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前言

在全球商业活动与经济趋于一体化的进程中,尤其是在我国加入 WTO 后,企业参与国际竞争,势所必然。学校作为人力资源的培育基地,在培养与国际经济接轨的新世纪复合型人才时,让学生学习和了解国外先进经营管理的理论与实践十分必要。这除了必须拥有扎实的专业基础知识和广博的知识面以外,还需具备娴熟的语言驾驭能力,才能在激烈的国际商战中更具优势。为了顺应这一需求,国内许多高校都开设了专业英语课,如:法律英语、金融英语、企业管理英语、投资英语等。国际营销英语,即是其中的一门专业英语。

目前,国内较流行把欧美著名商学院教授撰写的原版 MBA 教材直接作为专业英语教材。但根据编者多年从事商务英语教学的实践,这些教材不完全适合国内大学的专业英语课程。因为国内学生大都缺乏一定的商务活动经历,对国际知名大公司内部运作情况知之甚少。他们在学习文章时,尤其是对一些营销案例的背景知识不熟悉,从而影响了学习效果。再者,这些原版教材编写时主要考虑内容的借鉴意义,而非以语言学习为目的,因而也就没有考虑语言练习的编写。为了使 学生能更好地掌握国外先进的营销策略及理论,了解国际一流大公司的成功经营之道与失败教训,能看懂并学会分析公司中实际运用的商务报告、各种图表、计划书,编者从九十年代欧美权威报刊及著名商学院教材中精选了十几篇经典理论文章与著名案例,并结合中国学生普遍对跨国公司背景缺乏了解的实际情况,对文章中的社会、经济、商业、文化背景作了较为详细的注释。对一些营销学方面较新的词汇和专业术语(如电子商务,网上营销等)作了介绍,并对一些重点词汇和术语用中英文做了注释。针对现时高校开设的专业课通常存在着理论与实际商务活动分离的问题,本着培养学生营销技巧和能力的宗旨,编者着重介绍了“营销策划”、“市场调研”、“问卷调查”、“公司简介”、“产品推

广”；“SWOT 分析”；以及“图表”的运用与分析等营销学中常用的一些技巧和手段的范例，可让学生进行模拟操作，以提高学生的综合运用能力。

国际营销活动中，一个很重要的因素是“文化差异”。它们包括不同国家、地区之间的社会习俗差异、商业文化差异以及不同公司之间的文化差异等等。编者在本教材中特意推荐了“与美国人做生意”以及“日本公司的商务活动特点”等文章，并配有相关的测试练习，旨在让学生熟悉和比较美、日公司两种典型的文化特征，为日后的工作实践做准备。这些模拟实践活动对涉外商科专业的学生尤为重要。因为他们即将参与的商务活动是在国际大舞台上展开，他们面对的客户是跨国界商务人才，语言不仅仅是辅助性的交际工具，而且是能否顺利开展国际商务活动的重要工具。因而那些既能自如运用语言，又熟谙专业知识的人将会备受青睐。

二十一世纪是电子商务的时代，网络营销是现代营销的新起点。以往的营销教材中尚未介绍这方面的案例。编者在本教材中选了美国网上虚拟书店亚马逊公司（Amazon.com）和电脑软件巨擘微软公司（Microsoft Corp.）在网上开展营销的范例。

我国的传统教育注重学生认知能力（knowledge）的培养，而在运用能力（application）的培养方面与国外一流学校相比还有很大差距。我国大学一、二年级学生主要以学基础课为主。以英语为例，他们每周要上的英语课包括听、说、读写、泛读等课程。学生对英语语法、单词及词汇掌握得很好，这与教师以传统的讲授方式上课密切相关，功不可没。所以，在参加全国性英语水平等级（如大学英语四、六级，专业八级）考试中很占优势。而学校考核教师的教学业绩和业务水平，也往往以学生在这些考试中排列的名次作为重要参数。但是语言的学习贵在运用。相比之下，学生进入大三、大四，他们在阅读和写作方面的弱点就逐渐显现出来。更令人担忧的是，许多学生自我感觉颇佳，觉得他们的英语水平已经很不错，能流利地与“老外”侃。他们甚至觉得，到了高年级，学习重点应该是专业理论课，英语课无关紧要。岂知他们的英语水平才刚打下基础，离今后要从事的工作要求相去甚远。再者，高年级专业课基本使用中文教材，尤其像国际金融、国际营销、国际投资等冠

之以“国际”类的学科都令人遗憾地没有相应的英文对照资料,而且,学生缺乏应有的实践训练机会。如:学营销的学生没有见过用英语写的实际的“营销策划”(marketing plan),更不用说去分析“商业计划书”(business plan)了;学国际投资、国际金融的学生,没有接触过英语原文的“项目建议书”(project proposal),或者是“财务报表”(financial report);“公司年报”(annual statement)等。而据编者所见,这些学科的专业词汇、典型套语又特别多,有些只能在专业词典中找到确切含义,有些在普通英语词典中也能找到解释,但还是不得其解,决非一、二年级的英语基础课所能学到的,如:market nicher(市场利基者)、due diligence(综合调查与评估)、debit note(索款通知)、arm's length(市价交易)、usance draft(远期汇票)、dishonor(拒付(票据))、status inquiry(资信调查)等。因此,高年级的专业课与英语学习结合起来非常必要,其优点是既能复习巩固已学的基础英语,又能有助于专业知识的理解与掌握,而且能与当代国外先进理论、观点接轨,保持一致。根据这本教材在实际教学中的体会和已毕业学生的信息反馈表明,学生需要的是紧跟时代的知识,能学以致用用的知识,而仅仅停留在认知阶段的知识是远远不够的。

本教材有七个部分,由十七个单元组成,既保持了营销学理论的系统性,又使每个单元独立成章。内容主要有:品牌建立与市场主导、市场进入与行业壁垒、全球营销计划与市场调研、竞争优势取决于营销与产品区分、网上营销与电子商务、全球营销策略与管理、营销中的社会文化差异及其影响。每个单元由课文、词汇表、注释、商务英语词汇介绍、练习(附有参考答案)及补充读物(也适当作了注释,可以作副课文使用)等六个部分组成。编写的配套练习既包括课文理解题、专业词汇辨义等基础练习,还包括了翻译、小组讨论、案例中的营销策略分析、设计市场调研问卷,及撰写调查总结报告等应用练习。教学中可根据不同教学对象、不同专业学生,因人施教。既可侧重于语言要点分析和练习,也可以采用案例分析,小组交流的形式,把专业知识与语言有机结合起来,灵活使用。

本教材专门为已学过国际贸易、国际营销、工商企业管理、经济等相关专业课程的本科三、四年级学生,以及国际贸易、工商管理专业的

硕士研究生编写。也可作为从事国际商务活动人士的自学、参考类书籍。本教材在编写过程中,曾在三、四年级经济、营销专业的教学中使用了部分内容,并作了问卷调查。85%以上的学生认为教材的内容新颖生动、贴近时代,案例引人入胜、可读性强,语言规范、流畅,具有商务英语特色;75%以上的学生认为练习部分中的实际操作活动比基础语言训练更有实用性;95%以上的学生认为提供必要的大公司商业、文化背景,及案例梗概(case synopsis)将有助于文章和案例的学习和理解。

本教材在编写过程中曾得到法国尼斯商学院 Lars Smith 和 Michael Acheson 两位教授的帮助与指教。本教材承蒙上海对外贸易学院王兴孙副校长、国际商务外语学院院长叶兴国教授及学院领导与同行的关心与支持,并得到国际商务外语学院的资助。本教材由张春铎副教授审阅,并提出宝贵意见;上海财经大学赵孝盛教授对本书的编排体例提出了指导性意见,在此一并致以诚挚的谢意。

由于编者水平所限,书中不当之处,在所难免,恳请专家和广大读者不吝指正。

编者

二〇〇一年十一月

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PART ONE

Brand-building

&

Market Leadership

UNIT 1

Wal-Mart Stores — Strategies for Market Dominance¹

It was dusk in the foothills of the Ozark mountains in north central Arkansas. A battered red 1980 Ford pickup , minus two hubcaps with a hunting dog named Buck seated inside the cab , was headed down the rural road for some coffee and conversation with friends at Fred's Hickory Inn in Bentonville. Inside the truck ,driving ,was one of the most successful retailing entrepreneurs in modern history , who continues to be down-to-earth and old fashioned in his views of the past , the present , and the future. " I didn't sit down one day and set a goal to have a billion-dollar company some day ,"Sam Walton² said. " I started out with one store and it did well , so it was a challenge to see if I could do well with a few more. We are still going and we'll keep going as long as we're successful. " From these humble beginnings , Wal-Mart emerged as a modern retail success story.

Sam Walton started his retail career in 1940 as a management trainee with the J. C. Company³ in Des Moines , Iowa. He was impressed with the Penny method of doing business and later modeled the Wal-Mart chain on " The Penny Idea ". The Penny Company had found strength in calling employees " associates " rather than clerks. Founded in Kemmerer , Wyoming , in 1902 ,

Penny stores were located on the main streets of small towns and cities.

Following service in the U. S. A. Army during World War II , Sam Walton acquired a Ben Franklin variety-store franchise⁴ in Newport , Arkansas , which he operated successfully until losing the lease in 1950. He opened another store under the name of Walton's 5 and 10 in Bentonville , Arkansas , the following year. By 1962 , he was operating a chain of 15 stores.

The early retail stores owned by Sam Walton in Newport and Bentonville , Arkansas , and later in other small towns in adjoining southern states , were variety-store operation. They were relatively small stores of 6 000 square feet , located on " main street , " and displayed merchandise on plain wooden tables and counters. Operated under the Ben Franklin name and supplied by Butler Brothers of Chicago and St. Louis , they were characterised by a limited price line , low gross margins , high merchandise turnover , and concentration on return on investment. The firm , operating under the Walton 5 and 10 name , was the largest Ben Franklin franchise in the country in 1962. The variety stores were phased out by 1976 to allow the company to concentrate on the growth of Wal-Mart stores.

The original Wal-Mart discount concept was not a unique idea. Sam Walton became convinced in the late 1950s that discounting would transform retailing. He traveled extensively in New England , the cradle of off-pricing. " He visited just about every discounter in the United States , " suggested William F. Kennedy , the retired president of the now-defunct Kings Department Stores. He tried to sell the discount concept to Butler Brothers executives in Chicago. The first Kmart⁵ , as a " conveniently located one-stop shopping unit where customers could buy a wide variety of quality merchandise at discount prices " , had

opened in 1962 in Garden City , Michigan. Walton's theory was to operate a discount store in a small community where he would offer name-brand merchandise at low prices and would add friendly service. Butler Brothers executives rejected the idea. Undaunted , he opened the first Wal-Mart Discount City in late 1962 in Rogers , Arkansas.

Wal-Mart stores would sell nationally advertised , well-known brand merchandise at low prices in austere surroundings. Under corporate policy , they would cheerfully give refunds , credits , and rain checks⁶. Management conceived the firm as a " discount department store chain offering a wide variety of general merchandise to the customer. " Early emphasis was placed upon opportunistic purchases of merchandise from whatever sources were available. Heavy emphasis was placed upon health and beauty aids in the product line and " stacking it high " in a manner of merchandise presentation. By the end of 1979 , there were 276 Wal-Mart stores located in 11 states.

The firm developed an aggressive expansion strategy as it grew from its first 16 ,000-square-foot discount in Rogers. New stores were located primarily in towns of 5 ,000 to 25 ,000 in population. The stores' sizes ranged from 30 ,000 to 60 ,000 square feet with 45 ,000 being the average. The firm also expanded by locating stores in contiguous areas , town by town , state by state. When its discount operations came to dominate a market area , it moved to an adjoining area. Although other retailers built warehouses to serve existing outlets , Wal-Mart built the distribution center first and then spotted stores all around it , pooling advertising and distribution overhead⁷. Most stores were less than a six-hour drive from one of the company's warehouses. The first major distribution center , a 390 ,000-square-foot facility opened in Search , Arkansas , outside Bentonville in 1978.

At the beginning of 1991 , the firm had 1 573 Wal-Mart stores in 35 states with expansion planned for adjacent states. Wal-Mart became the largest retailer and the largest discount department store by continuing to follow the unique place strategy of first locating discount stores in small-town America and later in suburban markets. As a national discount department store chain , Wal-Mart stores offered a wide variety of general merchandise to the customer. The stores were designed to offer one-stop shopping in 36 departments that included family apparel , health and beauty aids , household needs , electronics , toys , fabric and crafts , automotive supplies , lawn and patio , jewelry , and shoes. In addition , at certain store locations , a pharmacy , automotive supply and service center , garden center , or snack bar was included. The firm operated its stores with an “ everyday low price ” as opposed to putting heavy emphasis on special promotions , which called for multiple newspaper advertising circulars. Stores were expected to “ provide the customer with a clean , pleasant , and friendly shopping experience. ”

Although Wal-Mart carried much the same merchandise , offered similar prices , and operated stores that looked much like the competition , there were many differences. In the typical Wal-Mart store , employees wore blue vests for easy identification , aisles were wide , apparel departments were carpeted in warm colors , a store employee followed customers to their car to pick up their shopping carts , and the customer was welcomed at the door by a “ people greeter , ” who gave directions and struck up conversations. In some cases , merchandise was bagged in brown paper sacks rather than plastic bags because customers seemed to prefer them. A simple Wal-Mart logo in white letters on a brown background on the front of the store served to identify the firm. In consumer studies it was determined that the chain

was particularly adept at striking the delicate balance needed to convince customers its prices were low without making people feel that its stores were too cheap.

In many ways , competitors such as Kmart , sought to emulate Wal-Mart by introducing people greeters , by upgrading interiors , by developing new logos and signage , and by introducing new inventory response systems. In 1989 , sales per square foot of retail space at Wal-Mart were \$ 227. Kmart , in contrast , sold only \$ 139 per square foot worth of goods annually.

A satisfaction guaranteed refund and exchange policy was introduced to inspire customer confidence in Wal-Mart's merchandise and quality. Technological advancements like scanner cash registers , hand-held computers for ordering merchandise , and computer linkages of stores with the general office and distribution centers improved communications and merchandise replenishment. Each store was encouraged to initiate programs that would make it an integral part of the community in which it operated. Associates were encouraged to " maintain the highest standards of honesty , morality , and business ethics in dealing with the public. "

Industry analysts labeled the 1980s as an era of economic uncertainty for retailers. Some firms faced difficulty with merger and acquisition. After acquiring U. S.-based Allied Department Stores in 1986 and Federated Department Stores in 1988 , Canadian developer Robert Campeau declared bankruptcy with over \$ 6 billion in debt. Upon reevaluation , several divisions and units of this organization were either sold or closed. Rich's flagship downtown Atlanta store , a division of Federated , was closed after completing a multi-million-dollar remodeling program. Specific merchandise programs in division such as Bloomingdale's were reevaluated to lower inventory and to raise cash. The no-