

领先商务英语专业系列教材

# BUSINESS

■ 总主编 仲伟合 王立非

# Leader Reading

# 领先

# 商务英语

# 阅 读 1

■ 主编 潘惠霞



高等教育出版社  
HIGHER EDUCATION PRESS

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为应对全球经济一体化发展对专业化英语人才的需要,我国于2007年开始试办商务英语本科专业,希望培养出一大批能用英语直接参与国际商务活动的人才。商务英语教材的编写工作成为新专业建设中必不可少的中心任务之一。为了保证教材的科学性、严谨性和实用性,高等教育出版社组织编写了一整套适合商务英语专业的系列教材——《领先商务英语》系列教材,来规范和保证该专业的建设目标和专业发展。《领先商务英语阅读》是该系列教材中的一个部分。

《领先商务英语阅读》以最新颁布的《高等学校商务英语专业教学要求(试行)》为指导,在编写过程中本着“突出跨文化商务交际能力的培养”的原则,在课文素材上进行了认真的遴选。课文全部来自国外原版专业著作、报刊、杂志及网络等。通过“商务文化热门话题”、“著名商务企业介绍”、“经、管、法基本知识”和“名人轶事”等内容给学生在在学习语言的同时提供更多的机会了解商务方面的相关知识。每册课文的内容根据不同的模块,从易到难、循序渐进排列。同时,每册的语言技能训练和商务文化知识按不同比例分配于各册:第一册70%:30%;第二册40%:60%;第三册50%:50%;第四册30%:70%。

《领先商务英语阅读》共分四册,每册16个单元,每个单元设A、B两篇课文。每册可供一个学期36课时使用。除课文外还提供阅读技巧(部分单元)、词汇、语言注释以及商务文化注释和练习等。

为了“突出国际商务知识与技能的应用和突出立体化设计”的编写原则,本套教材每个单元都提供与课文相关的视频作为“导入”[视频和练习题答案在中国外语网([www.cflo.com.cn](http://www.cflo.com.cn))上的“备课资源”里],充分调动学生的兴趣,为学习课文做好准备。

《领先商务英语阅读》由西安外国语大学商学院编写。为了保证教材编写的质量,《领先商务英语阅读》的编写组成员由经、管、法、文等多学科的教授、副教授,博士和在职博士为主体组成。经、管、法的教师主要负责每册四个模块的课文内容选材,横向把握学科知识的合理性,纵向把握整套教材中每个学科的完整性。英语教师主要负责把握课文英语语言的难易程度、文章难点的注释及阅读练习的编写。这样的编写团队无论从商务专业角度还是从英语语言角度来看都是一支最为合理的组合。

《领先商务英语阅读》在编写过程中还得到了许多兄弟院校的大力支持,他们是:对外经济贸易大学、湖南大学、东北财经大学等。在此,编者向他们表示真挚的感谢。

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## Globalization

## Lead-In

Directions: Please watch the video and answer the questions given below.



**Questions based on the video:**

- ☐ How is China spending its foreign exchange reserve?
- ☐ How does China spread its investment wings overseas?
- ☐ Why is China going out more and more actively?

## Text A

## China Goes Global

Russell Flannery

In two years' time, China's household appliance<sup>1</sup> market is expected to exceed the U.S.' white-goods<sup>2</sup> business in volume — 55 million units versus 51 million. The market leader in China by a long shot is Haier Group<sup>3</sup>. Based in the eastern port city of Qingdao, Haier accounted for more than a quarter of China's appliance sales last year. Add its fast-growing foreign operations and Haier's revenues hit nearly \$5 billion last year — up 51% from 1999 — making it the world's sixth-biggest maker of large white goods. A few years ago, Haier won another kind of accolade when it became one of the first mainland companies to be featured in a case study at Harvard's business school<sup>4</sup>.

by a long shot 绝对地; 毋庸置疑地

revenue *n.* 收入; 收益; 财政收入

accolade *n.* 赞扬; 表扬; 奖励; 奖赏; 荣誉



Beyond its own standing and success, Haier is important because it offers an insight into the changes washing across the Chinese economy. Haier's arrival as a serious brand player in the global appliance business—it has plants in 13 countries and sells its products in more than 160—signals that the **initial** phase of market economic reforms<sup>5</sup> in China's once-closed economy are nearing an end. Winning domestic brands, such as Haier and the computer maker Legend<sup>6</sup>, will increasingly turn outward for growth, as they face the prospect of more foreign competition on their own **turf** following China's admission into the World Trade Organization<sup>7</sup>.

initial *adj.* 最初的; 开头的

turf *n.* 地盘; 势力范围

"China's entry into the WTO will **dramatically** change the business **landscape** in an economy that the world is counting on for growth in the coming years." says Ming-Jer Chen<sup>8</sup>, a Chinese management expert, a business professor at the University of Virginia<sup>9</sup> and the author of a new book, *Inside Chinese Business*<sup>10</sup>. "Because of its size and large range of products it sells, Haier is going to be at or near the center of what's happening in China's economy. In other words, what they do will have a big impact on foreign companies that are looking to succeed in China. With Haier, they will find a company whose approach is sophisticated and whose leadership is energetic."

dramatically *adv.* 喜剧地; 引人注目地

landscape *n.* 风景; 景色; 风景画; 风景照

Competitive pressure in China's home appliance market—where the **bulk** of Haier's sales came from last year—is only going to intensify. The company has to find ways to lower its manufacturing costs while squeezing more profit out of its huge distribution network<sup>11</sup>.

bulk *n.* (巨大) 物体; 主体; 绝大部分

Haier has more than 30% of the small-refrigerator market in the U.S. — will also test the Chinese company's management ability. Haier is determined to keep growing: The company said in July that it would **inject** assets from a mobile-phone joint venture into a Hong Kong listed company that's been renamed Haier-CCT Holdings<sup>12</sup>. Haier could end up with more than 40% of the Hong Kong company and use it as a channel to raise

inject *v.* 注射; 注入

money for investments and **elevate** its international profile.

*elevate v.* 提高; 提升

The guiding genius behind Haier's success is its chief executive officer, Zhang Ruimin, whose management theories are influenced by ancient Chinese philosophy. The fruits of Zhang's success are apparent all over Qingdao, a city of about 7 million people. Today Haier advertisements line the sidewalks of the city's prosperous shopping districts. Its **philanthropy** funds schools, and its industrial muscle is on **display** in an area along the city's Haier Road. Haier's history is **enshrined** in the Haier Technology Museum, open last year in a **booming** area of eastern Qingdao that was farmland only a few years ago.

*philanthropy n.* 博爱; 慈善活动; 慈善事业

*display n.* 展示; 陈列

*enshrine v.* 放置或保存某物于...

*booming adj.* 迅速发展; 繁荣昌盛的

Zhang, 52, made his mark in the mid-1980s when as a senior manager he took a **sledgehammer** to defective refrigerators in front of a group of workers at what was then known as the Qingdao Refrigerator Factory. His point: to emphasize the importance of quality. He's since refined an approach that pressures **laggards** to improve. Today Haier and its affiliates control more than 30% of China's refrigerator, washing machine and freezer markets. The company is also a big maker of TV sets, air conditioners and mobile phones. At an international **appliance** exhibition in Qingdao in June, it complemented its lines of white goods with a big push into new "black goods" — electronics products such as PC **peripherals**. Among Haier's other businesses: a restaurant chain and Haier Brothers cartoons.

*sledgehammer n.* (有长柄的) 大锤

*laggard n.* 迟钝懒散者; 涣散的机构

*affiliate n.* 附属企业; 分公司

*peripheral n.* (计算机的) 外围设备; 周边设备

Seated in a conference room, Zhang is upbeat about Haier's business outlook this year — a marked contrast to the attitude of many appliance makers elsewhere. He aims to expand sales this year by 50%, to \$7.5 billion and he still wants Haier to become one of the world's 500-largest companies<sup>13</sup> by the middle of the decade. He expects much of this year's growth to come from overseas sales, including the U.S.

Yet Zhang also says that he is altering some of the strategies

that worked in the past. Domestic acquisitions<sup>14</sup> that fueled Haier's rapid growth in the past in the 1980s and 1990s, for instance, are now **poised** to slow. Instead, Zhang says that Haier is learning from such companies as Nike<sup>15</sup> and Dell<sup>16</sup> and wants to increase outsourcing. He also spoke of more aggressively **tapping** alliances with foreign companies to keep up with new technology. In another change, Haier's leader says that he wants to generate more growth from services. In particular, Zhang wants to take advantage of Haier's big distribution network — as many as 16,000 trucks in China move Haier products every day. This year Haier for the first time has begun distributing foreign products, a business that he expects will expand more quickly after China enters the WTO. "Foreign companies tend to need help with distribution," he says, adding that he is considering a domestic stock listing of its distribution unit. Zhang also disclose that Haier is in talks with potential local and foreign partners to invest in a new field: financial services, including a bank and insurance company. Overseas expansion, meanwhile, will continue — Zhang is on the lookout to buy plants. In June he picked up one in Italy for \$8 million.

poised *adj.* 处于...状态

tap *v.* 利用；开发；发掘

What home appliance makers need, says Zhang, is more innovations. "Home appliances are becoming more like IT [information technology] products, and IT products will become more like appliances," he says. Haier displays at Qingdao's trade show in June highlighted the company's mobile phones. Another display showed how consumers could monitor their home's appliances by the internet. Haier held a joint press conference with Ericsson<sup>17</sup> in June to illustrate how the Chinese company plans to incorporate the European company's Bluetooth wireless technology<sup>18</sup> in its own appliances.

The partnership with Ericsson is expected by Zhang to be one of many. "Things are different today from the traditional economy. Then companies all had their own researchers. Now that's not as necessary," he says. "I can form an alliance with Ericsson for Bluetooth technology. Tomorrow I can work

with Motorola. Two days from now I can work with Nokia.”  
The alliances offset one of Haier’s shortcomings, a lack of  
homegrown R&D<sup>19</sup>.

offset *v.* 抵消; 补偿

Overseas Haier has used tactics different from those used by most Chinese exporters that compete on price, focus on contract manufacturing and start in less affluent markets overseas. For starters, Haier sells products mostly under its own brand. It also has manufacturing sites in countries with widely different living standards. And it adapts its products to local tastes. In the U.S. one of Haier’s best-selling new products last year was a refrigerator designed for wine, an idea refined by Haier America’s president, Michael Jemal. Last year Haier sold 25,000; this year it expects the figure to increase fourfold. “This is an example of how we can grow and avoid price competition: by coming up with products that others companies don’t have.” Jemal says.

Words: (1,259)

### Notes to the Text

- ① household appliance: 家用电器。
- ② white-goods: 白色商品; 大件家用电器。
- ③ Haier Group: 海尔集团。
- ④ Harvard’s business school: 哈佛商学院。  
建于1908年的哈佛商学院是美国培养企业人才的最著名的学府, 被美国人称为是商人、主管、总经理的西点军校, 美国许多大企业家和政治家都在这里学习过。在美国最大的500家公司里担任最高职位的经理中, 有1/5毕业于这所学院。哈佛工商管理硕士学位 (Master of Business Administration, 简称MBA) 成了权力与金钱的象征, 是许多美国青年梦寐以求的学位。
- ⑤ market economic reforms: 市场经济改革。
- ⑥ Legend: 原意为传说。在此指联想集团的前公司标志。2004年, 联想公司正式从“Legend”更名为“Lenovo”。主要原因是全球化的结果, 因为legend是一个英文单词, 跟很多国家的产品有冲突。所以新创造一个单词, 赋予她意义, 并且世界各地的域名可以一次性注册不会重复。
- ⑦ World Trade Organization: 世界贸易组织。
- ⑧ Ming-Jer Chen: 陈明哲。全球著名企业竞争战略专家, 美国管理学会战略分会主席, 世界顶级学术刊物《管理评论》副总编。
- ⑨ University of Virginia: 弗吉尼亚大学。由时任美国第3任总统的托马斯·杰斐

逊于1819年创建。该校是一所全美最优秀的高等学府之一。

- 10 Inside Chinese Business: 《中国经商指南》。
- 11 distribution network: 分销网络
- 12 Haier-CCT Holdings: 海尔中建。香港证券交易所上市公司, 后被海尔集团注资, 海尔集团成为控股股东。这样海尔集团借壳海尔中建在香港上市。
- 13 500-largest companies: 世界500强企业。“世界500强”是国人对美国《财富》杂志每年评选的“全球最大五百家公司”排行榜的一种约定俗成的叫法。《财富》杂志还评选“美国最大五百家公司”(也称为“财富五百强”)、美国 and 全球最受赞赏的公司、美国青年富豪榜排行榜、全球商界最具权势25位企业家等一系列排名。同时,《财富》杂志还举办“《财富》全球论坛”, 目前已经在中国上海、香港和北京举办过三届。
- 14 domestic acquisitions: 国内收购。
- 15 Nike: 耐克。总部位于美国俄勒冈州Beaverton的耐克公司是全球著名的体育

用品制造商。该公司生产的体育用品包罗万象: 服装、鞋类、运动器材等等。

- 16 Dell: 戴尔。戴尔公司于1984年由迈克尔·戴尔创立。总部设在德克萨斯州奥斯汀(Austin)的戴尔公司是全球领先的IT产品及服务提供商, 其业务包括帮助客户建立自己的信息技术及互联网基础架构。
- 17 Ericsson: 爱立信公司。(Telefonaktiebolaget LM Ericsson)。1876年成立于瑞典的斯德哥尔摩。从早期生产电话机、电话交换机发展到今天, 爱立信的业务已遍布全球140多个国家, 是全球领先的提供端到端全面通信解决方案以及专业服务的供应商。
- 18 Bluetooth wireless technology: 蓝牙无线科技。1998年2月, 5个跨国大公司, 包括爱立信、诺基亚、IBM、东芝及Intel组成了一个特殊兴趣小组(SIG), 他们共同的目标是建立一个全球性的小范围无线通信技术, 即现在的蓝牙。
- 19 R&D: research and development (产品等的)研究和开发。

## Exercises

- I. Decide whether each of the following statements is true, false or not given. Write T at the end of the statement if you think it is true, F if you think it is false and N if you think the information is not given in the text.
  1. As one of the first mainland companies to be featured in a case study at Harvard's business school, Haier Group is likely to cause controversial opinions on its' reputation.
  2. The fact that Haier has plants in 13 countries and sells its products in more than 160 regions signals the success of market economic reforms in China.
  3. The world economic situation will change tremendously due to China's entry into the WTO.



4. Zhang Ruimin is a senior manager in Haier now.
5. Zhang Ruimin adopted sophisticated management styles in achieving such a big success.
6. Haier grows rapidly by coming up with products that others don't have.

II. For each of the following questions, choose the most appropriate answer based on your understanding of the text.

1. The passage mainly talks about
  - A. Zhang Ruimin's management theories
  - B. Haier's process of globalization
  - C. Haier's gains and loss to its success
  - D. Business and management
2. What is not the reason that Haier is important?
  - A. It is outstanding and successful.
  - B. It offers an insight into the changes washing across the Chinese economy.
  - C. It has a large number of employees.
  - D. A and B
3. Zhang Ruimin took a sledgehammer to defective refrigerators in front of a group of workers to
  - A. emphasize the importance of teamwork
  - B. emphasize the importance of quality
  - C. show his authority
  - D. test the quality of the refrigerators
4. Except for white-goods business, Haier also has business in the following areas
  - A. TV sets, air conditioners, MP3s
  - B. Radios, mobile phones, PC peripherals
  - C. Restaurant, TV sets, stationary
  - D. Haier brothers cartoons, PC peripherals, TV sets
5. Haier is using the following effective ways to be strong and competitive except for
  - A. distribution
  - B. outsourcing



- C. new technology
- D. services

### III. Questions for Discussion.

1. What do you think of Haier's alliances with other companies? State the advantages and disadvantages.
2. Discuss what you can learn from Haier Group's success?

## Text B

### The Global Market: Translating and Localizing

Your executive management<sup>1</sup> finally made the commitment to sell your company's products to international markets and you were just given the responsibility for managing the **localization** process. This is an exciting time for your organization, and a significant challenge for you.

localization *n.* 地方化; 定位

Localizing your products is a huge opportunity for your company. When done correctly, it will dramatically expand your markets, increasing both revenues and profits. Your company will also develop strategic and tactical international experience that will be invaluable in the future.

So how do you **identify** the many options **available** for localizing your products or materials — and how do you select the right one for your company?

identify *v.* 认出; 识别; 支持  
available *adj.* 可用的或可得到的;  
可与之交谈的

It is time to define the scope of your project. To ensure

that your expectations are met, accurate and realistic goals for timeline, cost, and quality must be made **prior to** project start; and you must decide which two of these **variables** are most important. Once you have a clear idea regarding what is needed, where you want to go — and when you need to arrive — you will be in a great position to discuss project planning with localization providers. Find out what services they offer, how much time they will take, and how much the localization will cost.

prior to *prep.* 在...之前

variables *n.* 可变因素; 变数

During analysis and planning, keep in mind that localization is a team sport. Most projects are relatively complex affairs that require numerous specialized resources, each functioning to provide unique and closely **interrelated** contributions.

interrelated *adj.* 相互关联的

The following provides a brief summary of the different options you can select to translate your materials. Although not an **exhaustive** list of all possible alternatives, it does cover most of the common and obvious ways to localize written materials into your target languages. As you will see, you have many options for translating from Albanian<sup>2</sup> to Zulu<sup>3</sup> ... and everywhere else in between.

exhaustive *adj.* 全面的; 彻底的;  
透彻的

### 1. Localization Option: Acquaintance or Family Friend

► Characteristics: This is someone you know who happens to speak or has studied the target language.

► Benefits: Very low or no cost.

► Limitations: Not a localization professional; Limited capacity; No QA<sup>4</sup> steps; No tools; No process; No technical expertise; Extended timelines; Consistency and quality are probably poor; High risk of missing deadlines; Hidden costs; Updates are time consuming

capacity *n.* 容量; 才能; 能力; 身份; 职位

► Considerations: Speaking a foreign language does not qualify someone as a translator and you frequently get what you pay for.

### 2. Localization Option: Bilingual Employee

► Characteristics: A bilingual employee is someone in your

company who speaks the target language.

► **Benefits:** Low out of pocket<sup>5</sup> cost and he or she may have subject matter expertise.

► **Limitations:** Not a localization professional; Limited capacity; No QA steps; No tools; No process; Timelines uncertain; Consistency and quality are likely poor; High risk of missing deadlines; Hidden costs; Updates are expensive.

► **Considerations:** Competing responsibilities at work, availability, and using in-house resources to review the final deliverable is highly recommended.

### 3. Localization Option: Overseas Distributor

► **Characteristics:** A foreign distributor, agent or representative's translation "cost" may be negotiated as part of overall sales agreement

distributor *n.* 分销商; 经销商

► **Benefits:** Low out of pocket cost, may have subject matter expertise and someone else is responsible for project.

► **Limitations:** Not a localization professional; Limited capacity; No QA steps; No tools; No process; Extended timelines; Consistency and quality may be poor; High risk of missing deadlines; Hidden costs; Updates are expensive.

► **Considerations:** Everything should be negotiated "up front" when the distribution agreement is prepared and you may lose control over content and quality. Ownership, copyright, and IP<sup>6</sup> issues are all a concern. Unauthorized changes might be made and go undetected and content consistency between different target languages can be difficult to maintain.

up front 在最前面; 预先

### 4. Localization Option: Individual Translator

► **Characteristics:** Independent contractors that specialize in one language are often locally available.

► **Benefits:** Offers easy access and a quick turnaround on small projects

turnaround *n.* 好转; 起色

► **Limitations:** May not have translation memory<sup>7</sup> and other sophisticated tools; Limited capacity; Longer timelines on larger projects; No independent QA (if any); Quality may be an issue; Updates can be expensive; May have no DTP<sup>8</sup> capability; One