

An aerial photograph of a city skyline, likely Chicago, featuring numerous skyscrapers and a body of water in the background. A semi-transparent white rectangular box is centered over the image, containing the main title and subtitle.

Unit 3 Strategy

Week 5 lesson I

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Improving pronunciation through music



1. Listen & Observe

- Focus on overall melody and rhythm
- Identify familiar words

2. Read & Analyze

- Study lyrics with transcript
- Mark stress and intonation

3. Practice & Repeat

- Shadow reading with audio
- Section-by-section practice

4. Perform & Record

- Full song practice
- Self-recording and evaluation

Recommended songs



Beginning Level:

- "Head, Shoulders, Knees and Toes"
- "Jingle Bells"
- "Do-Re-Mi" (The sound of music)

Intermediate Level:

- "You Are My Sunshine"
- "What a Wonderful World"

Advanced Level:

- "Perfect" (Ed Sheeran)
- "Count on Me" (Bruno Mars)



Warming up

*What does “**Strategy**” remind you of?*

Brainstorm



Imagine you are a CEO of a start-up company,
what do you need to consider to make a
strategic plan for your own company?

Warming up

1

Suppose your company is going to develop and launch a new product. Which of the following factors will you consider when you make strategic plans? Put them in order of importance.

- () 1 **product development**: develop new products, redesign old products, etc.
- () 2 **economic forecasts**: forecasts of expenses, revenue, profits, cash flow, etc.
- () 3 **competitors**: companies that produce similar products
- () 4 **technology**: use of some new technology, such as e-commerce, VR, robots, etc.
- () 5 **human and financial resources**: employees, technicians, financial support, etc.
- () 6 **fashions and trends**: the style of product that is going to be popular among people
- () 7 **current sales**: the analysis of current sales figures

Business concepts

Resources	• 钱、人力、硬件、软件等资源
Strategy	• 策略、规划
Competition	• 竞品、对手公司
Threat	• 威胁
Market	• 市场
Objective	• 商业（或政治）目标、战略目标
Opportunity	• 机会、机遇

Warming up

2

Read the words or phrases and their explanations. Then complete the following paragraph with the words or phrases. Change the form when necessary.

1. **resources**: all the money, property, skills, etc. that you have available to use when you need them
2. **strategy**: a planned series of actions for achieving something
3. **competition**: the people or groups that are competing against you, especially in business or in a sport
4. **threat**: a person or thing likely to cause damage or danger
5. **market**: an area or arena in which commercial dealings are conducted
6. **objective**: something that you are trying hard to achieve, especially in business or politics
7. **opportunity**: a chance to do something or an occasion when it is easy for you to do something

Developing a successful strategy is a vital part of planning process for all business organizations. Analyzing where a business stands in relation to its markets and competition enables it to identify potential opportunities for growth and potential threats. It is then possible to set strategic objectives and to predict the human and financial resources needed to achieve them.



Business knowledge



STRATEGY??

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

Five essentials of an effective strategy

1. An effective strategy is deeply understood and shared by the organization.



Like the mission statement or guiding principles, a strategic plan itself accomplishes nothing. What matters is whether the people of your organization **understand and internalize the strategic direction you have articulated** and **can make tactical choices on their own**.

能独立做出战略决策

理解并内化你的
战略目标

Essentials No. 1: understanding

What matters...

- 强调真正重要的事、关键点
- +从句、名词短语

- ❑ **All that matters is...**
唯一重要的是...
- ❑ **The only thing that matters is...**
唯一重要的是...
- ❑ **What really matters is...**
真正重要的是...
- ❑ **Nothing else matters**
其他都不重要

Practice

1.重要的不是你说什么，而是你做什么。

What matters is not what you say, but what you do.

2.对我来说，最重要的是家人的健康。

What matters most to me is my family's health.

3.在商业中，重要的是客户满意度。

In business, what matters is customer satisfaction.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

Five essentials of an effective strategy

2. An effective strategy allows flexibility so that the direction of the organization can be adapted to changing circumstances.



A rigid strategic direction **seldom** turns out to have been the best course of action. To assure that your business is nimble and able to react to changes in the marketplace, it is essential that your strategy be flexible and adaptable. It is essential to build and employ effective mechanisms for observing and listening to what is going on in the competitive environment.

Essentials No. 2: flexibility

- ❑ Rigid vs. nimble
- ❑ It is essential that/to do
- ❑ **Build +**
 - ❑ Relationships 建立关系
 - ❑ Trust 建立信任
 - ❑ Reputation 建立声誉
 - ❑ Consensus 建立共识
- ❑ **Employ +**
 - ❑ Strategies 采用策略
 - ❑ Tactics 采用战术
 - ❑ Resources 使用资源
 - ❑ Approaches 采用方法

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

Five essentials of an effective strategy

3. Effective strategy results from the **varied input** of a diverse group of thinkers.

To ensure that your strategic team is ready to make effective decisions, look carefully in the mirror. Do you encourage debate, even argument, among your team about key decisions, or do you encourage toeing the company line? Remember that the well documented occurrences of group think **occur** not because of oppressive or stifling leaders. Rather, it tends to occur when leadership groups enjoy collegial and fond relationships.

Essentials No. 3: Group input

- ❑ Look in(into) the mirror
- ❑ **Encourage + n./doing**
 - ❑ Debate
 - ❑ Argument
 - ❑ Toeing the company line
- ❑ **Oppressive** leaders 压制型领导
- ❑ **Stifling** leaders 让人窒息的领导
- ❑ **Collegial and fond** relationships 友好愉悦的关系

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

竞争者
供应商
监管者
战略伙伴

Five essentials of an effective strategy

4. An effective strategy follows a thorough and deep analysis of both the external environment and the internal capabilities of the organization.

This is the essence of the famous SWOT model. The strategist must understand the effects and dynamics of external entities such as competitors, suppliers, regulators, and strategic partners. A sound assessment of these external factors leads to a rich understanding of threats to ward off and opportunities to pursue. A realistic self-assessment enables the organization to **leverage** the strengths of the organization and to **shore up** areas of weakness.

Essentials No. 4: SWOT model



- ☐ **Sound** assessment 合理评估
- ☐ Self-assessment 自我评估
- ☐ **Rich** understanding
- ☐ **Deep/profound/thorough/comprehensive**
- ☐ **Ward off** threats – **avoid/prevent**
- ☐ **Pursue** opportunities – **seek/find/seize/grasp**
- ☐ **Leverage** strengths – **utilize/develop/apply**
- ☐ **Shore up** 顶住、支撑住 – **reinforce/remedy/improve**

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

Five essentials of an effective strategy

5. An effective strategy identifies areas of competitive advantage.

You don't need to be world class at mundane business practices that are not your distinctive competence, but you must maintain standards of work equal to that of your competitors. You must be world class at something that differentiates you from the competition. Moreover, all members of the organization must keep the uniqueness of their company in the forefront, always keeping competitive advantages unharnessed in order to compete in a vigorous manner.

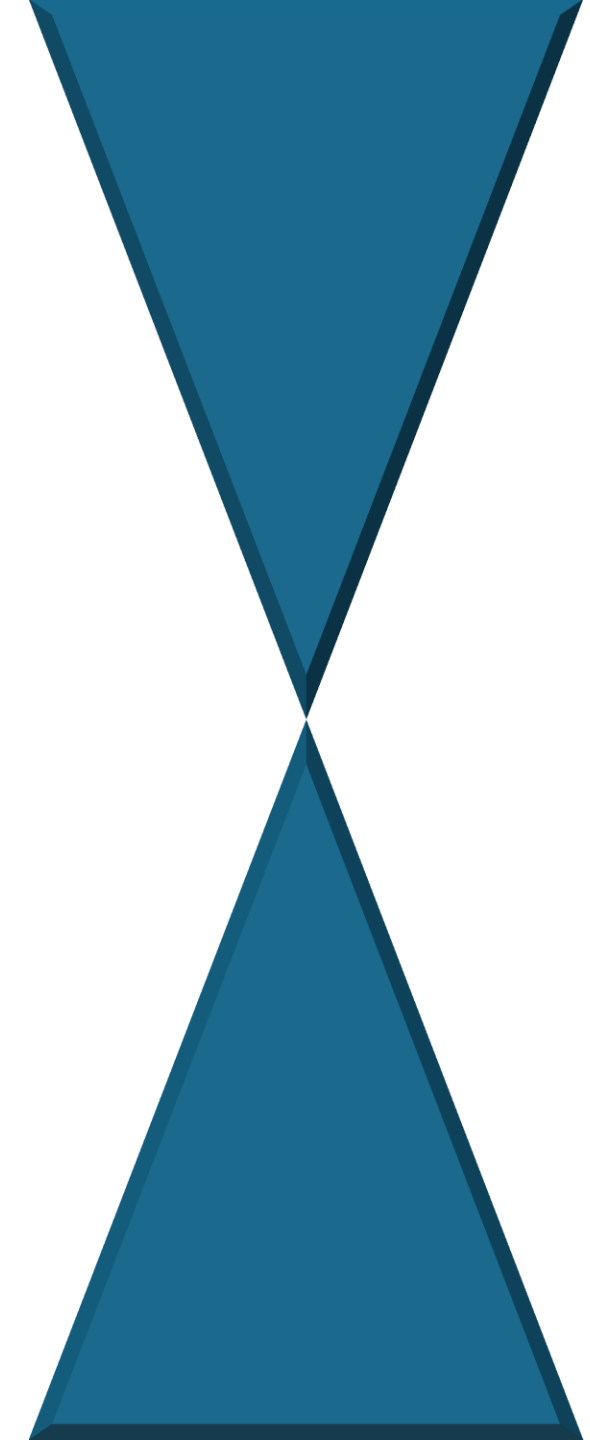
Essentials No. 5: uniqueness

- ❑ Be world class at 世界一流的
- ❑ **mundane** business practices 平庸的商业实践
- ❑ **Uniqueness** 独一无二的
 - ❑ Unique (adj.)
 - ❑ Distinctive
 - ❑ Incomparable
- ❑ in the **forefront** 在前方
- ❑ Storefront 临街房
- ❑ Riverfront 河边陆地
- ❑ In a **vigorous** manner
 - ❑ Vigor (n.) 活力
 - ❑ Energetic
 - ❑ Lively

Five essentials of an effective strategy

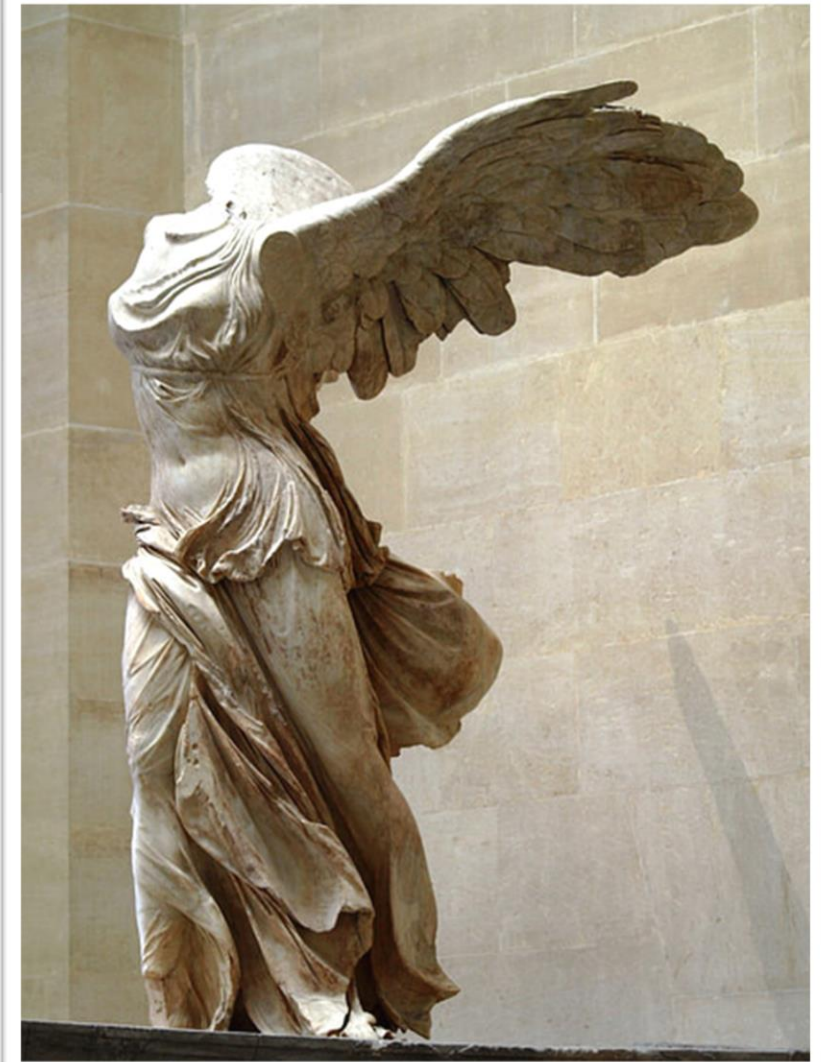


Reading



Nike's Goddess

The company takes its name from **Nike**, the Greek goddess who personifies **victory** in any field including art, music, war, and athletics.



Nike of Samothrace
On display at the Louvre
(巴黎卢浮宫)

Nike's goddess

Could a famously **masculine** company finally click with female customers? That was the challenge behind Nike Goddess, whose goal **was to** change how the company designed for, sold to and communicated with women.

Click with someone
(v.) 合得来、进行顺利、成为情侣

Masculine (adj.) 有男子气概的

Feminine (adj.) 女性气质的



Background & Question


Background (paragraph 1 + 2)

Mostly
about men

In its 30-year history, Nike had become the **undisputed leader** in sports marketing. But beneath the success was an **Archilles' heel**. Nike is named after a woman, the Greek goddess of victory—**but** for most of its history, the company had been perceived as being **mostly about men**.

Background (paragraph 1 + 2)

Female market is now needed



Could Nike do more to realise the full potential of female customers? And how could it afford not to, given the threats to its future with Air Jordan running out of air and brands like Skechers digging into the teen market with shoes inspired by skateboarding, not basketball] That was a huge question at Nike HQ. The launch of Nike Goddess was the makings of an answer.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4

Discuss the following questions in groups.

2 What is your understanding of “And how could it afford not to, given the threats to its future with **Air Jordan** running out of air and brands like **Skechers** digging into the teen market with shoes inspired by skateboarding, not basketball.” in Paragraph 1?

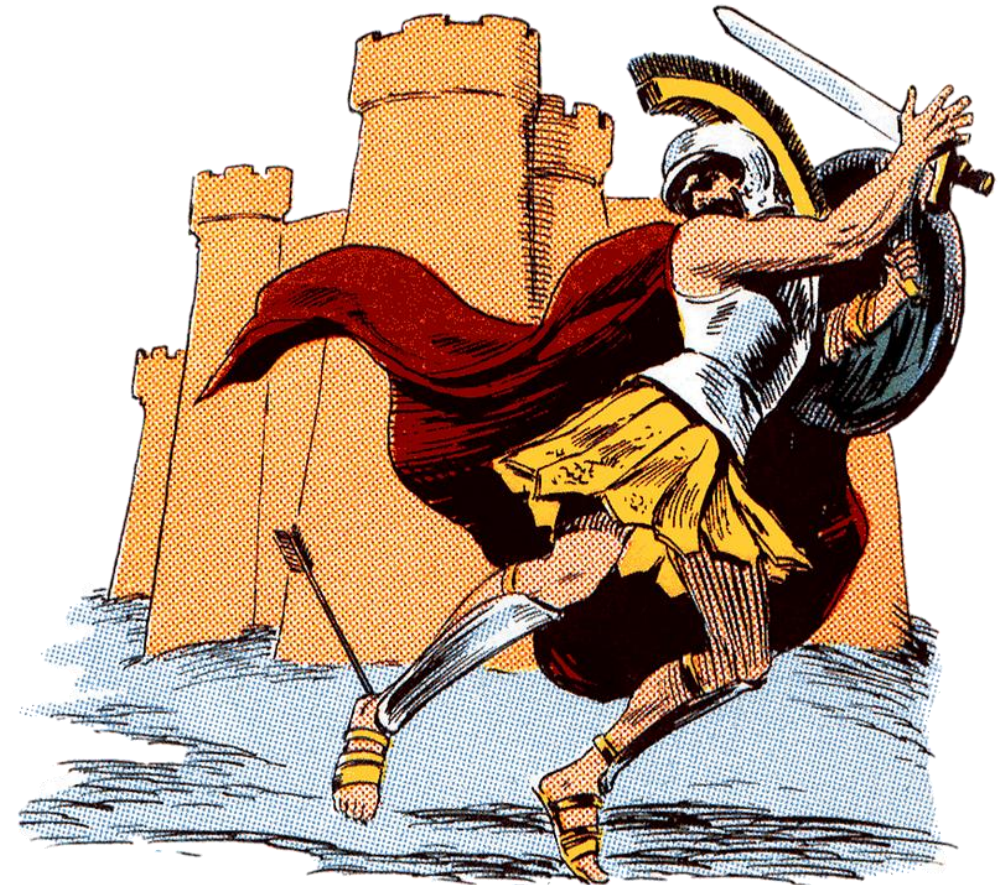
Faced with threats coming from inside and outside, Nike has to exploit the female market to maintain its growth.

Archilles' heel 阿克琉斯之踵

An Achilles' heel (or Achilles heel) is a weakness despite overall strength, which can lead to downfall. 致命弱点

Achilles was one of the most famous heroes in Greek mythology. Legend has it that after his birth, **his mother** wanted to make him immortal, so she held him by his heel and dipped him into the **River Styx**. However, the spot where she held his heel wasn't touched by the water, becoming the only vulnerable part of his body.

When Achilles grew up, he became an invincible warrior and achieved great military feats in the Trojan War. However, in the end, Paris, the prince of Troy, discovered this weakness and killed Achilles by shooting an arrow into his heel.



Air Jordan running out of air

Pun 双关语



它可能是史上最重要的一双球鞋。
This might be the most important sneaker in history.

Watch the video, and answer this question:

Who have driven the marketing of Nike?



Sneakerheads
球鞋控

Sub-sections

Reading: sub-sections



Nike goddess
as an answer

Just doing it **differently**

How to **sell to** women

How to **design for** women

How to **talk to** women

A. Just doing it differently 另辟蹊径

List the **major characters** mentioned in this section.

Phil Knight

John Hoke

Mindy Grossman

Match their **names** with the things they are responsible for.

- 1 Nike being seen as a male brand _____
- 3 creating a new style of Nike retail outlet _____
- 4 persuading Nike retailers to accept the Nike Goddess concept _____
- 5 putting sports celebrities under contract _____

A. Just doing it differently 另辟蹊径

1. List the **major characters** mentioned in this section.

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1 Nike being seen as a male brand

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3 creating a new style of Nike retail outlet

John Hoke

4 persuading Nike retailers to accept the Nike Goddess concept

Mindy Grossman

5 putting sports celebrities under contract

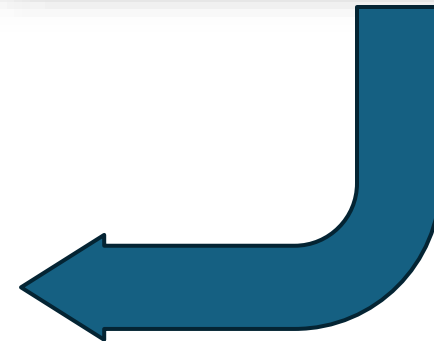
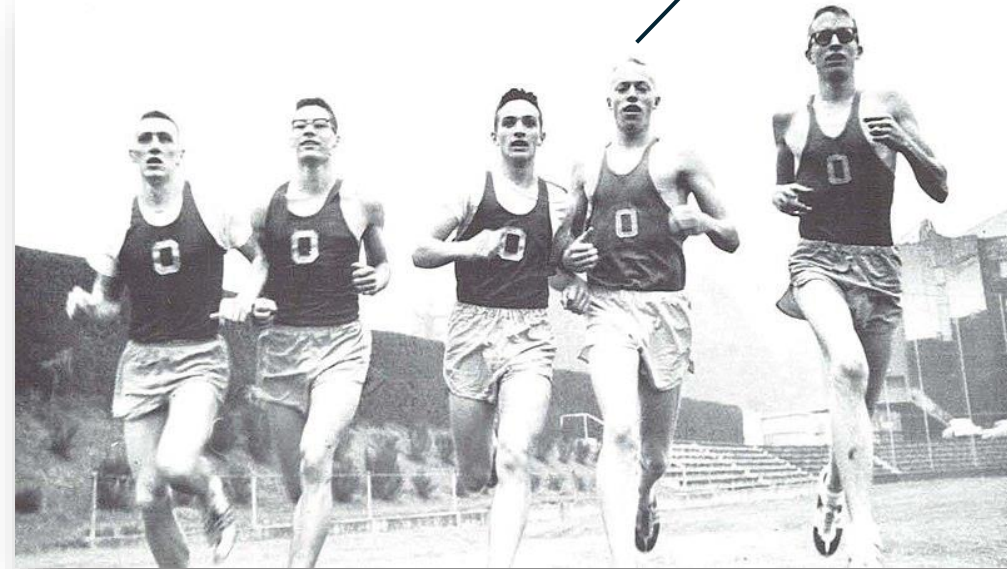
Phil Knight

Nike's history

For much of this history, Nike's destiny was controlled by its founders, **Phil Knight** and his running buddies, who signed up athletes in locker rooms and made their executive decisions.

But by throwing together a diverse team of people with different backgrounds and different levels of seniority, Nike has found that it can keep many of its core attributes **while** adding new sources of inspiration.

Phil Knight: CEO and runner



Words and expressions

Destiny (n.) 命运, 前途

Buddy (n.) 兄弟, 伙伴, 朋友(非正式)

- buddy-buddy (adj.) 非常亲密的

Locker room (n.) 更衣室 (健身房、体育馆的有储物柜的房间)

Executive (adj.) 决策的, 管理的, 高级的

- an executive committee 执行委员会

Diverse (adj.) 不同的, 多种的

- different 不同的 | varied 多变的
- diversified 多样化的 | disparate 不同的
- wide-ranging 广泛的

Words and expressions

Seniority (n.) 年长、资历

- e.g. They offered him a post befitting his **seniority** and experience.
他们给他提供了一个适合他的资历与经验的职位。
- --> **senior** (adj.) 年长的、资深的
- --> 近义: elder/older/superior
- --> 反义: junior/young/immature

Core attributes 核心属性 attribute (n.) 属性、特质

- e.g. Generosity is his first attribute.
宽容是他最主要的特质。
- (v.) 归因于, 是...的作品 (to)
- e.g. She attributed her success to good luck.
她把自己的成功归因于好运气。

New inspiration

Take the combination of star designer **John Hoke** and newcomer **Mindy Grossman**, vice president of global apparel.

Hoke designed the look and feel of the first Nike Goddess store.

Then **Grossman**, whose career has included helping make Ralph Lauren into a retail icon, pitched the design ideas to Nike's top retailers as stores within stores. Now it looks like Nike has a chance to reach a crucial objective: double its sales to women by the end of the decade.



Previous Nike store



Nike Goddess Store

Brand: Ralph Lauren



Preppy style 学院风

American classic 美式经典

Luxury casual 休闲奢华

Aristocratic lifestyle 贵族生活方式

Words and expressions

Apparel (n.) 衣服, 服装

e.g. Women's apparel is offered in petite, regular, and tall sizes.

女士礼服分为小号、中号和大号。

Icon (n.) 偶像, 图标, 符号

fashion icon 时尚达人

cultural icon 文化偶像

computer icon 电脑图标

Pitch (v.) 力荐、竭力劝说; 投掷

e.g. My agent has **pitched** the idea **to** my editor in New York. 我的代理人已向我在纽约的编辑力荐这个想法。

Retailer (n.) 零售商

online retailer 电商

discount retailer 折扣零售商

Words and expressions

Crucial (adj.) 关键的, 至关重要的

- a crucial moment 关键时刻
 - e.g. The next step is crucial to [for] our success.
 - 下一个步骤对我们的成功非常重要。
- 表示重要:
 - critical, decisive, pivotal, life-and-death
 - vital, essential, key, indispensable
 - paramount

B. How to sell to women

Nike Goddess began as a concept for a **women-only** store and there's a reason why.

零售店布置

Many of the retail settings in which the company's products were found were a turnoff to female customers: dark, loud and harsh—in a word, **male**.

倒胃口的东西

In sharp contrast, the Nike Goddess stores have the comforting feel of a woman's own home.

dark

loud

harsh

Previous retail stores: A turnoff

Nike Goddess stores:

Comforting feel of home

Words and expressions

Setting (n.) 位置, 环境, 设置

- e.g. an old farmhouse in a beautiful setting
环境优美的一座古老农舍

Turnoff (n.) 使人扫兴的、无聊的东西

- e.g. You don't think the story's a turnoff?
你不觉得那故事很无聊么?

Harsh (adj.) 严厉的, 粗糙的, 刺耳的

- harsh punishment 严罚
- a harsh texture 粗糙的纺织品质地
- a harsh voice 刺耳的声音

In sharp contrast 鲜明对比

- e.g. Today's rain is a sharp contrast to yesterday's sunshine.
今天的雨与昨天的阳光形成鲜明对比。

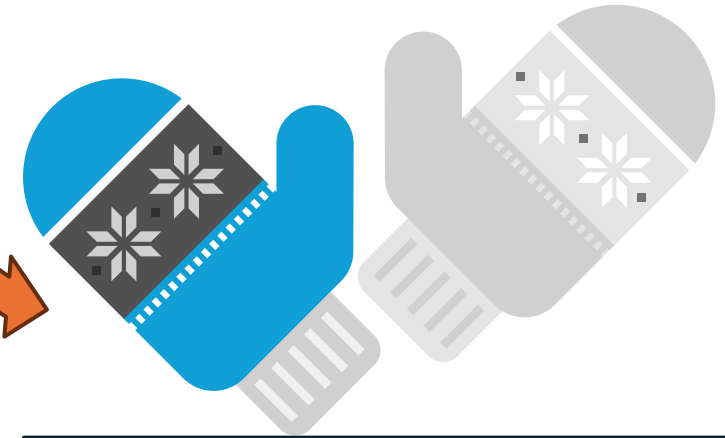
C. How to design for women

Designing a new approach to retail was only one element in Nike's campaign. Another was **redesigning** the shoes and clothes themselves.

Nike's footwear designers worked on 18-months production cycles—which made it hard to stay in step with a new styles and colours for women. The apparel group, which works around 12-months cycles, was better at keeping up with fashion trends. But that meant that the clothes weren't co-ordinated with these shoes—a big turnoff for women.



Footwear: 18-months



Apparel: 12-months

Words and expressions

Element (n.) 要素, 部分

- e.g. Love is an element of kindness.
爱是仁慈的必要因素
- [同义词]
 - element 构成整体的一个要素, 无法抽离
 - factor 形成现象或事件的主要因素

Footwear (n.) 鞋类 (不可数名词)

- e.g. Some football players get paid millions for endorsing footwear.
有些足球运动员因做鞋类广告得到数百万的报酬。

Words and expressions

Stay in step with 步调一致地

- stay/keep/march in step with 齐步前进

Keep up with 跟上，保持联系

- e.g. She likes to keep up with the latest fashions. 她喜欢赶时髦。

Coordinate (v.) 使协调

- - coordinated (adj.) 协调的
- - a well-coordinated surprise attack 一次完美配合的突袭



D. How to talk to women

Reading Task

In this paragraph, a **“topic sentence” with “quotation as evidence”** is used frequently.

Please find out all the sentences that express opinions and the corresponding evidence in this paragraph.

D. How to talk to women

opinion

When Jackie Thomas, Nike's US brand marketing director for women, first heard the phrase "Nike Goddess," **she wasn't impressed.**

evidence

"I don't like talking to women through gender," she says.

opinion

Nike Goddess had to mean something to women and it was her job to make that happen.

evidence

"Women don't need anybody's permission. We are at our best when we are showing women a place where they didn't think they could be".

opinion

For John Hoke, the **real power of Nike Goddess** is not about traffic at stores. **It's about changing minds inside the company.**

evidence

"I knew that Goddess could galvanise us," he says, "It was an opportunity to redefine and re-energise our entire brand around a market that was taking off."

Words and expressions

Impress (vt.) 给... 留下印象

- - impression (n.) 印象
- - impressive (adj.) 给人深刻印象的
- - impressionism (n.) 印象派
- e.g. He impressed me as an honest person.
他给我的印象是个老实人。
- e.g. Her smile was very impressive.
她的微笑给人很深刻的印象。

Permission (n.) 许可, 同意

- ask for permission 请求许可
- without permission 未经许可, 擅自
- by permission of 经 ... 的许可
- with your permission 如果你准许的话
- written permission 许可证
- - permit (v.) 允许
- - permissive (adj.) 准许的, 纵容的

Words and expressions

At one's best 达到最佳状态

Galvanise (v.) 激励、通电以刺激

- galvanise someone into doing sth.
激励某人做某事
- e.g. That threat of losing their jobs
galvanized the men into action.
失业的威胁激励那些人采取行动。



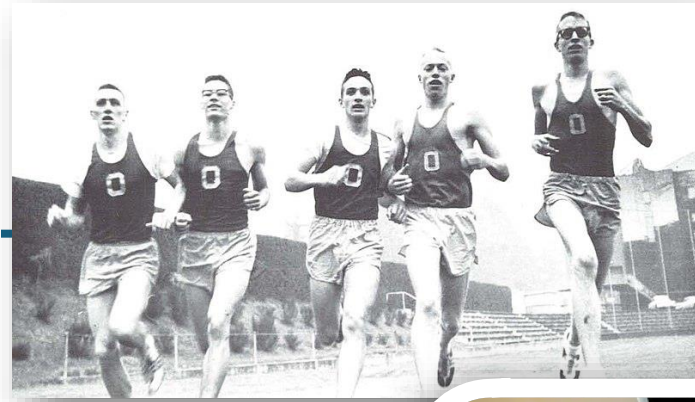
Translation practice

那名年轻企业家的成功故事不仅令投资者印象深刻，更激励了无数创业者追逐梦想。(impress, galvanise)



The young entrepreneur's success story not only **impressed** investors but also **galvanised** countless startups to pursue their dreams.

Reading: sub-sections



Just doing it
differently

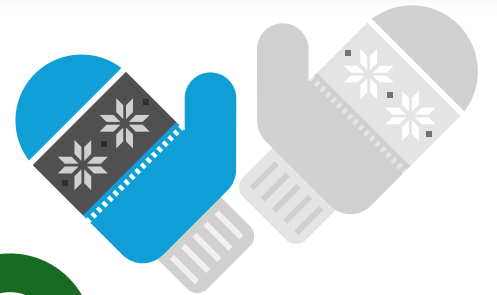


Nike
goddess
as an
answer

How to **sell to** women

How to **design for**
women

How to **talk to** women



Retailer 零售商、零售店

Business terms

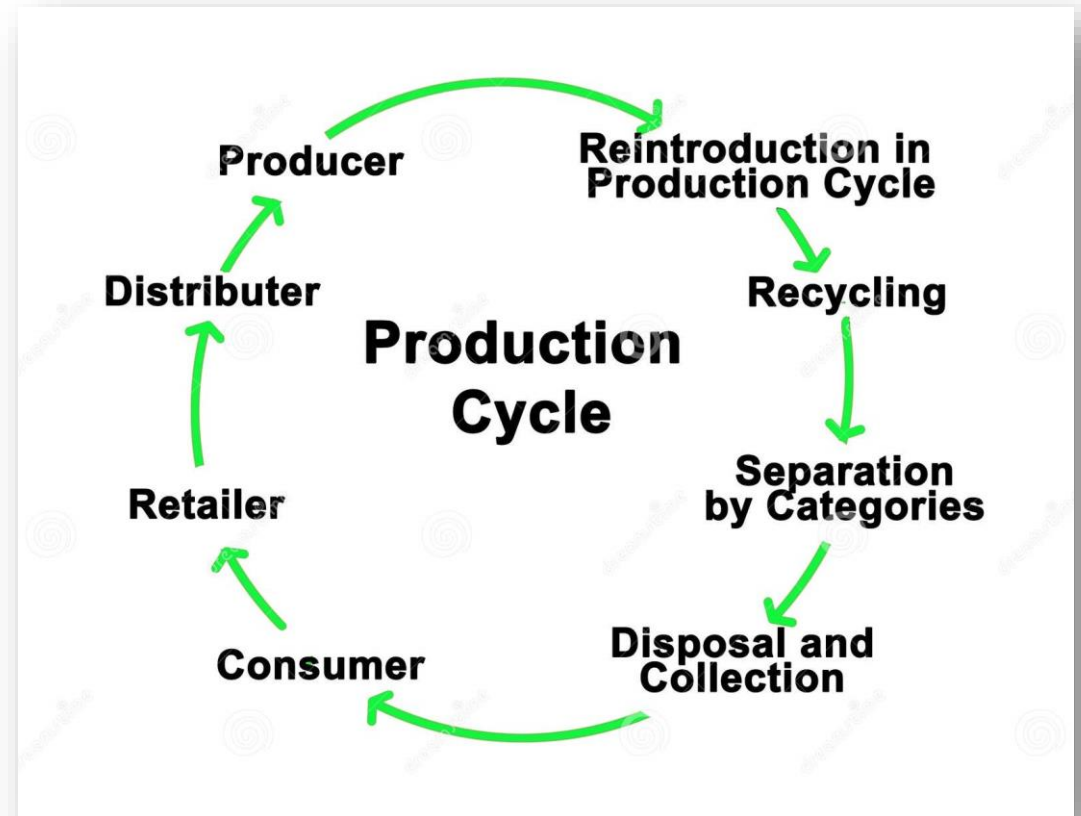
- a person or business that sells goods to customers in a shop 零售商、零售店



Production cycle 生产周期、制造周期

Business terms

- the period during which the objects of labor (raw products and materials) remain in the production process, from the beginning of manufacturing through the output of a finished product.

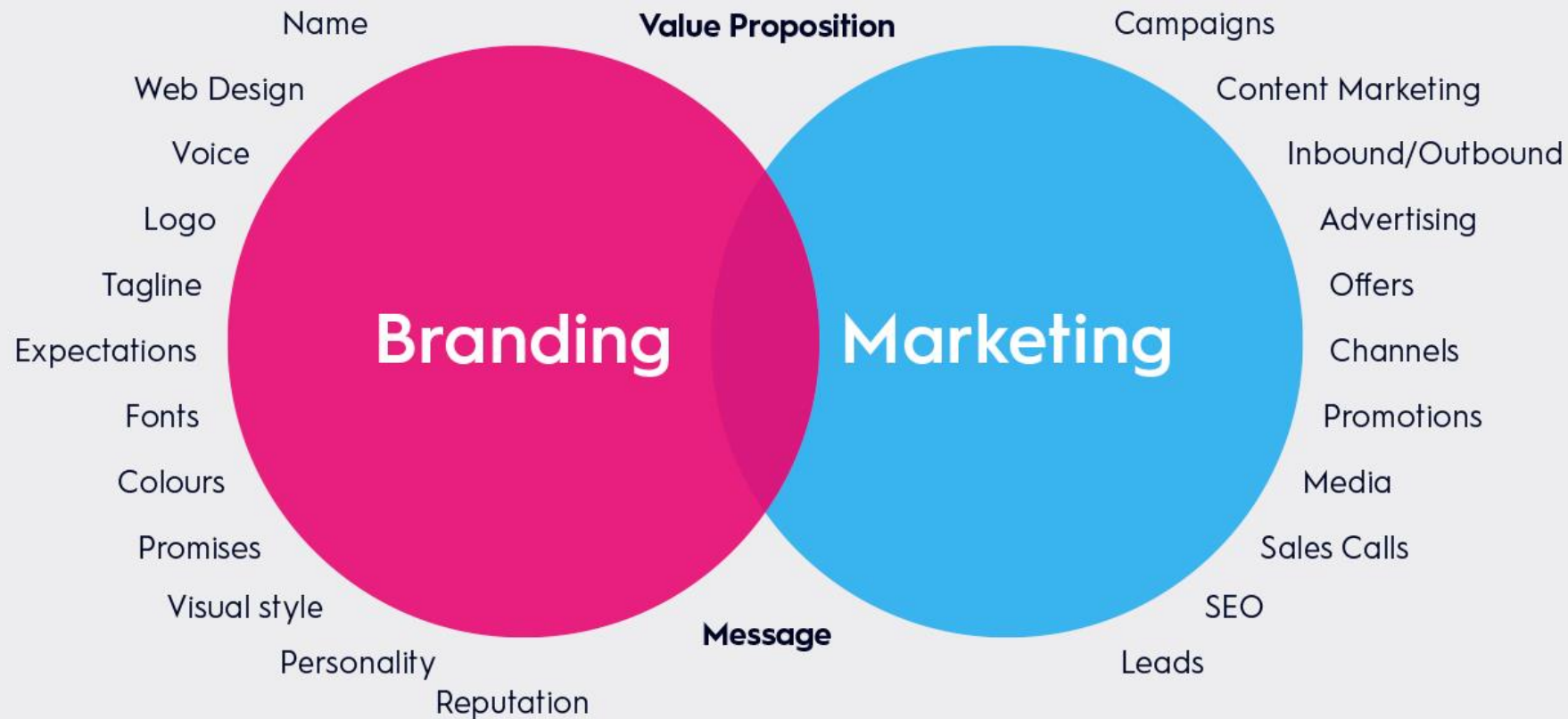


Brand marketing 品牌营销, 品牌行销

Business terms

Branding vs. Marketing

Source: BrandingCompass



Traffic 客流量

Business terms

- the number of people buying a particular product or using a particular service



Understanding the text



Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

1

Read the text and find out the people who are responsible for the following.

- 1 Nike being seen as a male brand Phil Knight
- 2 taking market share away from Nike Skechers
- 3 creating a new style of Nike retail outlet John Hoke
- 4 persuading Nike retailers to accept the Nike Goddess concept
Mindy Grossman
- 5 putting sports celebrities under contract Phil Knight
- 6 communicating more effectively with women Jackie Thomas

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

2

Which of the following strategy process has Nike taken into consideration?

product development

economic forecasts

competitors

technology

human and financial resources

fashions and trends

current sales

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

3

Read the text again and complete the SWOT analysis with the different elements of Nike's strategic position.

Strengths	Weakness
Leader in sports marketing	Unappealing/unattractive to women, Nike town stores are dark, noisy and harsh, fashion and shoe cycles do not match
Opportunities	Threats
To use the targeting of women as an opportunity to redefine / re-energize the entire brand	Competition

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4

Discuss the following questions in groups.

1 What three changes has Nike had to make in its effort to appeal to a female audience?

Setting up women-only store, redesigning the shoes and clothes for women, “Nike goddess” which is a brand marketing for women

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4

Discuss the following questions in groups.

2 What is your understanding of “And how could it afford not to, given the threats to its future with Air Jordan running out of air and brands like Skechers digging into the teen market with shoes inspired by skateboarding, not basketball.” in Paragraph 1?

Faced with threats coming from inside and outside, Nike have to exploit the female market to maintain its growth.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4

Discuss the following questions in groups.

3 What is your understanding of “For John Hoke, the real power of Nike Goddess is not about traffic at stores. It’s about changing minds inside the company.” in the last paragraph?

The inspiration of “Nike goddess” aims to not only promote sales, but more importantly, provide an opportunity to redefine and re-energize our entire brand around a market that was taking off.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4

Discuss the following questions in groups.

4 What is your understanding of “It was an opportunity to redefine and re-energise our entire brand around a market that was taking off.” in the last paragraph?

The female market is of great potential and Nike will seize the opportunity to redefine and re-energize its brand.

更正错误: toe the line

Business knowledge (paragraph 3):

- Do you encourage debate, even argument, among your team about key decisions, or do you encourage **toeing the company line**?

“Toe the line” 服从命令、遵守规定

- -> do what is expected
- e.g. He might not like the rules but he will toe the line just to avoid trouble.
他不太支持这些规定，但为了避免惹是生非还是严格遵守。

SWOT analysis – 优劣势分析

What's in a SWOT analysis?





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Grammar in Use

1 Replace the italicized words or phrases with the one that has a similar meaning.

1 Nike's destiny was controlled by its *founders* ...

A. designers B. sponsors C.  creators

2 The company had an *Achilles' heel*.

A. strongpoint B. secret weapon C.  weakness

3 ... a collection of people with different levels of *seniority*.

A. knowledge B.  rank C. performance

4 Nike has found that it can keep many of its core *attributes* ...

A. origins B.  qualities C. aspects

5 ... vice president of global *apparel* ...

A.  clothing B. equipment C. designs

6 Footwear designers worked on 18-month production *cycles*.

A. shifts B. delays C.  periods

7 I knew that Goddess could *galvanize* us.

A.  motivate B. surprise C. renew

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2 Match each of the following nouns with one set of verbs or phrasal verbs.

- 1 develop
design
- 2 identify
take
- 3 set
achieve
- 4 allocate
provide
- 5 attract
draw in

resources

customers

an opportunity

a strategy

an objective

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3 Complete the passage with the following words. Change the form when necessary.

Mario Moretti Polegato is the 1 founder of Geox footwear. In the early 1990s he created a new footwear 2 concept : A special membrane that could be used in shoes to prevent perspiration. He approached Nike, Adidas, Timberland, the 3 leaders of the footwear market.

But nobody was interested. So he decided to go it alone and set up his company with five employees. Today the company has 2,800 employees and sales of \$350m. Mario thinks the company's next 4 opportunity will come from the clothing market and he plans to produce a range of clothes incorporating the same patented material. The only 5 threat that Geox faces is the same for all fashion businesses: A sudden shift in consumer 6 trends .



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4 Look at the words from the text and how they are formed. How do the suffixes change the form of the word?

1 active adj.—activist noun / person

2 misery n.—miserable adjective

3 senior adj.—seniority noun

4 custom n.—customer noun/person

5 resident n.—residential adjective

6 energy n.—energize verb

What affixes can you attach to the following words? How do they change the form of the words?

diverse diversity

design designer

revolution revolutionary / revolutionise

inspire inspired / uninspired / inspiration

public publicity / publicise

repute reputation / reputed /
reputable / disreputable

opportune opportunity

commerce commercial / uncommercial

comfort retailing / retailer

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6 Translate the following sentences from the text into Chinese.

1 Could Nike do more to realise the full potential of female customers?

耐克还能采取更多的措施以充分发掘女性顾客的潜力吗?

2 For much of its history, Nike's destiny was controlled by its founders, Phil Knight and his running buddies, who signed up athletes in locker rooms and made the executive decisions.

在耐克的发展史上,有相当长的一段时间里,其命运是由其创建者菲尔·耐特和他的田径伙伴们掌握的,他们在更衣室与运动员签约、做行政决策。

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6 Translate the following sentences from the text into Chinese.

3 Now it looks like Nike has a chance to reach a crucial objective: double its sales to women by the end of the decade.

现在耐克似乎有了一个实现关键目标的机会：在本年代末实现女性市场销售额翻一番。

4 Nike Goddess began as a concept for a women-only store, and there's a reason why.

“耐克女神”的创始概念是专为女性顾客服务的店铺，而这样做是有理由的。

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6 Translate the following sentences from the text into Chinese.

5 Nike Goddess had to mean something to women and it was her job to make that happen.

“耐克女神”对女性顾客来说必须是有意义的，而这也是她需要实现的。

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7

Translate the following sentences into English. Use the words or phrases in brackets.

1 他的管理技能对公司将会非常有用。(executive)

His executive skills will be very useful to the company.

2 他们根据资历对员工进行提升或调任。(seniority)

They promote or transfer employees on the basis of seniority.

Reading

Business Knowledge

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7

Translate the following sentences into English. Use the words or phrases in brackets.

3 全球重大经济问题只能通过协调行动加以解决。(coordinated)

The world's big economic problems can only be solved by coordinated actions.

4 政客们通常需要一场全面的金融危机来刺激他们采取行动。(galvanize)

Politicians normally require a full-blown financial crisis to galvanize them into action.

5 自从产品推向市场以来，受到国内外客户的青睐。(launch)

Since the launch of our products, they had received customers' favor both at home and abroad.

Listening



Listening

Listening 2 Asian strategy and leadership



Script



1

Bruce Hector is organizing an “Asian Strategy and Leadership” conference in Shanghai. Listen to his conversation with Naomi Wang, the regional conference manager for Asia and make any necessary changes to the program details below.

“Taming the Tiger—Strategy and Risk in the Asian market”

Yangtze Garden Conference Center, Shanghai.

20 August. Registration fee: \$ 1,650

Time	Speaker	Title
09:00	Dr Alasdair Summerville President, Orient Automation Systems	Downturn to Danger? Market volatility and growth—an assessment
10:00	Coffee break	
10:30	Alasdair Ross Riskwire—Economist Intelligence Unit	Risk Radar Mapping and measuring risk in Asia
12:00	Lunch	
13:30	Professor Giulietta Bertoni Milan University	No Brand’s Land Building brand identity in the Chinese market
15:00	Jimmy Tan President, Pacific Assets	Eastern Promise? Liberalization and the single Asian currency bloc
16:00	Coffee break	
16:30	Dr Summerville, Alasdair Ross, Professor Bertoni, Jimmy Tan	Panel discussion and review



Listening

Listening 2 Asian strategy and leadership



Script



2

Complete Bruce and Naomi's conversation with the appropriate future forms. Then listen again and check your answers.

Naomi: Hi, Bruce. It's Naomi here. I'm calling about the conference in Shanghai. We (1 have to) 're going to have to make some changes.

Bruce: Hi, Naomi. OK, hang on, let me get a pen. Right, fire away.

Naomi: I don't think the Yangtze Garden (2 be) will be big enough. We (3 need) 're going to need a center that can seat at least 600.

Bruce: That many? Any suggestions?

Naomi: The Mandarin Palace Center (4 be) will be free that day. I've already spoken to them and I (5 meet) 'm meeting the conference manager tomorrow. It (6 mean) 'll mean increasing the registration fee by \$50 though.

Bruce: That (7 not/be) won't be a problem. Anything else?

Naomi: Alasdair Ross can't do the morning session as his plane (8 not/land) doesn't land until 9:30, so I've arranged things with Jimmy Tan and they (9 switch) 're going to switch slots.

Also, Milan University say they (10 send) 're sending Carla Marisco because Professor Bertoni can't make it. But the talk (11 be) will be the same.

Bruce: Fine. Make those changes and I (12 inform) 'll inform everyone at my end.

Scripts



Naomi: Hi, Bruce. It's Naomi here. I'm calling about the conference in Shanghai. We're going to have to make some changes.

Bruce: Hi, Naomi. OK, hang on, let me get a pen. Right, fire away.

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Bruce: Fine. Make those changes and I'll inform everyone at my end.

END