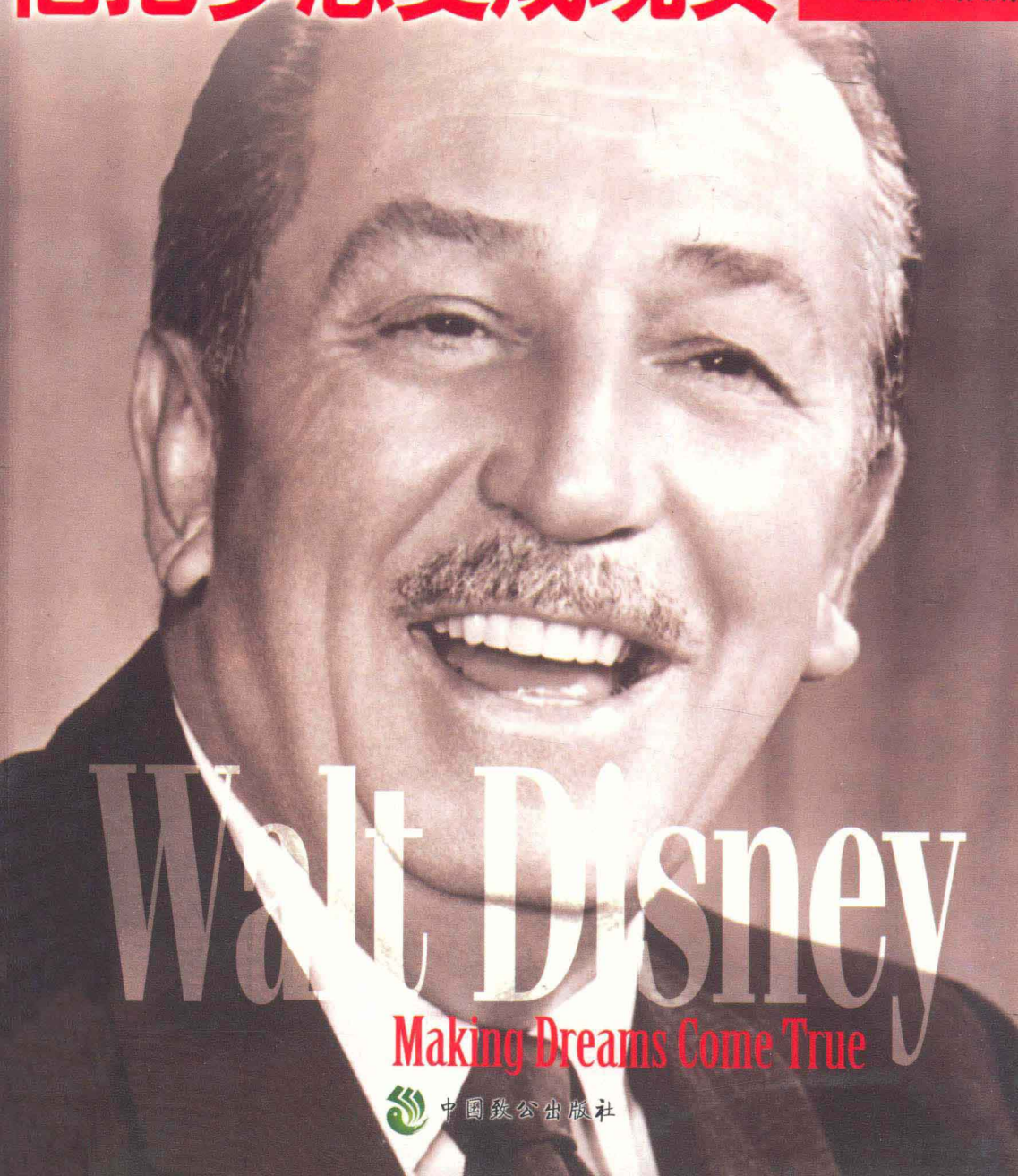


迪士尼： 他把梦想变成现实

非常男人

英汉对照

主编 / 刘文娟



Walt Disney

Making Dreams Come True



中国对外出版社

非常
男人

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在培养英文能力的四大技巧中，阅读，不可讳言地扮演了一个关键角色。通过阅读，我们可以积累词汇，同时增进词组、句型的能力，进而充实我们在写作或口语表达时的“数据库”。此外，透过对阅读内容的欣赏、分析、思考及理解，我们可以拓展视野、吸纳新知，进而全方位提升英语能力！

如何提升英语阅读能力，一直是困扰着广大学习者的难题。英语教育专家指出，最好的方法就是选择一套浅显易懂、寓教于乐的作品来有效学习。秉承这一学习宗旨，我们精心打造“非常男人”“非常女人”系列丛书，希望帮助更多的英语学习者提升英语实力。“非常男人”系列精心挑选四位大众熟知的杰出男性——迪士尼：他将梦想变成现实；比尔·盖茨：坐在世界巅峰上的人；乔布斯：活着就为改变世界；巴菲特：他天生就会赚钱。

迪士尼，有非凡的创造才能，他是美国梦的代表，他是卡通帝国的国王，他把欢乐洒满人间，他一手创建的迪士尼乐园是梦想开始的地方，他还制作了世界上第一部有声动画片和第一部动画长片。你想更多地了解这位传奇人物吗？想知道迪士尼的爱情故事吗？想知道迪士尼名字的来历吗？想知道迪士尼是如何编织幻想的吗？想知道迪士尼家族博物馆中有哪些藏品吗？想知道他的女儿是如何评价他的吗？想知道迪士尼创新的八条金科玉律吗？想知道迪士尼电影里面有什么吗？……阅读本书，每一次疑问的解答都是一次探索之旅，点点滴滴，一个睿智、风趣、才华横溢的迪士尼会渐渐呈现在你面前。

比尔·盖茨，坐在世界巅峰上的人，他是一个电脑神童，13岁开始编程，20岁开始领导微软；他是一个商业奇才，孩子般的微笑背后隐藏着难以捉摸的独到眼光，他的经营智慧让微软名噪天下；他的财富更是一个不折不扣的神话，31岁成为有史以来最年轻的亿万富翁，39岁成为世界首富。他就是这个时代的传奇人物——比尔·盖茨。比尔·盖茨的故事永远散发着神秘的馨香，引人去探究。本书将为你

迪士尼： 他把梦想变成现实



抛砖引玉，为你解读一个你不知道的比尔·盖茨：比尔·盖茨身边那些有趣的事；比尔·盖茨的初恋时分；比尔·盖茨怎样在25岁之前挣到100万美元；比尔·盖茨退休之后的新生活；比尔·盖茨的语言魅力……

乔布斯，苹果帝国的缔造者，他活着是为了改变这个世界。他是一个硅谷传奇，几经沉浮，屹立不倒。他不止一次打破常规，他无数次缔造了奇迹，史蒂夫·乔布斯——一个永远活在这个时代人心中的英雄。本书以原汁原味英文为载体，展现了乔布斯的传奇一生：乔布斯小创意成就大公司；乔布斯复仇记；乔布斯的黄金搭档；如何像乔布斯一样思考；乔布斯的私人电话单；乔布斯鲜为人知的小秘密，乔布斯的魔力演讲……

巴菲特，被喻为“当代最成功的投资者”，他创造了纯粹靠投资成为巨富的股界传奇。16年从6亿到51亿，巴菲特神在哪里？上一堂巴菲特的投资课！巴菲特独一无二的成长故事！76岁的巴菲特再婚！巴菲特房子趣事！巴菲特盯住印度富人的腰包！为什么别人做不了“巴菲特”？巴菲特有什么独到之处？巴菲特的成功法则是什么？……本书将引领你解读你所不知道的股神巴菲特。

本套丛书具有如下特点：

- ① 全方位呈现“非常男人”的各个方面，包括人物小传、演讲、访谈、趣闻轶事、婚姻家庭、工作、生活等，包罗万象，带给学习者不同风貌的阅读饕宴。
- ② 每篇文章均摘自外文知名网站、报刊或广播媒体，英文原文原汁原味，学地道英文，让学习更有深度。
- ③ 正文采用中英对照方式以方便阅读，流畅的译文是练习、翻译的极佳材料，阅读+翻译双突破，让学习更有效率。
- ④ 精选重要单词、词组和文化相关词汇，解析精辟，方便记忆。
- ⑤ iPhone手机互动学习软件是顶级互动英语学习工具，无论是在上班的路上还是下班回家等车可随时随地阅读。让学习变得更方便、更时尚、更有乐趣。

编者

2012年8月于北京公寓



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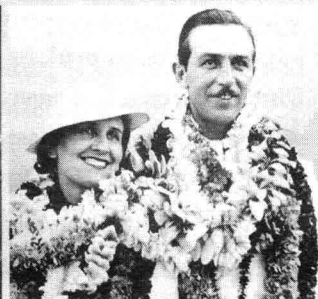
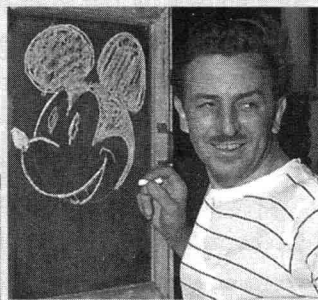
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Chapter

1

Disney's Way of Success

向迪士尼学习成功法则





1.1

Eight Innovation Lessons from Walt Disney

沃尔特·迪士尼创新的八条金科玉律

Vacations allow you to recharge your batteries—both personally and professionally. On a vacation to Disney World it's hard not to be struck by the vision and innovation of the park's founder. If Walt Disney were alive today he'd be thought of not only as the smiling, **avuncular** photograph we've memorialized but as a bold, innovative business leader like a Richard Branson. Walt was really the **prototype** for this kind of business leader.

Here are eight lessons on innovation from the life and words of Walt Disney that you can readily apply to your business and brands today.

Innovation Requires Action—Disney once said “If you can dream it, you can do it.” I read this with an emphasis on the latter part of the clause. *Poke the Box*, Seth Godin's new manual on taking action, tells us you have to jump in, start projects, and, of course, finish them. A lot. Walt knew that taking action was key too. “Get a good idea and stay with it. **Dog** it, and work at it until it's done right.”

Turn Convention on Its Head—Sometimes reversing the norm is just the innovation that's needed. While starting out in the business and looking for a way to make his mark on the animation industry, Disney observed that many of his contemporaries were taking animated characters and inserting them into live-action shorts. Disney's breakthrough idea

无论对于个人身心和事业方面，假期能为你重新充电。去迪士尼世界度假，游客很难不惊叹于迪士尼世界创始人的远见和创新。如果沃尔特·迪士尼依然在世，在人们的印象中，他不仅是一位微笑频频的人，更是一位像理查·布兰森那样大胆创新的商业领军人物。沃尔特·迪士尼当之无愧是这类商业领军人物的模范。

以下就是从沃尔特·迪士尼人生和言谈总结出的八条经验，运用于当今商业和品牌，亦有显著效果。

创新需要行动——沃尔特曾说过：“既然你能梦想它，你就能实现它。”我读此句就注重后半句。赛斯·戈丁最新的行动说明书《主动出击》告诉我们，必须投身进去，开始运作，当然还有完成他们。不止如此，还有许多。沃尔特也知道行动是关键。“有了一个好想法，就对它不离不弃。时刻想着它，付之行动直到大功告成。”

颠覆传统——有时对传统反其道而行之就是创新。在事业初起，准备在动画领域树立自我风格时，沃尔特·迪士尼发现他的很多同行都把动画人物安插在实景真人短片中。迪士

avuncular [əˈvʌŋkjʊlə] *adj.* 伯（叔）父的，伯（叔）父似的

prototype [ˈprəʊtətaɪp] *n.* 原型，范例 如：prototype hardware原型样品，prototype structure原型结构

dog [dɒg] *vt.* 缠住

turn sth on its head 完全改变



for the Alice Comedies was a simple reversal of this trend by placing a live action central character into an animated world.

Life's Challenges Can Open Doors—Disney's greatest creation, Mickey Mouse, was born during his business' darkest hour. "He popped out of my mind onto a drawing pad on a train ride from Manhattan to Hollywood at a time when business fortunes of my brother Roy and myself were at lowest ebb and disaster seemed right around the corner." They'd just lost their team of animators as well as copyright ownership of a key character to a sneaky clause in their distributor's contract when Walt first sketched his iconic mouse. "You may not realize it when it happens, but a kick in the teeth may be the best thing in the world for you."

What's Next Innovation—Disney, like all great innovators, never settled. "We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths." Short films led to feature-length films, which led to live-action films, theme parks, and beyond. We always need to be on the look out for what's next...

Diversify! Innovation often leads to diversification which is healthy for any business. When World War II came and Disney lost most of his animators, his fledgling studio all but shut down. After the war, Disney and his brother and business partner Roy strived to diversify their revenue stream with live-action films, licensing agreements, and eventually the theme parks.

Embracing New Media/Multichannel Marketing—With the development of Disneyland,

尼就把实景真人中的一个主角放到动画里，轻而易举地突破了爱丽丝喜剧的固化。

挑战其实也是一扇通往人生的大门——沃尔特最伟大的创造——米奇老鼠诞生于他事业最暗淡的时期。



“当我和我哥哥罗伊事业处于最低潮，灾难仿佛即将降临时，在一辆由曼哈顿开往好莱坞的火车上，米奇老鼠从我

的脑袋中直接跳到了画板上。在沃尔特·迪士尼画出米奇老鼠的草图时，因为经销商合同中的隐秘条款他们失去了动画团队和一个动画主角的版权。“有可能当时你还糊里糊涂，不过当头一棒却是一剂良药。”

永不止步——像所有伟大的革新者一样，迪士尼先生从未止步创新。

“我们一直向前进发，开拓新的方向，实践新的理念，因为我们有着一颗好奇心，好奇心引领着我们开拓新的领域。”从短片到故事片，再到实景真人电影，主题公园，等等。我们总是时刻在留意下一个创新……

多元化! 创新通常会走向多元，这对公司的健康多有裨益。二战来临，动画人员东奔西跑时，沃尔特初起的工作室几乎关门歇业。战争结束

ebb [eb] *n.* 退潮，衰落 如：at a low ebb处于低潮，ebb stream落潮流

sneaky ['sni:ki] *adj.* 鬼祟的，卑鄙的

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Walt knew he needed to cast a wider net to let people know about this new offering. In embracing the new media of the day—television—Disney created a platform not only to entertain but also to educate his audience about his new brand extensions. Further, you can look at the early/maturing Disney business as an effective example of multi-channel marketing—new feature content is developed that is further promoted by the theme parks which people learn about via their TV programming at the time.

Connecting Online and Offline Engagement—
In Disney's day, online engagement was reaching your audience on a different screen—either one at the local movie house or on TV via *The Wonderful World of Disney*. Walt knew early on that true engagement shouldn't end when the theater lights came up. He knew that kids would want to “go home and hug Mickey, Minnie, and Pluto.” To continue this engagement offline, Disney began licensing **plush** toys and other products as early as 1932. Of course, the crowning achievement for Disney's offline engagement was allowing fans to step inside his storybook worlds at Disneyland.

Nothing Matters More Than the Community You Serve—“We're not trying to entertain the critics... I'll take my chances with the public.” It's easy to forget this especially as new media often gives **bullhorns** to critics who spend more time critiquing others than building communities of their own. Even in Walt's day it was easier to destroy than create. Never lose sight of who you are doing this for.

后，沃尔特和他的兄弟兼合作伙伴罗伊努力向实景真人电影、许可证协议及最终的主题公园多元发展。

顺应新媒体/多渠道营销——随着迪士尼的发展，沃尔特明白他需要一张更大的网络以让人们知道他的新产品。顺应当时的新媒体——电视——沃尔特创造了一个不仅娱乐而且让观众了解其品牌扩张的平台。更进一步说，早期/逐渐成熟的迪士尼商业是多渠道营销的范例。人们通过电视节目了解到主题公园，而主题公园再推销新的产品。

线上线下双管齐下——那时，线上的接触可以有不同的方式：在当地的电影院或电视上的《迪士尼奇妙世界》。沃尔特早就意识到当影院电影结束后，观众和迪士尼的接触不应该就此停止。他知道孩子们“回家后都想抱着米奇、米妮及普路托。”为了持续线下的接触，早在1932年迪士尼就开始给精致的毛绒玩具和其他产品认证。当然最大的线下接触成就还是让孩子们能走进迪士尼乐园的童话世界。

服务社会至上——“我们并不取悦评论家……公共是我取悦的对象。”这点很容易忽视，尤其是新媒体常常对评论家阿谀奉承，而后者在评论他人比服务社会花的心思更多。甚至在沃尔特·迪士尼的时代，毁灭比创造更容易。绝不要忘记服务的对象。

via [ˈvaɪə] *prep.* 经由，通过 如：The flight is routed to Chicago via New York. 这个航班经纽约飞往芝加哥。

plush [plʌʃ] *n.* 毛绒玩具 形容词可做“豪华的”的意思

bullhorn ['bulhɔ:n] *n.* 扩音器 如：Harvey lifts his bullhorn to his lips. 哈维把扩音器提到嘴边。



1.2

Walt Disney's Eight Secrets to Success 沃尔特·迪士尼成功的八个秘诀

Walt Disney was an innovator and a visionary. But he was also one of the most successful business leaders of his time. Here are eight principles that made Walt Disney one of the greatest icons of the 20th century:

1. Provide a Promise, Not a Product

The legend goes that Walt Disney was sitting on a bench watching his daughters ride a **carousel** when he came up with the concept for Disney World. He noticed amusement parks and state fairs were always littered and poorly organized, and the employees were generally rude and **resentful**.

His wife once asked, "Why do you want to build an amusement park? They're so dirty." To which Walt replied, "That's the point. Mine won't be." From day one, Disney has focused on "the experience" as a key component to increasing the value of its parks.

2. Always Exceed Customers' Expectations

One of the reasons the Disney tradition stands the test of time is that Walt Disney was more critical of his creations than anyone else could ever possibly be. He was a relentless perfectionist with a **keen** eye for detail, often forcing projects to go over **budget** and past deadline because he wasn't satisfied with the finished product.

沃尔特·迪士尼是一位创新家和梦想家。他是当时最成功的商业领袖之一。以下就是让沃尔特·迪士尼成为20世纪一位巨人的八条金科玉律:

1. 提供一个希望而不是产品

下面的一个故事已经传为佳话了。沃尔特坐在一个凳子上看着他的女儿们在骑着旋转木马,这时他突然萌发了创建迪士尼世界的想法。他注意到游乐园和展览会总是垃圾满地,管理不善,员工也都很粗鲁、怨恨。

他的妻子曾经问道:“为什么要建个游乐场?它们实在是太脏了。”沃尔特答道:“就是因为他们很脏。我的可不会。”从第一天起,迪士尼就一直把那次“经历”作为增加游乐场价值的一个主要部分。

2. 超出顾客的预期

迪士尼公司能经受住时间的考验,原因之一是沃尔特比其他任何人对他的创作都要苛刻。他是一位不知疲倦的完美主义者,他还特别注重细节,常常让项目超过预算经费和延长完工期限,因为他对产品不满意。

icon ['aɪkən] *n.* 偶像, 象征 常用短语有: cultural icon文化偶像, business icon商业巨头

carousel [ˌkærəˈzəl] *n.* 旋转木马 如: Riding on a carousel makes you feel dizzy. 乘旋转木马使你头晕。

resentful [rɪˈzɛntfəl] *adj.* 不满的, 怨恨的 同义词: offended生气的, annoyed恼怒的

keen [ki:n] *adj.* 敏锐的, 强烈的, 锋利的, 热衷的 固定搭配: keen on喜欢, 热爱, keen competition剧烈竞争

budget ['bʌdʒɪt] *n.* 预算 惯用词组: budget account预算账户, on a budget节省费用

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3. Pursue Your Passion, and the Money Will Follow

Walt Disney went bankrupt more than once, leveraging everything he had in terms of assets in order to build his studio, his films and his dreams. The more profit one project yielded, the bigger the next would be. His vision was constantly growing, and he used whatever capital he had to allow that vision to evolve. His films and theme parks were labors of love, built to revolutionize an industry, rather than maximize profits.

4. Stay True to Your Company's Mission and Values

Walt Disney was famous for saying, "I hope that we never lose sight of one thing—that it was all started by a mouse." Decades later, Mickey Mouse is still the crown jewel of the Disney franchise, representing all the good will and imagination Disney represents. He's also a constant reminder that the company has strong roots and it embraces American values.

5. Differentiate Your Offer

Every facet of Disney's operation is unique. Employees are called "associates", visitors are called "guests", creative designers are called "Imagineers". And that's just the beginning. The experience of being at a Disney theme park or staying at a Disney resort is all about creating a dream vacation—one where the attention to detail and personal service is just as memorable as the attractions themselves.

6. Lead by Example and Delegate

Walt Disney was the artist who originally sketched Mickey Mouse, as well as several of the other iconic Disney characters. He even voiced several characters and provided the inspiration for

3. 追随你的热情，金钱就会追随你

沃尔特·迪士尼不止一次破产过。为了成立他的公司，制作电影和实现梦想，他把一切资产都押上了。利润越高，下一个项目也就越大。他的梦想一直在扩大，为了梦想成真他动用所有的资产去实现它。他的电影和主题公园都是爱的结晶，并不是追求利润最大化而是对整个产业产生革命性的变革。

4. 坚守公司的使命和价值

沃尔特的名言之一就是：“我希望我们绝不要忘记一点——迪士尼公司是从一只小老鼠发迹的。”数十年后，米老鼠依然是迪士尼公司皇冠上的明珠，它代表着迪士尼所有的善意和梦想。它一直提醒公司员工：迪士尼公司有坚固的根基，奉行美国式价值观。

5. 标新立异

迪士尼产业的每一部分都是独一无二。职工被叫作“伙伴”，称参观者为“客人”，创意设计师称为“幻想家”。还远不止这些。一切都是为了让参观迪士尼主题公园或游览迪士尼旅游胜地成为梦寐以求的假期——对细节和服务的注重与景点本身一样让人无法忘怀。

6. 树立榜样

沃尔特是米老鼠和其他一些著名迪士尼动画形象的原始创作人。他甚至为卡通形象配音，激发创作迪士尼经典之作的灵感。但当他建立公司和

leverage ['li:vərɪdʒ] *vt.* 举债经营 如：You needn't worry about that; we can leverage the money that is already available. 你不需要担心那一点，我们可以用现有的资金来补充。

franchise ['fræntʃaɪz] *n.* 特许经营权 常用短语：franchise rights 特许经营权，franchise chain 特许连锁店

differentiate [ˌdɪfə'renʃieɪt] *vt.* 区分，使差异

facet ['fæsɪt] *n.* 方面