

# Unit 1 Brands

## Text 1: Branding in a New Age

### 品牌创建新时代

Social media was supposed to usher in a golden age of branding. But things didn't turn out that way.  
社交媒体本应开启品牌创建的黄金时代。  
但事实并非如此。

1 In the era of Facebook and YouTube, brand building has become a challenge. A decade ago, most companies were heralding the arrival of a new golden age of branding. They hired creative agencies and technologists to put brands throughout the digital universe. But despite all the hoopla, such efforts have had very little payoff. As a central feature of their digital strategy, companies made huge bets on what is often called branded content. The thinking went like this: Social media would allow your company to leapfrog traditional media and build relationships directly with customers. If you told them great stories and connected with them in real time, your brand would become a hub for a community of consumers. Businesses have invested billions following this vision. Yet few brands have generated meaningful consumer interest online. What has gone wrong?  
在 Facebook 和 YouTube 的时代，品牌创建已成为一项挑战。十年前，大多数公司都宣称品牌建设的新黄金时代即将到来。他们聘请创意机构和技术专家，将品牌遍布数字世界。然而尽管大张旗鼓，但努力收效甚微。作为数字战略的核心，企业斥巨资建设所谓“品牌内容”。期中的逻辑是这样的：社交媒体可以使企业跳过传统媒体，直接与消费者建立关系。如果你能讲好故事并进行实时互动，你的品牌将发展为消费者社区的枢纽。企业已为此目标投入了数十亿美元。然而，少有品牌能在线上引发消费者的真正的兴趣。那么问题出在哪里？

2 In the early days of the mass media age, companies borrowed approaches from popular entertainment to make their brands famous, using short-form storytelling, songs, and touching characters to win over audiences. This early form of branded content worked well because the entertainment media were oligopolies, so cultural

**Usher in** 开启、引入、预示

近义词: introduce, herald, bring in, inaugurate

**Turn out (v.)** 结果是、证明是

近义词: prove to be, end up, result

-> 常用于描述实际结果与预期不同的情况

**Herald (v.)** 宣告、预示

近义词: announce, proclaim, usher in, signal

**Hoopla (n.)** 大肆宣传、喧闹

-> 带有贬义，暗示宣传过度但实质不足

**Payoff (n.)** 回报、成效

-> have a payoff / little payoff / big payoff

近义词: return, benefit, reward, result

**Make huge bets on** 大举押注于、大力投资于

Note: 隐含风险和不确定性

近义词: invest heavily in, gamble on, commit resources to

**Leapfrog (v.)** 跨越、超越

-> 强调跳过中间环节直达目标

近义词: bypass, skip over, surpass, jump ahead

**Hub (n.)** 中心、枢纽

近义词: center, focal point, nucleus, core

-> a hub for/of something; transportation hub; innovation hub

**Vision (n.)** 愿景、构想

近义词: dream, goal, plan, aspiration

-> corporate vision, strategic vision, shared vision

**Touching (adj.)** 感人的、动人的

-> 在品牌营销中指能引发情感共鸣的内容

近义词: moving, emotional, heartwarming,

**Win over (v.)** 赢得、争取支持

-> win over

customers/audiences/consumers

competition was limited. Consumer marketing companies could buy their way to fame by paying to place their brands in this cultural arena. The rise of new technologies allowed audiences to opt out of ads — from cable networks to DVRs and then the Internet. Then companies learned to compete directly with real entertainment. BMW pioneered the practice of creating short films for the Internet. Soon corporations were hiring top film directors and pushing for ever-more-amazing special effects. These pre-social-media digital efforts led companies to believe that if they delivered Hollywood-level creative at Internet speed, they could gather huge audiences around their brands.

早在大众媒体时代初期，企业借鉴流行娱乐行业的策略来提升品牌知名度，通过短篇故事、歌曲和打动人心的角色来吸引观众。这种品牌内容的早期形式之所以有效，是因为娱乐媒体是寡头垄断，文化很是竞争有限。消费品营销公司可以通过付费使品牌在文化领域占有一席之地，来获得知名度。新技术的兴起让观众能够选择跳过广告——从有线电视网络到数字视频录像机（DVR），再到互联网。随后，企业开始直接与真实娱乐内容竞争。宝马（BMW）率先在互联网上制作短片。很快，各大公司开始聘请顶尖电影导演，并追求越来越惊艳的特效。这些社交媒体时代之前的数字化努力使得企业相信，只要以互联网速度提供好莱坞级别的创意内容，就能为其品牌吸引大量观众。

3 But social media has changed everything. Social media binds together communities that once were geographically separate, increasing the pace and intensity of collaboration. Today you will find a flourishing crowdculture—authentic content created by everyday people rather than by brands—around almost any topic: espresso, Victorian novels, libertarianism, new urbanism, homeschooling. With a few clicks, you can jump into the center of any these subcultures, and participants' interactions move seamlessly among the web, physical spaces, and traditional media. In YouTube rankings of channels by number of subscribers, corporate brands barely appear. The problem that companies face is structural, not creative. Big companies organize their branding efforts as the opposite of art worlds. They excel at coordinating and executing complex marketing programs around the world but it leads to mediocrity when it comes to cultural innovation.

近义词: persuade, convince, attract, gain favor with

### **Oligopoly (n.) 寡头垄断**

相关词: monopoly (垄断), duopoly (双寡头), oligopolistic market

### **Fame (n.) 名气、声望**

-> famous (adj.) 著名的

搭配: achieve fame, rise to fame, buy fame

近义词: recognition, celebrity, reputation

### **Arena (n.) 领域、舞台**

搭配: cultural arena, competitive arena, public arena

近义词: domain, field, realm, stage

### **Opt out (v.) 选择退出、不参与**

反义词: opt in 选择加入

搭配: opt out of

ads/programs/agreements

近义词: withdraw from, decline, choose not to participate

### **Creative (n. & adj.) 创意内容、有创意的**

-> 在广告和营销行业，"creative"作名词使用，指具体的创意作品或广告内容

搭配: creative content, creative work, creative output

### **Bind (v.) 联结、绑定、使团结**

搭配: bind together, bind

people/communities

近义词: unite, connect, tie together, link

### **Flourishing (adj.) 繁荣的、兴旺的**

-> 强调蓬勃发展、充满活力的状态

近义词: thriving, prospering, booming, growing

### **Crowdculture (n.) 群众文化、众创文化**

-> 课文核心概念，指由普通大众而非专业机构创造的文化内容

近义词: mass culture, grassroots culture, popular culture

### **Authentic (adj.) 真实的、可信的**

搭配: ~ experience, ~ brand, ~ voice

近义词: genuine, real, credible, trustworthy

反义词: fake, artificial, phony

### **Libertarianism (n.) 自由意志主义**

相关词: liberty (自由), liberal (自由主义)

但社交媒体改变了一切。社交媒体将曾经地理上分离的社区联系在一起，加快了社区之间合作的速度和强度。现如今，你会发现一种蓬勃发展的群众文化——由普通人创造的真真切切的内容而非品牌创作，什么主题都有：意式浓缩咖啡、维多利亚时代小说、自由主义、新都市主义、家庭教育。只需点击几下，你就能深入到这些不同亚文化的核心，这些文化参与者在网络、实体空间和传统媒体之间无缝切换，互动交流。在 YouTube 平台的频道订阅量排名中，企业品牌几乎不见踪影。企业面临的问题是结构性的，而非创意不足。大型企业组织品牌推广活动的方式与艺术界截然相反。它们擅长在全球范围内协调并执行复杂的营销计划，这导致在文化创新方面表现平庸。

4 While the rise of crowdculture decreases the impact of branded content, it has greased the wheels for an alternative approach called cultural branding. Chipotle took advantage of a cultural opportunity when it promoted preindustrial food ideology with two short films that commented on industrial food, tapping into a movement that began in the organic-farming subculture. The films were not particularly original. But they exploded on social media because they were myths that captured the ideology of the burgeoning preindustrial food crowdculture.

尽管群众文化削弱了品牌内容的影响，却为另一种方法，名为“文化品牌创建”，铺平了道路。奇波雷墨西哥烧烤 (Chipotle) 通过两部评论工业化食品的短片推广了工业化前的食品理念，借助了有机农业亚文化的运动，从而把握了文化营销机遇。这些影片本身并非那么原创。但它们在社交媒体上引发热议，因为它们捕捉到了群众文化中正在兴起的工业化前食品理念。

5 Take the personal care category. Dove has generated tremendous consumer interest by championing distinctive gender ideologies. Dove was a mundane, old-fashioned brand that followed the beauty trends set by fashion houses and media. By the 2000s feminist critiques of the use of size 0 models began to appear in traditional and social media. Dove tapped into this

的), libertarian (n. 自由意志主义者)

**Seamlessly (adj.)** 无缝地、流畅地

搭配: seamlessly integrate, seamlessly connect

近义词: smoothly, fluidly, effortlessly, continuously

**Excel at (v.)** 擅长于、在...方面表现突出

搭配: excel at doing sth., excel in a field

近义词: be good at, be skilled at, be proficient in, shine at

**Coordinate (v.)** 协调、配合

搭配: ~ efforts/actions/activities

近义词: organize, arrange, synchronize, harmonize

**Execute (v.)** 执行、实施

搭配: ~ a plan/strategy/campaign 相关

词: executive 行政的(adj.)管理者(n.)

**Mediocrity (n.)** 平庸、平凡

-> 带贬义，指缺乏卓越品质

近义词: ordinariness, averageness, commonness

反义词: excellence, superiority, distinction

**Grease the wheels** 使顺利进行、润滑 (比喻)

-> 习语，比喻消除障碍使事情顺畅进行  
近义词: facilitate, smooth the way, make easier

**Preindustrial (adj.)** 前工业时代的

相关词: industrial (工业的),

postindustrial (后工业时代的)

近义词: pre-modern, traditional, agrarian

**Ideology (n.)** 意识形态、思想体系

搭配: political ideology, cultural ideology, dominant ideology

近义词: belief system, philosophy, doctrine, worldview

**Tap into** 利用、开发、接入

搭配: tap into a

market/trend/resource/culture

近义词: access, exploit, utilize, draw on, leverage

**Burgeoning (adj.)** 迅速发展的、新兴的

-> 强调快速增长的势头

近义词: growing, expanding, flourishing, emerging

**Champion (v.)** 倡导、拥护

搭配: champion a cause/idea/movement

近义词: advocate, support, promote, defend

**Mundane (adj.)** 平凡的、世俗的

-> 略带贬义，指缺乏特别之处

近义词: ordinary, commonplace, routine,

emerging crowdculture and initiated "Campaign for Real Beauty" by celebrating real women's bodies in all their normal diversity—old, young, curvy, skinny, short, tall, wrinkled. Women all over the world pitched in to produce, share, and cheer for images of bodies that did not conform to the beauty myth.

以个人护理品类为例。多芬 (Dove) 通过倡导独特的性别特征理念，引发了大批的消费者兴趣。多芬曾是一个平庸、老派的牌子，对时尚公司、媒体设定的美容趋势亦步亦趋。到了 2000 年代，传统媒体和社交媒体上开始出现对使用 0 号模特的女性主义批判。多芬抓住这一新兴文化潮流，发起“真实之美”运动，庆祝女性身体的自然多样性——年老、年轻、丰腴、纤瘦、矮小、高挑、皱纹。全球女性积极参与，制作、分享并为不符合美容神话的身体形象而喝彩。

everyday

反义词: extraordinary, exceptional, remarkable

**Critique (v.& n.)** 批评、评论

搭配: critique something, offer a critique  
近义词: criticize, analyze, evaluate, assess, review

**Intiate (v.)** 发起、开始

搭配: initiate a campaign/project/conversation/change  
近义词: start, begin, launch, trigger, commence

**Campaign (n.)** 活动、运动

搭配: marketing campaign, advertising campaign, launch a campaign  
近义词: initiative, drive, movement, effort

**Curvy (adj.)** 曲线美的、丰满的

-> 在课文中与“真实之美”运动相关  
近义词: shapely, full-figured

**Pitch in (v.)** 参与、做出贡献

搭配: pitch in with something, pitch in to help  
近义词: contribute, participate

**Conform to** 遵从、符合

搭配: conform to standards/norms/expectations/rules  
近义词: comply with, adhere to, follow, meet  
反义词: deviate from, rebel against

6 A decade in, companies are still struggling to come up with a branding model that works in the chaotic world of social media. The big platforms, like Facebooks and YouTubes, seem to call the shots, while the vast majority of brands are cultural mutes, despite investing billions. Companies may need to shift their focus toward the core of digital power and once again win the battle for cultural relevance with the power of the crowd.

十年过去了，企业在混乱的社交媒体世界中仍难以找到有效的品牌模式。诸多类似 Facebook 和 YouTube 的大型平台似乎主导着话语权，而绝大多数品牌尽管投入了数十亿美元，在文化影响力上仍然哑然失色。企业需要关注数字能力的核心问题，再次借助群众的力量，赢得文化之战。

**Chaotic (adj.)** 混乱的、无序的

搭配: chaotic situation/environment/market  
近义词: disorderly, confused, disorganized, turbulent  
反义词: orderly, organized, systematic

**Call the shots** 做主、发号施令

-> 习语，强调掌握决策权  
近义词: be in charge, make decisions, be in control, run the show

**Mute (v.)** 静音、消除 **(n.)** 哑巴 **(adj.)** 哑的

搭配: mute the sound/message/impact  
近义词: silence, quiet, suppress, dampen



# Text 2: Brand image 品牌形象

<p>1 Brand image plays a central role in defining which brands can better survive and succeed in their relative markets. Kevin Keller proposes the definition of brand image: “perceptions about a brand reflected as associations in the minds of consumers.” He believes that associations are built up as we directly experience brands and receive information about them and indirectly make inferences based on our pre-existing brand knowledge, for example, country of origin. Put simply, brand image is all about how consumers feel about a brand and how they perceive it. It is important to note that even those who do not need or use products or services can form associations and create an image of a company in the same way, so brand image is essential <b>across the board</b>.</p> <p>品牌形象在决定哪些品牌能够在其所处市场中更好地生存和成功方面发挥着核心作用。凯文·凯勒提出了品牌形象的定义：“反映为消费者头脑中联想的关于品牌的认知。”他认为,这些联想是通过我们直接体验品牌、接收有关品牌的信息而建立起来的,同时也是基于我们已有的品牌知识(例如原产国)间接做出推断而形成的。简而言之,品牌形象就是消费者对品牌的感受以及他们如何看待品牌。值得注意的是,即使是那些不需要或不使用某些产品或服务的人,也能以同样的方式形成联想并建立对一家公司的印象,因此品牌形象对所有人都至关重要。</p>	<p><b>Across the board</b></p> <p>全面地、普遍地、一刀切地</p> <p>- applying to all categories, groups, or areas without exception</p> <p>近义词</p> <ul style="list-style-type: none"><li>• universally</li><li>• comprehensively</li><li>• generally</li><li>• in all areas</li><li>• without exception</li><li>• for everyone/everything</li></ul> <p>例句: The company announced a 5% salary increase across the board.</p> <p>公司宣布全员加薪 5%。</p>
<p><b>Brand Image vs. Brand Identity</b></p> <p><b>品牌形象与品牌识别</b></p> <p>2 Confusing brand image and brand identity is something called the “brand image trap”. Brand identity concerns what the company is trying to communicate about itself and the associations it wants customers to form regardless of whether this turns out to be the end result or not. The perception that consumers actually hold is brand image. A company can control its brand identity and always endeavor to align this with the brand image that exists externally in consumers’ minds (see Table 1)</p> <p>混淆品牌形象和品牌识别被称为“品牌形象陷阱”。品牌识别关乎的是公司试图传达关于自身的信息以及希望顾客形成的联想,而不管这是否最终成为实际结果。消费者实际持有的认知才是品牌形象。公司可以控制其品牌识别,并始终努力使其与外部存在于消费者头脑中的品牌形象保持一致(见表 1)。</p>	

<p>Brand identity</p> <ul style="list-style-type: none"> <li>• Developed internally</li> <li>• Who do you want to be? (The company's desired image)</li> <li>• Active in nature</li> <li>• Forward-looking: continually trying to create and establish your desired identity</li> </ul> <p>品牌识别</p> <ul style="list-style-type: none"> <li>• 内部开发</li> <li>• 你想成为谁?(公司期望的形象)</li> <li>• 主动性质</li> <li>• 前瞻性:持续努力创建和建立你期望的识别</li> </ul>	
<p>Brand image</p> <ul style="list-style-type: none"> <li>• Developed externally</li> <li>• How do consumers feel about you? (The consumers' perceived image)</li> <li>• Passive in nature</li> <li>• Backward-looking: your identity based on consumers' changing perceptions of you over time</li> </ul> <p>品牌形象</p> <ul style="list-style-type: none"> <li>• 外部形成</li> <li>• 消费者对你的感受如何?(消费者感知的形象)</li> <li>• 被动性质</li> <li>• 回顾性:你的形象基于消费者随时间变化而对你产生的认知</li> </ul>	
<p><b>Why Is Brand Image So Important?</b></p> <p><b>为什么品牌形象如此重要?</b></p> <p>3 Brand image can positively impact <u>brand equity</u> and is, therefore, vital to capturing a larger proportion of the <u>market share</u>. This allows companies to charge premium prices, which customers will be willing to pay, or implement brand or product extension strategies more successfully since consumers view a company positively and trust it to deliver. As perceived by consumers, the company's brand image can be seen as a reflection of how well it manages its business and meets the needs of the market overall. This will impact how well it can compete with other firms.</p> <p>品牌形象能够积极影响品牌资产,因此对于获取更大的市场份额至关重要。这使得公司能够收取溢价,而顾客也愿意为此买单;或者更成功地实施品牌延伸或产品延伸策略,因为消费者对公司持正面看法并信任其交付能力。从消费者的感知来看,公司的品牌形象可以被视为反映其经营管理水平以及整体满足市场需求能力的一面镜子。这将影响公司与其他企业的竞争能力。</p>	<p><b>Brand equity</b> 品牌资产</p> <p><b>Market share</b> 市场份额</p>

## How to Build Brand Image?

### 如何建立品牌形象?

4 A company cannot control its brand image but can manage its brand identity, amongst other aspects of a brand strategy. Therefore, it is essential to truly understand what the company wants its brand to stand for. Being customer-centric enables the company to indirectly impact the associations consumers form towards it, allowing it to influence the creation of brand images indirectly.

公司无法直接控制其品牌形象,但可以管理其品牌识别以及品牌战略的其他方面。因此,真正理解公司希望其品牌代表什么至关重要。以客户为中心使公司能够间接影响消费者对其形成的联想,从而间接影响品牌形象的形成。

**Customer-centric** 以客户为中心的

5 Brand image is primarily formed through direct experiences customers have with a brand. This might be an online experience or a physical in-store experience with excellent customer service. This means well-trained and enthusiastic employees and ensuring that the store is clean and easy to navigate or that the packaging is attractive and speaks to the company's desired identity.

品牌形象主要是通过顾客与品牌的直接体验形成的。这可能是在线体验,也可能是在实体店中享受优质客户服务的体验。这意味着需要训练有素且热情的员工,确保店面整洁且便于顾客浏览,或者确保包装具有吸引力并能体现公司期望的识别。

**Customer service** 客户服务  
**Packaging** 外包装

6 There is no use in formulating the desired identity and attempting to shape a consumer's image without adequate means of communication. Brand image can be influenced by creative advertising, thereby creating strong, unique, and relevant associations in consumers' minds.

如果没有充分的沟通手段,制定期望的识别并试图塑造消费者形象就毫无意义。品牌形象可以通过创意广告来影响,从而在消费者心中建立强有力的、独特的和相关的联想。

**Associations in consumers'**  
在消费者心中的联想

7 Since companies can only control brand image indirectly and to a limited extent, it is important to improve the existing brand image as best as possible. This can be done very practically in several ways, for example, providing high-quality products or services, ensuring consistent delivery of the promised value to consumers, and continually communicating the unique values and attributes of the company.

由于公司只能在有限程度上间接控制品牌形象,因此尽可能改善现有品牌形象就显得尤为重要。这可以通过几种非常实际的方式来实现,例如,提供高质量的产品或服务,确保持续向消费者交付承诺的价值,以及不断传达公司的独特价值和属性。