

# Unit 3 Strategy

## Reading: Nike's Goddess

### 耐克女神

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.

一个以阳刚之气著称的公司能否最终赢得女性顾客的青睐？这正是“耐克女神”项目面临的挑战，其目标是改变公司在设计、销售和沟通方面对女性的策略。

In its 30-year history, Nike had become the undisputed leader in sports marketing. But beneath the success was an Achilles' 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. 在其 30 年的发展历程中，耐克已成为体育营销领域无可争议的领导者。然而，在这份成功的背后却藏着一个致命弱点。虽然耐克的名字源自希腊胜利女神，但在其发展历程的大部分时间里，这个品牌都被视为主要服务于男性的企业。

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.

耐克能否进一步挖掘女性消费者的全部潜力？考虑到公司未来面临的威胁——乔丹系列逐渐式微，而斯凯奇等品牌正以滑板而非篮球为灵感的鞋款抢占青少年市场——耐克还有什么理由不这样做？这个问题在耐克总部引发了广泛讨论。“耐克女神”项目的推出便是对这一问题的回应。

**Click with** 意气相投、合得来、成为情侣  
e.g. They ~ed with each other.  
他们彼此情投意合

**Undisputed (adj.)** 毋庸置疑的、毫无疑问的  
--> uncontroversial, noncontroversial  
e.g. the undisputed leader in her field  
在她的业界中无可争议的领军人物

**Beneath (prep. & adv.)** 在下方  
beneath the surface 在表面下  
beneath the Roman rule 在罗马的统治下

**Achilles' heel** (阿喀琉斯之踵)  
致命要害、薄弱环节。即使是再强大的个体或组织，也有无法克服的致命缺陷或弱点。  
e.g. I'm trying to lose weight, but ice cream is my Achilles' heel. 我正在努力减肥，但冰淇淋是我的致命弱点。

**Be named after** 以...之名...命名为  
e.g. The baby was named Ronald after his uncle. 婴儿取叔父之名被命名为罗纳。

**Be perceived as** 认为(观点)  
e.g. Stress is widely perceived as contributing to coronary heart disease.  
压力普遍被认为能造成冠心病。

**Afford (v.)** 负担得起，买得起  
e.g. I can't ~ a new car.  
我买不起一部新车  
e.g. I cannot ~ to have a holiday.  
我没有余暇度假

**Run out of (v.)** 用完、耗尽  
e.g. Tie score. We're running out of time.  
比分拉平，我们没时间了。

**Dig into (v.)** 钻研、探究  
e.g. dig into the works of an author  
钻研某位作家的作品

**Skateboarding** 滑板运动

**HQ (abbr. = Headquarters)** 总部，司令部  
zombie HQ 僵尸基地  
corporate HQ 公司总部

## Just Doing it differently 另辟蹊径

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.

在很长一段时间里,耐克的命运由其创始人菲尔·奈特和他的创业伙伴们掌控,他们在更衣室里签下运动员,并做出各项行政决策。但通过组建一个由不同背景、不同资历的人才组成的多元化团队,耐克发现它既能保持核心特质,又能获得新的灵感来源。

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.

### Destiny (n.) 命运, 前途

e.g. We are masters of our own destiny.  
我们是自己命运的主人。

### Buddy (n.) 兄弟, 伙伴, 朋友(非正式)

buddy-buddy (adj.) 非常亲密的  
e.g. We became great buddies.  
我们成了很好的哥们。

### 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  
an executive briefcase 一个高级公文包

### Diverse (adj.) 不同的, 多种的

(n.) diversity 多样性  
**[联想词]表示不同的:**  
different 不同的| varied 多变的  
diversified 多样化的| disparate 不同的  
wide-ranging 广泛的  
e.g. The building houses a wide and diverse variety of antiques.  
这栋楼里摆放着大量各式各样的古董。

### 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 ~d her success to good luck.  
她把自己的成功归因于好运气。

### 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

以明星设计师约翰·霍克和新任全球服装部副总裁明迪·格罗斯曼的合作为例。霍克设计了第一家耐克女神店的整体风格。随后，曾帮助打造零售业标杆拉尔夫·劳伦的格罗斯曼，向耐克的顶级零售商推广了店中店的设计理念。现在看来，耐克很有可能实现其关键目标：在这个十年结束前使女性市场销售额翻倍。

## How to sell to women 如何向女性销售

Nike Goddess began as a concept for a women-only store and there's a reason why. 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. In sharp contrast, the Nike Goddess stores have the comforting feel of a woman's own home.

"耐克女神"最初是作为一个女性专卖店的概念而诞生的，这是有原因的。公司产品所在的许多零售环境对女性顾客来说都很不友好：昏暗、嘈杂、粗犷——用一个词来说就是，太男性化。与之形成鲜明对比的是，耐克女神店给人一种宛如置身女性自己家中的舒适感。

## How to design for women 如何为女性设计

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 the 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.

重新设计零售方式只是耐克行动计划中的一个环节。另一个重要环节是重新设计鞋类和服装产品。耐克的鞋类设计师采用 18 个月的生产周期——这使得跟上女性市场新款式和色彩的变化变得困难。服装部门采用约 12 个月的周期，更容易跟上时尚潮流。但这意味着服装与鞋类产品无法协调——这对女性顾客来说是一个很大的困扰。

discount retailer 折扣零售商

**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。

**[联想词]**表示重要：

critical, decisive, pivotal, life-and-death  
vital, essential, key, indispensable  
paramount

**Settings (n.)** 设置，布置，环境

system settings 系统设置

security settings 安全设置

**Turnoff (n.)** 使人扫兴的、无聊；支路、出口匝道

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。

**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。

**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

e.g. You might co-ordinate your curtains and cushions. 你应该把窗帘和靠垫的颜色搭配好。

## How to talk to women 如何与女性沟通

When Jackie Thomas, Nike's US brand marketing director for women, first heard the phrase "Nike Goddess," she wasn't impressed. "I don't like talking to women through gender," she says. Nike Goddess had to mean something to women and it was her job to make that happen. "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". For John Hoke, the real power of Nike Goddess is not about traffic at stores. It's about changing minds inside the company. "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."

当耐克美国女装品牌营销总监杰姬·托马斯第一次听到"耐克女神"这个词时，并不以为然。"我不喜欢用性别来与女性对话，"她说。"耐克女神"必须对女性具有实际意义，而实现这一点就是她的工作。"女性不需要任何人的许可。当我们向女性展示她们认为无法企及的领域时，我们才是最好的。"对约翰·霍克来说，"耐克女神"的真正力量不在于店铺的客流量，而在于改变公司内部思维方式。"我知道'女神'项目能够凝聚我们的力量，"他说，"这是一个围绕着一个正在起飞的市场重新定义并重振我们整个品牌的机会。"

### 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 [依据] ... 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

### At one's best 表现得最好，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。

## Glossary

### Words and phrases

Skateboarding	Turnoff
Destiny	Harsh
Buddy	Element
Diverse	Footwear
Locker room	Co-ordinate
Seniority	Permission
Core attribute	Galvanise
Apparel	
Icon	
Crucial	
Settings	

### Business terms

HQ  
Executive  
Pitch  
Retailer  
Production cycle  
Brand marketing  
Traffic



# Business knowledge: Five essentials of an effective strategy

## 有效战略的五个要素

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

有效的战略需要被组织深入理解和共享。

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

就像使命宣言或指导原则一样, 战略计划本身什么都不能完成。重要的是你的组织成员是否理解并内化你所阐述的战略方向, 并能够自主做出战术选择。

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

有效的战略应具有灵活性, 使组织的方向能够适应不断变化的环境。

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.

僵化的战略方向很少能证明是最佳行动方案。为确保你的企业灵活敏捷, 能够对市场变化作出反应, 战略必须具有灵活性和适应性。建立和运用有效的机制来观察和倾听竞争环境中的动态至关重要。

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

有效的战略源于多元化思考者的各种观点输入。

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

**Matter (v.)** 重要, 有问题

I 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

**Internalize (v.)** 内化、吸收

**Articulate (v.)** 说、表达

**Make tactical choices** 做出战略决策

**Rigid (adj.)** 僵硬的, 死板的

rigid regulations 不通融的规则

**Nimble (adj.)** 灵活的, 迅速的

a nimble climber 敏捷的登山者

**Build (v.)** 建立

- Relationships 建立关系

- Trust 建立信任

- Reputation 建立声誉

- Consensus 建立共识

**Employ (v.)** 采取、采用

Strategies 采用策略

Tactics 采用战术

Resources 使用资源

Approaches 采用方法

**Toe the line (v.)** 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。

**Oppressive (adj.)** 压迫的, 闷热的

oppressive government 苛政

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.

为确保你的战略团队能够做出有效决策,请仔细自省。你是在鼓励团队成员就关键决策进行辩论,甚至争论,还是在鼓励他们一味遵从公司立场?请记住,有据可查的群体思维现象的出现,并非源于压制或扼制型的领导。相反,群体思考往往出现在领导团队关系和睦融洽的情况下。

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

有效的战略建立在对外部环境和组织内部能力的深入分析基础之上。

This is the essence of the famous SWOT model. The strategist must understand the effects and the dynamics of external entities such as competitors, suppliers, regulators, and strategic pattern 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 organisation and to shore up areas of weakness.

这是著名的 SWOT 模型的精髓。战略制定者必须理解外部实体(如竞争对手、供应商、监管机构和战略合作伙伴)的影响和动态。对这些外部因素的准确评估能够帮助我们深入理解需要防范的威胁和需要把握的机遇。实事求是的自我评估使组织能够利用自身优势并加强薄弱环节。

5. An effective strategy identifies areas of competitive advantage.

有效的战略能够识别竞争优势领域。

You don't need to be world class at mundane business practises 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 that uniqueness of their company in the forefront, always keeping

**Stifling (adj.)** 令人窒息的

stifling heat 热得难受的

**Thorough (adj.)** 完全的, 彻底的

a thorough fool 一个彻头彻尾的傻瓜

a thorough reform 彻底的改革

**Sound (adj.)** 合理的, 正确的, 充分的

a sound sleep 熟睡

e.g. He is sound on democracy. 他对于民主主义有正确的想法。

**Rich (adj.)** 丰富的

rich/deep/profound/thorough/comprehensive understanding 深刻的/全面的理解

**Ward off (v.)** 避开, 防止

ward off/prevent/avoid threats 避免威胁

**Pursue (v.)** 追求

pursue/seek/find/seize/grasp opportunities 抓住机会

**Leverage (v.)** 充分利用

leverage/utilize/develop apply sth. 利用某事

**Shore up (v.)** 支持、加固

-> If you shore up something that is weak or about to fail, you do something in order to strengthen it or support it.

e.g. shore up the damaged wall: 把损坏的墙支撑起来

**Be world class at** 世界一流的

**Mundane (adj.)** 平凡的, 世俗的

e.g. Be willing to do mundane tasks with good grace. 有风度地主动做平凡的工作。

**Uniqueness (n.)** 独特性

unique (adj.) 独特的

distinctive – incomparable

**In the forefront** 在前方

Storefront 临街房

Riverfront 河边陆地

**Unharness (v.)** 释放、卸下盔甲

**In a vigorous manner** 有活力地

competitive advantages unharnessed in order to compete in a vigorous manner.

对于不属于你独特竞争力的普通业务实践,你不需要达到世界一流水平,但必须保持与竞争对手相当的工作标准。你必须在某些使你与竞争对手区分开来的方面达到世界一流水平。此外,组织的所有成员都必须始终牢记公司的独特性,始终保持竞争优势不被束缚,以便能够积极参与竞争。

Vigor (n.) 活力  
energetic - lively