

# BUSINESS ENGLISH

商务英语(本科)系列教材



## 商务英语阅读

BUSINESS ENGLISH  
READING

董晓霞 韩燕燕 主编

清华大学出版社



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## 内 容 简 介

本书结合商务英语阅读的基本原则和特点,通过经济学、金融、市场营销、人力资源管理、国际贸易、经济全球化等有关领域,系统介绍商务英语阅读的知识、技能,并通过强化训练、提高应用能力环节达到学以致用目的。

本书既适用于本科国际贸易、工商管理、经济管理、金融保险、税务会计等外贸与财经专业的教学,也可作为商贸企业工作人员的岗位培训教材,对于广大社会读者也是一本非常有益的商务英语自学读物。

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## 序 言

随着我国改革开放和社会主义市场经济的快速推进,中国经济已经连续 30 多年保持着持续高速增长的态势,并进入了一个最为活跃的经济增长时期。近年来,随着我国加入 WTO 后有关承诺条款的逐步兑现,众多外资工商企业纷纷抢滩登陆、进军中国市场,不仅使我国迅速融入全球经济一体化进程,而且也更加凸显中国市场的国际化特征。

外向型经济依靠外语工具支撑,国际贸易、商务活动的顺利开展需要大批英语人才作保证。商务英语涉及国际贸易、商务往来、通关报检、运输仓储、会展旅游等各领域,并在国际交往、商务活动、文化交流、促进经济发展、丰富社会生活、构建和谐社会、弘扬中华文化等方面发挥着越来越大的作用,因而成为我国经济发展的重要支撑,在我国外向型经济发展中占有举足轻重的位置。

当前,面对世界经济的迅猛发展和国际市场激烈竞争的压力,我国企业要生存就必须走出国门,中国经济要发展就必须参与国际竞争。为此急需大量既懂专业知识,又掌握外语工具的新型商务英语人才。加强商务英语的推广普及,加速商务英语专业知识技能型应用人才的培养,已成为我国经济转型发展亟待解决的问题。

需求促进专业建设,市场驱动人才培养,针对我国高校商务英语教材陈旧,知识老化而急需更新的问题,为了配合“北京市国际化大都市”的建设,适应国家经济发展、满足社会商务英语人才市场需求,扶助“中、小、微”企业发展,为了解决学生就业问题,在北京联合大学、燕山大学、北京交通大学、山西大学、北方工业大学、郑州大学等全国 10 多所高校的支持下,我们组织多年从事商务英语教学和实践活动的国内知名专家教授及业界精英,共同精心编撰了此套教材,旨在提高我国商务英语专业大学生和从业者的专业技术素质,更好地服务于我国外向型经济。

本套教材作为普通高等院校商务英语专业的特色教材,融入了商务英语最新教学理念,强化“听、说、读、写、译”理论与实践的紧密



结合,注重岗位技能应用方法、应用能力的培养训练,并为中国教育部考试中心与英国剑桥大学考试委员会联合组织的剑桥商务英语证书(Business English Certificate)考试打好基础。

本套系列教材根据高等院校“商务英语”专业教学大纲和课程设置,包括:《商务英语阅读》、《商务英语写作》等5本教材。教材的出版对商务英语从业人员的教育培训,对帮助学生尽快熟悉商务英语操作规程与业务服务,毕业后能够顺利走上社会具有特殊意义。

本套教材既可作为普通高等院校“商务英语”专业教学的首选教材,也可以作为商务、贸易、工商企业在职员工的培训教材。

牟惟仲  
2013年10月

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## 前言

随着我国改革开放和市场经济的快速发展,特别是在世界经济高度融合的大背景下,中国市场国际化、经济国际化发展的趋势越来越明显。商务英语是开展国际化经济活动的基础,也是提升涉外企业核心竞争力的关键。商务英语在国际贸易、商务活动、商务谈判、商务会议、市场营销、会展旅游、涉外文化交流合作中发挥着非常重要的作用,并在我国服务经济中占有极其重要的位置,因而越来越受到我国教育与企业界的高度重视。

商务英语阅读是商务英语专业非常重要的课程,也是涉外企业从业人员必须掌握的基本知识技能。面对全球经济一体化进程的加快和国际商贸市场竞争的日趋激烈,对从业者专业技术素质的要求越来越高,社会经济发展和国家产业变革急需大量具有理论知识与实际操作技能的复合型的商务英语专门人才。保障我国外向型产业经济活动的顺利运转,加强现代商务英语从业者应用技能培训,强化专业综合业务素质培养,既是加快我国与国际经济接轨的战略选择,也是本教材出版的目的和意义。

全书共6章、18个单元,以学习者实用阅读能力培养为主线,根据国际商贸和我国涉外经济发展的新形势,紧密结合商贸企业特点,围绕商贸业务环节和商务活动工作流程的操作规程,按照商务英语商务文体阅读的特点和基本规则,系统介绍了:经济学、金融、市场营销、人力资源管理、国际贸易、经济全球化等有关领域商务英语阅读的知识技能,并通过强化训练、提高应用能力以达到学以致用的目的。

本书作为高等教育商务英语专业的特色英语教材,严格按照国家教育部关于商务英语本科“培养具有扎实的英语基础、宽阔的国际化视野、合理的国际商务知识与技能,掌握经济、管理和法学等相关学科的基本知识和理论,具备较高人文素养和跨文化交际与沟通能力的复合型人才”的教育教学要求,反复论证、精心设计教材体例和内容,以使其更贴近现代经济发展实际,更符合社会用人需要,更好地为国家经济建设服务。



由于本书融入了商务英语阅读最新的实践教学理念,力求严谨,注重与时俱进,具有结构合理、流程清晰、知识系统、内容翔实、案例丰富、贴近岗位实际、突出实用性等特点,并为参加中国教育部考试中心与英国剑桥大学考试委员会联合组织的剑桥商务英语证书(Business English Certificate)考试打好基础。因此本书既可以作为高校本科、专升本及自学考试商务英语、国际贸易、工商管理、经济管理、金融保险、税务会计等专业教学的教材,也可以作为商贸与商务工作者商务英语阅读的岗位培训教材,对于广大社会读者也是一本非常有益的商务英语自学读物。

本书由李大军进行总体方案策划并具体组织,董晓霞和韩燕燕主编,董晓霞统改稿,安芮和贾相梅为副主编,由具有丰富教学与实践经验的商务英语专家杨昆审订。作者编写分工:牟惟仲(序言),赵培(第1章第1、2单元、第5章),丁艺(第1章第3单元),董晓霞(第2章),韩燕燕(第3章),安芮(第4章第1、2单元),贾相梅(第4章第3单元),怀宁宁(第6章第1、2单元),刘慧琴(第6章第3单元),华燕萍(文字修改和版式调整),李晓新(制作教学课件)。

在本书编著过程中,我们参阅借鉴了大量有关商务英语阅读等方面的最新书刊资料,并得到有关专家教授和商贸业界精英的具体指导,在此一并致谢。为了配合本书的使用,我们提供配套电子课件,读者可以从清华大学出版社网站([www.tup.com.cn](http://www.tup.com.cn))免费下载。因作者水平有限,书中难免存在疏漏和不足,恳请同行和读者批评指正。

编者

2013年10月





# 目 录

## 7 Chapter 1 Economics

Unit 1	The Fundamentals of Economics	1
Unit 2	Supply and Demand	11
Unit 3	Consumption and Investment	20

## 32 Chapter 2 Finance

Unit 1	Financing	32
Unit 2	Banking	42
Unit 3	Inflation	52

## 64 Chapter 3 Marketing

Unit 1	Marketing Environment	64
Unit 2	The Four P's of the Marketing Strategy	75
Unit 3	Uncontrollable Variables in Marketing Strategy	87

## 99 Chapter 4 Human Resource Management

Unit 1	Job Analysis	99
Unit 2	Recruitment	110
Unit 3	Employee Development	124

## 134 Chapter 5 International Trade

Unit 1	The Fundamentals of International Trade	134
Unit 2	International Payment	144
Unit 3	Trade Barriers	154



165 Chapter 6 Globalization

Unit 1 Introduction to Globalization .....	165
Unit 2 International Business Organizations .....	173
Unit 3 The Future of Globalization .....	183

194 参考文献

Chapter 1 Introduction to Business

Unit 1 The Fundamentals of Economics .....	1
Unit 2 Supply and Demand .....	11
Unit 3 Consumption and Investment .....	20

Chapter 2 Business Environment

Unit 1 Financing .....	32
Unit 2 Banking .....	42
Unit 3 Inflation .....	52

Chapter 3 Marketing Strategy

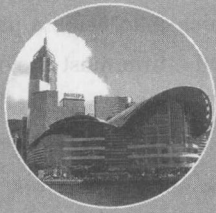
Unit 1 Marketing Environment .....	64
Unit 2 The Four P's of the Marketing Strategy .....	75
Unit 3 Uncontrollable Variables in Marketing Strategy .....	87

Chapter 4 Human Resource Management

Unit 1 Job Analysis .....	99
Unit 2 Recruitment .....	110
Unit 3 Employee Development .....	124

Chapter 5 International Trade

Unit 1 The Fundamentals of International Trade .....	134
Unit 2 International Payment .....	144
Unit 3 Trade Barriers .....	154



# Chapter 1

## Economics

### Unit 1 The Fundamentals of Economics

#### Lead-in

**A Work in groups: Discuss the following questions.**

1. Do you think economics is important? Why?
2. What theories of economics do you know?
3. How do you use your knowledge of economics to manage your business?

**B Match the words in Column A with the definitions in Column B.**

#### Column A

1. stockholder
2. firm
3. inventory
4. retail
5. supplier

#### Column B

- a. selling of goods, which are not for resale, in small quantities to the general public
- b. a supply or stock of something
- c. an organization which sells or produces something, or which provides a service which people pay for
- d. a person, company, or organization that sells or supplies something
- e. a person who owns shares in a company

#### Intensive Reading

### The Fundamentals of Economics

Managerial economics involves applying mathematical and statistical equations to help managers find the most optimal allocation of limited resources. Analysts analyze the data from the results of previous decisions to predict or forecast future decisions. A classic example is analyzing data associated with customer buying habits and behavior patterns to predict what customers will buy in the future. To accomplish this, according to the website Reference for Business, “managerial economics uses a wide variety of economic concepts, tools and techniques in the decision-making process.” These concepts, tools and techniques can be organized under three primary categories referred to as the theory of the firm, the theory of consumer behavior and the theory of market structure and pricing.



### **Theory of the Firm**

Theory of the firm deals with the primary decision motive of a firm which is to make a profit. The profit motive is the goal of all decisions. Of course, to make a profit, the firm must provide a product or service that consumers want to buy, treat employees well, satisfy demands of stockholders and meet the demands of society, such as environmental concerns. Some of these are competing concerns, such as how environmental concerns could curtail production objectives. So, under this theory, a firm must weigh the pros and cons and come up with the optimal solution.

### **Theory of Consumer Behavior**

Theory of consumer behavior involves consumer buying habits. Many factors feed this theory such as income, demographics and socioeconomic issues. While a firm's focus is to maximize profit, consumers' primary objective is to maximize the utility of satisfaction, such as purchasing and consuming the maximum amount of goods for the minimum amount of dollars.

### **Theory of Market Structure and Pricing**

When companies seek to maximize profits, they must consider the competitive market structure. There are four basic market structures: perfect competition, monopolistic competition, oligopoly and monopoly. Each of these identifies the level of competition that exists in a given market. Competition affects pricing and the amount of profit companies can make by entering a market.

### **Application**

Using these theories and the formulations that economists have come up with based on them, managerial economics can be applied to any business within any industry. Companies can integrate their own customer buying habits and behavior data into the applicable formulation and get useful decision-making results. The results can help decision makers determine the most optimal allocation of scarce resources in finance, marketing, inventory management and production.

### **Application Example**

Wal-Mart has a very sophisticated supply chain where managers have to make purchase decisions regarding thousands of suppliers and the decision variables vary per location. This is an "allocation of capital resources problem" they have to address and solve on a daily basis, and managerial economics concepts and analytical tools play a critical role. To address it, Wal-Mart collects data each time a customer checks out at the retail counter. It uses this data to determine customer buying habits and behavior patterns. This data is then fed into optimization, statistical and forecasting models associated with managerial economics, and the results are used by purchasing managers to help them determine how much inventory to purchase per location. In addition, the managers can use the results to optimize and forecast exactly when they should have the inventory on hand to minimize the amount of inventory sitting in warehouses, thus saving inventory overhead cost.



## Words and Expressions

statistical [stə'tɪstɪkəl] <i>adj.</i>	统计的, 统计学的
equation [ɪ'kweɪʒən, -ʃən] <i>n.</i>	方程式, 等式
optimal [ˈɒptɪmə] <i>adj.</i>	最佳的, 最理想的
stockholder [ˈstɒk,həʊldə] <i>n.</i>	股东
curtail [kə:'teɪl] <i>v.</i>	缩减
demographics [ˌdemə'græfɪks] <i>n.</i>	人口统计资料
oligopoly [ˌɒlɪ'gɒpəli] <i>n.</i>	寡占; 寡头; 买主垄断
monopoly [mə'nɒpəli] <i>n.</i>	垄断; 垄断者; 专卖权
formulation [ˌfɔ:mju'leɪʃən] <i>n.</i>	构想; 公式化
integrate [ˈɪntɪɡreɪt] <i>v.</i>	使……完整; 使……成整体
inventory [ˈɪnvəntəri] <i>n.</i>	存货, 存货清单
sophisticated [sə'fɪstɪkeɪtɪd] <i>adj.</i>	复杂的
supplier [sə'plaɪə] <i>n.</i>	供应商
retail [ˈri:teɪl] <i>n.</i>	零售
warehouse [ˈweəhaʊs] <i>n.</i>	仓库; 货栈; 大商店
decision variable	决策变量; 决策变数
capital resources	资本资源; 资本来源; 资本财力
feed into	注入, 流入; 提供原料
managerial economics	管理经济学
optimal allocation	最优配置
behavior pattern	行为模式
pro and con	正反两方面
perfect competition	完全竞争
monopolistic competition	垄断性竞争
inventory management	存货管理
overhead cost	间接费用, 间接成本; 管理费用
profit motive	利润动机



## Notes to the text

(1) There are four basic market structures: perfect competition, monopolistic competition, oligopoly and monopoly. **market structure** 译为“市场结构”, 指的是某一市场中各种要素之间的内在联系及其特征, 包括市场供给者之间、需求者之间、供给和需求者之间的关系。四种一般的市场类型是: 完全竞争、垄断、垄断竞争和寡头垄断。一个市场的结构依赖于买者和卖者的数量以及产品差别的大小。

(2) In addition, the managers can use the results to optimize and forecast exactly when they should have the inventory on hand to minimize the amount of inventory sitting in warehouses, thus saving inventory overhead cost. **overhead cost** 译为“间接成本”。间接成本是不与生产过程直



接发生关系、服务于生产过程的各项费用。某一时期内间接成本的总额基本上是常数,故间接成本又称为固定成本。虽然其总额在一定产量范围内基本上不随产量变化,但分摊到单位产品的间接成本随产量的增加而减小。因此间接成本常常以元/年为单位。



## Exercises

### I. Fill in the blanks with words or phrases below. Change the forms where necessary.

stockholder	pro and con	inventory	integrate	supplier
overhead cost	warehouse	optimal allocation	feed into	retail

1. Since the \_\_\_\_\_ is high, professional services are also relatively expensive.
2. After the Haitian Company went public, Global Access Ventures became a 13.5% \_\_\_\_\_ of the company.
3. East Asian countries can make use of location on the \_\_\_\_\_ of development suitable to their own industries.
4. After agonizing over the \_\_\_\_\_, he decided recently to stop making loan payments, even though he can afford them.
5. The information and questions are \_\_\_\_\_ the computer, which then supplies the answers.
6. After all, American supermarket chains have spent the past ten years installing \_\_\_\_\_—management software and cold-storage systems.
7. We will \_\_\_\_\_ more economies into a system of global trade.
8. He's our regular \_\_\_\_\_ of beverage.
9. Their furniture will stay in the \_\_\_\_\_ until they have paid the storage fee.
10. The \_\_\_\_\_ dealer buys at wholesale and sells at retail.

### II. Close Test

For most stores, moving from a transaction mind-set—"how do we sell more stuff?"—to a value-creation mind-set will require a complete overhaul. The Apple Store succeeded not because we 1 the traditional model. We reimagined everything. We completely rethought the 2 of "try before you buy": You can test-drive any product, 3 with the applications and types of content you're actually going to use, and get someone to show you how to use it. If you buy it, we'll set it up for you before you leave the store. If you need help after that, you can come back for personal training. If there's a problem, you can usually get it 4 faster than a dry cleaner can launder your shirt. We also reinvented the sales associates' job. Until the Apple Store was 5, customers went to a technology store to 6 a product, and it was often an awful experience driven by a salesperson on commission 7 main interest was in emptying your wallet. Apple Store associates are not on commission, and they don't try to sell you anything. They have one job: to help you find the product that's 8 for you, 9 it's not an Apple product. All those things create value 10 the transaction.

1. A. invented                      B. adjusted                      C. adapted                      D. divided
2. A. concept                      B. theory                      C. evaluation                      D. creation
3. A. filled                      B. covered                      C. loaded                      D. carried
4. A. fix                      B. fixed                      C. fixing                      D. to fix
5. A. launched                      B. cancelled                      C. informed                      D. addressed
6. A. inquire                      B. require                      C. acquire                      D. request
7. A. whose                      B. who                      C. which                      D. what
8. A. evident                      B. right                      C. qualified                      D. reasonable
9. A. because                      B. if                      C. therefore                      D. even if
10. A. beyond                      B. over                      C. with                      D. through

III. A. Read the following passage. In most of the lines there is one extra word which does not fit in. Pick out that word. Tick if the line is correct.

#### Economic Income vs. Gross Income

Joe paid \$1 000 for a rare, vintage baseball card that is

1. one of only a few still available. One of the duplicate cards \_\_\_\_\_
2. recently sold at auction for \$1 400. As a result of, \_\_\_\_\_
3. Joe knows that his card is reasonably worth at \$1 400 now, \_\_\_\_\_
4. which will increases the card's worth and that of his entire \_\_\_\_\_
5. collection by \$400. However, for there is no change in his \_\_\_\_\_
6. cash-on-hand. Joe decides to sell out the card and gets \$1 300. \_\_\_\_\_
7. His gross income is \$300, but because of market fluctuations, \_\_\_\_\_
8. he has have an economic loss of over \$100. \_\_\_\_\_

B. In each line of the following passage, there is one wrong word. Write the correct word in the space.

#### Profit and Cost

Businesses aim to maximize profit and so must understand how

1. to allocate resources efficiently, how to analyze pricing strategies \_\_\_\_\_
2. and how to examine production capabilities. When start a \_\_\_\_\_
3. business, this can include invested in new technology and equipment \_\_\_\_\_
4. to helping maximize production while minimizing costs. Minimizing \_\_\_\_\_
5. costs can also involved leveraging business relationships in order to \_\_\_\_\_
6. receive the best price of raw materials and supplies. Controlling \_\_\_\_\_
7. labor costs represents another consider when looking to maximize \_\_\_\_\_
8. profit. Labor costs can including wages, benefits and training costs. \_\_\_\_\_

IV. Read the following passage and choose the best sentence to fill in each of the blanks.

Microeconomics is generally the study of individuals and business decisions, 1.  
Macroeconomics and microeconomics, and their wide array of underlying concepts, have been the



subject of a great deal of writings. The field of study is vast. 2 .

Microeconomics is the study of decisions that people and businesses make regarding the allocation of resources and prices of goods and services. 3 . Microeconomics focuses on supply and demand other forces that determine the price levels seen in the economy. For example, microeconomics would look at how a specific company could maximize its production and capacity so it could lower prices and better compete in its industry.

Macroeconomics, on the other hand, is the field of economics that studies the behavior of the economy as a whole and not just on specific companies, but entire industries and economies. This looks at economy-wide phenomena, such as Gross National Product (GDP) and how it is affected by changes in unemployment, national income, rate of growth, and price levels. 4 .

5 . For example, increased inflation (macro effect) would cause the price of raw materials to increase for companies and in turn affect the end product's price charged to the public.

- A. This means also taking into account taxes and regulations created by governments.
- B. Here is a brief summary of what each covers.
- C. Macroeconomics looks at higher up country and government decisions.
- D. For example, macroeconomics would look at how an increase/decrease in net exports would affect a nation's capital account or how GDP would be affected by unemployment rate.
- E. All of these variables can affect an economy on a microeconomic and a macroeconomic level.
- F. While these two studies of economics appear to be different, they are actually interdependent and complement one another.



## Real business case reading

### Five Foursquare Tactics to Attract Customers

There are troubling signs for the country's retailers as Americans continue to slow down their spending and hunt for deep discounts. No one expects a blockbuster holiday season. Most retailers are just hoping to seek out a slight increase over the year before. Some retailers, however, are leveraging location-based mobile tools like Foursquare to outsmart the competition.

Foursquare has recently passed one billion check-ins. For businesses of any type — but especially for retailers — Foursquare allows brands to attract, reward, and engage customers in ways that were never possible before. Innovative retailers are leveraging the growing popularity of check-ins to create fun, meaningful, interactions that encourage long-term loyalty. Here are five ways to use Foursquare to build loyalty this holiday season and beyond:

**1. Offer creative, compelling specials.** Offering a customer \$1 off a pizza isn't going to inspire anyone. That's just an example of pushing a tired, traditional newspaper coupon to people on their mobile devices. Walgreens could offer a discount on shampoo or any of the other products





it offers, but the pharmacy decided to do something innovative. Walk into any Walgreens during the flu season of 2011/2012, check-in on Foursquare, and Walgreens will donate a voucher for a free flu shot to someone in need. Walgreens expects to contribute \$6 million worth of flu shots during the campaign. Walgreens is thinking creatively, connecting its Foursquare special with the brand's unique voice.

**2. Recognize the “mayor”.** Foursquare has exploded in popularity partly because it adds a gaming layer to the location-based service. The person who checks-in the most is designated the “mayor.” Many brands are rewarding their most loyal customer with extra special discounts or creative promotions. The restaurant Miss Shirley's in downtown Baltimore is known for its one-hour waits for weekend brunch. The mayor of Miss Shirley's gets to cut to the front of the line and take three friends along. Simon Malls offers its mayors reserved, prime-location parking spots, and the ice cream chain Tasti D-Lite posts photographs of each location's mayor on an in-store digital display. Tasti D-Lite has found that nearly 20 percent of its customers check-in on Foursquare and a large percentage of those users share their check-ins with friends on Twitter and Facebook. Showing the mayor some love provides benefits that extend to the mayor and his or her social networks.

**3. Encourage a flash mob.** Foursquare offers up to seven different types of merchant specials. Most merchants stick with the simplest — check-in and get something in return. Branch out. Offer a “flash” special from time to time. This is the equivalent of a Black Friday discount on any day of the week. A merchant might offer the following Foursquare special for an especially slow period: The first ten people who check-in after the doors open at 8:00 a. m. will receive an additional 20 percent off their purchase.

**4. Incentivize people to do good.** Retailers recognize that giving people a large discount might attract a crowd, but encouraging long-term loyalty means that customers must feel good about doing business with your brand. On Black Friday, JCPenney is putting Foursquare to good use, literally. Every check-in on that day will trigger a \$25 donation to the Salvation Army.

**5. Have fun.** Foursquare is, by definition, playful. Don't take your campaign too seriously. The Bryant Park Grill in New York City is built within an aviary. That means there are birds everywhere, an unusual sight in NYC. The Foursquare special: take a photo of a bird on your phone, show it to the bar tender, and get a free drink or signature dessert. Remember, smartphones are tools for engagement. People have fun with their phones. Play along with them.

When the Chairman of American Express, Edward Gilligan, announced a Foursquare partnership, he said, “We go to where our customers are and they are on places like Foursquare.” Your customers are increasingly living their lives on their smartphones but, despite growing by more than 30 000 users per day, Foursquare is still in its infancy and there is much to learn. How are you using Foursquare creatively to attract, reward, and engage your customers?