<sup>2</sup> in the town of Newport, Arkansas, which had a population of 7,000. Walton's store sold everything from clothing to ice cream cones and became the best-selling Ben Franklin in the state. Then, in 1950, he moved Helen and their four children to the even smaller town of Bentonville, Arkansas (population 3,000), and purchased an established **variety store**<sup>3</sup> there. He renamed it Walton's **Five and Dime**<sup>4</sup>. By 1960, he had opened 15 Walton's Five and Dimes in Arkansas, Missouri, and Kansas.

**1** management trainee: 管理培训生

**2** franchise: 获特许经营权的商店

**3** variety store: (廉价) 杂货店

**4** Five and Dime: 五分一角店, 廉价日用品店





Sam Walton became an Eagle Scout as a teenager and a captain in the U.S. Army during World War II.



Even then, however, Walton wasn't satisfied. He was convinced that discounting—buying huge quantities of products at reduced rates and selling them for low prices—was going to be the retail model of the future, and he was determined to open his own discount store. He talked his brother Bud into putting up a couple thousand dollars, and the manager of one of his stores added another thousand or so. Walton and his wife went to the bank to borrow much of the remaining \$350,000 they needed to open their first discount store.

Walton decided to build his first store in Rogers, Arkansas, a slightly larger town just a few miles away from Bentonville. It opened in 1962—the same year that Kmart, Woolco, and Target were launched in other parts of the country. Walton named his store Wal-Mart at the suggestion of a manager and hung two additional phrases on the front of the building: “We Sell for Less” and “Satisfaction Guaranteed.”

Walton was certainly satisfied by that store's performance. Sales at the Rogers Wal-Mart, where about 25 employees were paid between 50 and 60 cents an hour to **stack**<sup>1</sup> everything from automotive supplies to sporting goods on tables, totaled almost \$1 million in the store's first year. That was far better than the \$200,000 that the strongest of his variety stores had brought in. But Walton realized he could make even more money if he had more stores. So in 1964, he opened a 12,000-square-foot (1,115 sq m) barn-like building in nearby Harrison and a 35,000-square-foot (3,252 sq m) outlet in the larger town of Springdale. Almost immediately, the Springdale Wal-Mart sold better than the other two, thanks to the town's larger population. “I knew we were on to something,” Walton said. “I knew in my bones it was going to work.”

Following his convictions, Walton opened another store in 1965, two more in both 1966 and 1967, and five more in both 1968 and 1969, all in rural Arkansas, Oklahoma, and Missouri. At the time, Walton was primarily **leasing**<sup>2</sup> existing buildings, including an abandoned Coca-Cola bottling plant. “Our stores didn't really look good,” he admitted. “They weren't professional at all.” But customers

<sup>1</sup> **stack**: (使) 整齐地堆起

<sup>2</sup> **lease**: 租用, 租借



— Sam Walton's first store, in Bentonville, Arkansas, is today a visitor's center called Birthplace of Wal-Mart —

weren't coming because of the buildings. They were looking for deals. And offering deals was what Walton did best.

Walton scouted out the best prices he could get from distributors, ordered the products in bulk, and then set a standard **markup**<sup>1</sup> for 30 percent of the price he paid for an item—which meant that he could sell products for much less than his competitors, who had to pay more because they weren't buying in such large quantities. Sometimes, he'd **forgo**<sup>2</sup> a markup of any kind just to get customers into his stores, where he hoped they would find other items to buy as well. When the Springdale store opened, he lured customers in by advertising tubes of toothpaste for 27 cents apiece.

By the end of 1969, Walton had opened 18 Wal-Mart stores, and he visited each location regularly. He always carried a yellow notepad with him so he could jot down which items were selling well and which weren't. He also toured competing stores. In 1964, he went to a Kmart near Chicago and found a clerk he could pepper with questions. Don Soderquist, a future Wal-Mart executive who was working for a competitor at the time, was shopping at the same Kmart and heard Walton asking the clerk about how often Kmart ordered, how much was ordered, and how **inventory**<sup>3</sup> was **tracked**<sup>4</sup>. Soderquist, who recognized Walton, asked him what he was doing. "Oh, this is just part of the educational process," Walton replied.

In 1969, Walton's Wal-Mart stores brought in combined sales of approximately \$9 million. Although that didn't come close to the \$800 million that the 250 Kmart stores were collectively bringing in, Walton was sure his strategy for success was working. And he was determined to keep the **momentum**<sup>5</sup> going.

1 **markup**: 提价幅度 (尤指商店从进货价到售价的增加幅度)

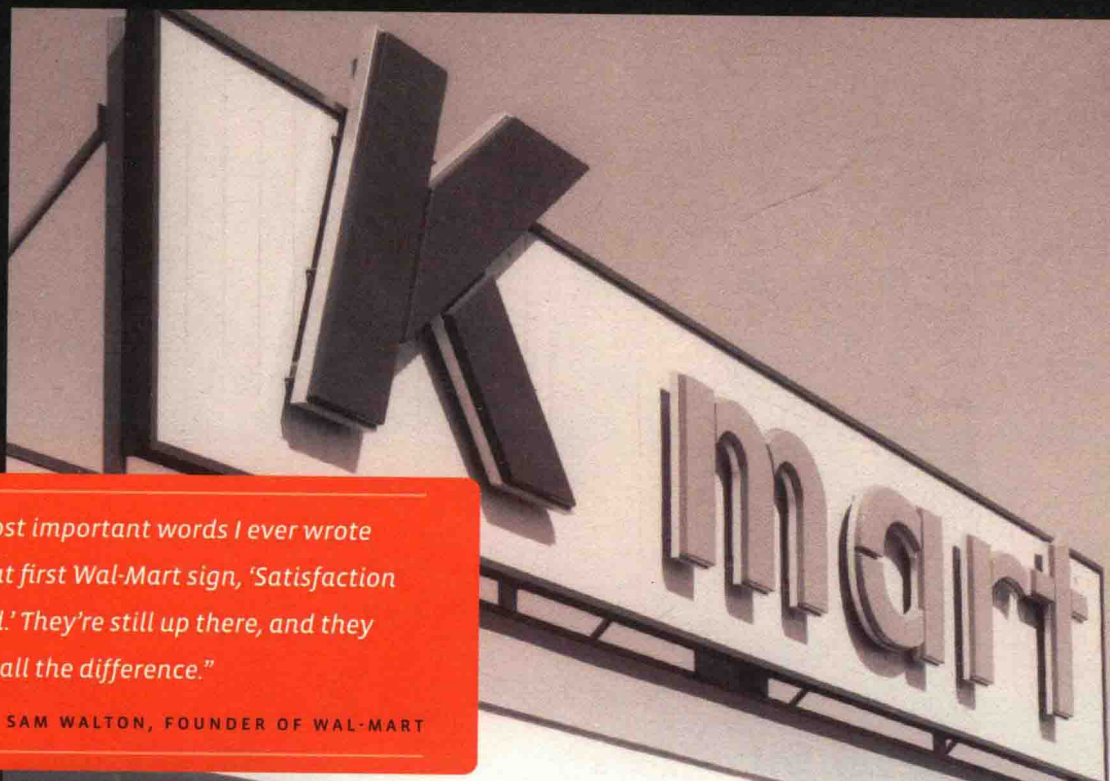
2 **forgo**: 放弃

4 **track**: 跟踪 (进展情况)

3 **inventory**: 库存

5 **momentum**: 动力, 势头





*"The two most important words I ever wrote were on that first Wal-Mart sign, 'Satisfaction Guaranteed.' They're still up there, and they have made all the difference."*

SAM WALTON, FOUNDER OF WAL-MART



Kmart was a discount giant while Wal-Mart was still in its infancy; in 1969, Kmart's revenue neared \$1 billion



