

はしがき

本書は、ニューヨークタイムズとロイターの記事の中から、刻々と変化するグローバルビジネスにおけるさまざまなトレンドを紹介すると同時に、学習者が経済・経営に関する英文記事の読解を行い、ビジネス語彙を増やしていく目的で作成されました。

サブプライムローン（信用力の低い、個人向け住宅融資）問題に端を発したリーマン・ショック後、アメリカで起きた金融危機の影響は瞬く間に世界に広がりました。それにより、世界経済は大きく変化し、ビジネス分野においても、これまでとは異なる方法を模索したり、新たなビジネス戦略を練ったりと、柔軟な発想が求められています。

本書では、世界展開を行っている日本でも馴染みのある企業の最新動向や、日本経済・景気回復への課題、小売業界の環境問題への取り組み、世界的に活躍するスポーツ選手の社会的影響力、学生のキャリア選択状況、ソーシャルメディアとビジネス、健康とサプリメント、音楽と起業、幹部職における女性の起用、海外駐在生活の変化、違法コピー、携帯電話とビジネスマナーなど、幅広いビジネス分野の中から大学生にも親しみやすいテーマを選んでいきます。

本書の構成

本テキストは全 15 課からなり、各 Unit は以下の構成になっています。

日本語リード	各ビジネス分野の動向説明
Before You Read	各テーマに関わる質問応答
Vocabulary	語彙練習
Reading Passage	英文記事とキーワード
Grasp the Main Points	内容把握のための正誤問題
Look for Specific Information	詳しい内容に関する読解問題
Summary	記事のまとめに関する穴埋め問題
Discussion Topics	記事に関するディスカッショントピック
Research and Presentations	記事に関連する情報検索と発表

* Summary の音声は教室用 CD に収録されており、リスニング練習もできます。

* 巻末には、各 Unit に出てくる主要な単語を集めた Word List を掲載しています。

本書を利用することにより、最新のビジネス動向を把握すると同時に、経済と経営分野における英文記事を興味深く読み、さらに TOEIC などに頻出する単語やビジネス分野の語彙を増やすことができるようになることを願っています。

最後に本書を作成するにあたり、数々のご助言をいただいた金星堂編集部の皆様に心より感謝いたします。

著者

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Unit 1

Rebranding Disney Stores

～ディズニー、IT を駆使した新店舗構想～

世界中で愛されているミッキーマウスやミニーマウスの生みの親、ウォルト・ディズニー社。そのウォルト・ディズニー社が、お店の大規模な改装プランを打ち出しました。親子で楽しめる新たな空間作りを目指すその店内には、様々な工夫が凝らされているようです。



Before You Read

次の質問に答えましょう。

1. Have you ever been to a Disney store? If yes, what did you think of it? If no, would you like to visit one someday?
2. Have you ever been to Tokyo Disneyland or Disneyland in any other countries? If yes, what did you enjoy most? If no, would you like to visit one in the future?
3. What is your favorite Disney character, Disney TV program, or Disney movie?

Vocabulary

単語の日本語訳を選択肢より選び、記号を書き入れましょう。

- | | | | |
|---------------|-----|----------------|-----|
| 1. strategic | () | 6. install | () |
| 2. aggressive | () | 7. merchandise | () |
| 3. hub | () | 8. unveil | () |
| 4. makeover | () | 9. lavish | () |
| 5. estimate | () | 10. notable | () |

- | | | |
|---------|-------------|----------------|
| a. 商品 | e. 設置する | i. 見積もる・推定する |
| b. 顕著な | f. 中心・中枢・拠点 | j. 豪勢な・物惜しみしない |
| c. 改装 | g. 攻撃的・積極的な | |
| d. 戦略上の | h. 明かす・発表する | |

drastically 「大々的に、大幅に」**overhaul** 「見直す」**cut back** 「削減・縮小する」**put into motion**

「(計画を) 実行に移す、動作を起す」

reboot 「切り替え、一新、再起動」**flagship** 「主力店舗 (= flagship store)」**akin to** 「～と同種・類似の」**an array of** 「一連の」**clamor to** 「～を強く要求する」**bolster** 「増強する、後押しする」**embedded** 「埋め込まれた」**activate** 「起動・作動させる」**Princess tiara** 「王妃の王冠」

The Walt Disney Company, with the help of Steven P. Jobs and his retailing team at Apple, intends to drastically overhaul its approach to the shopping mall.

At a time when many retailers are still cutting back or approaching strategic shifts with extreme caution, Disney is going the other way, getting more aggressive and putting into motion an expensive and ambitious floor-to-ceiling reboot of its 340 stores in the United States and Europe— as well as opening new ones, including a potential flagship in Times Square.

Disney Stores, which the media giant is considering rebranding Imagination Park, will become more akin to cozy entertainment hubs. The chain's traditional approach of displaying row after row of toys and apparel geared to Disney franchises will be given a high-tech makeover and incorporated into a new array of recreational activities. The goal is to make children clamor to visit the stores and stay longer, perhaps bolstering sales as a result. Over the next five years, analysts estimate that Disney will spend about \$1 million a store to redecorate, reorganize and install interactive technology.

“The world does not need another place to sell Disney merchandise—this only works if it's an experience,” said Jim Fielding, president of Disney Stores Worldwide. The company plans to unveil the new look in Southern California, Long Island and Madrid, and is close to signing a lease for that Times Square flagship.

Theaters will allow children to watch film clips of their own selection, participate in karaoke contests or chat live with Disney Channel stars via satellite. Computer chips embedded in packaging will activate hidden features. Walk by a “magic mirror” while holding a Princess tiara, for instance, and Cinderella might appear and say something to you. It's your birthday? With the push of a button, eight

13-foot-tall Lucite trees will crackle with video-projected fireworks and sound. There will be a scent component; if a clip from Disney’s “A Christmas Carol” is playing in the theater, the whole store might suddenly be made to smell
5 like a Christmas tree.

The makeover happened only after much internal debate at the company. Indeed, some Disney board members fretted that the concept was so lavish that parents would try to use the stores as day care centers. Others worried
10 that people would come for the entertainment but not buy anything. “It’s time to take risks,” Mr. Fielding said he told them. “When consumers are ready to spend again, we will be ready.”

The involvement of Mr. Jobs, the Apple chief executive
15 who joined the Disney board with the 2006 acquisition of Pixar, is particularly notable. For the first time, Mr. Jobs’s fingerprints can be seen on Disney strategy, in the same way that he influenced the look and feel of Apple’s own immensely popular retail chain. While Mr. Jobs did not
20 personally toil on the Imagination Park concept, he pushed Disney to move far past a refurbishment.

“Dream bigger—that was Steve’s message,” said Andy Mooney, chairman of Disney Consumer Products. Mr. Jobs provided access to proprietary information about the
25 development and operation of Apple’s highly successful stores, and Disney executives visited Apple’s research operation. Mr. Jobs also insisted that Disney build a prototype store to work out kinks, a costly endeavor that most retailers skip. The company followed his advice. The
30 prototype was crucial to shaping an overall philosophy.

Disney will adopt Apple touches like mobile checkouts (employees will carry miniature receipt printers in their aprons) and the emphasis on community. The focus on interactivity—parents will be able to book a Disney Cruise
35 on touch-screen kiosks while their children play—reflects an Apple hallmark. Employees can use iPhones to control

Lucite tree 「アクリル樹脂製の木」(ルーサイトは商標)

crackle 「パチパチ音を立てる」

scent 「におい、香り」

board member 「取締役会・役員会のメンバー」

fret 「懸念する、イライラする」

fingerprint 「指紋」(ここでは「はっきりした特徴」の意)

immensely 「非常に、とても」

retail chain 「小売店チェーン」

toil on 「骨折って働く、懸命に努力する」

refurbishment 「改装、刷新、一新」

proprietary information 「機密情報、極秘情報」

prototype 「原型、試作品」

hallmark 「目立つ特徴、特質」

titan 「巨人」

fleet 「一団」

pitch 「売り込む」
(cf. 売り込み口上は sales pitch)

pit 「競争させる」

top-tier 「一流の」

Ferris wheel 「観覧車」

outpost 「支店、出先機関」

jazz up 「派手にする、にぎやかにもりたてる」

razzle-dazzle 「派手な宣伝、大げさな演出」

those high-tech trees.

Disney is a merchandising titan whose licensed consumer products generated \$30 billion in global sales last year, up from \$12 billion when Mr. Mooney joined the company a decade ago. But Apple is king of the mall. Its fleet of stores generated sales of about \$4,700 a square foot in 2008, by far the highest for any retail chain.

The Disney board approved the Imagination Park concept after touring the prototype and receiving hand-made books from Mr. Fielding that pitched the concept as “the best 30 minutes of a child’s day.” Now Disney is bringing in landlords, trying to pit them against one another to secure top-tier locations and favorable leases.

Dressing up a toy store with entertainment is hardly new. F.A.O. Schwarz has its famous floor piano, Toys “R” Us operates a Ferris wheel inside its Times Square outpost and American Girl jazzes up its retail outlets with theaters and doll hair salons. But the emphasis on programming—via the theaters, Disney is essentially creating a mall-based television channel—and the degree to which the media giant is pouring on the razzle-dazzle in every store is unusual.

Key words

page line

- 2 27 **Times Square** はニューヨーク市のミッドタウンにある繁華街、交差点の名称で、タイムズスクウェアには建物外壁のビルボードに、世界中の企業の広告や巨大ディスプレイ、ネオンサイン、電光看板が設置されている。
- 30 **Disney Channel** はディズニーが制作しているアニメやエンターテイメント番組を主に放映しているテレビチャンネル。
- 3 16 **Pixar** はアメリカの映像制作会社で、「トイ・ストーリー」や「モンスターズ・インク」などCGを用いたアニメーションを得意とする。
- 28 **kink** は計画などの欠陥、不備。work out kinks で、欠点を取り除く、問題を解決する。
- 34 **Disney Cruise** はフロリダとバハマにある、ディズニー社のプライベートアイランドの間を結ぶクルーズ。
- 35 **touch-screen kiosk** はタッチスクリーンでコンピューター予約できるコーナー、売店。
- 4 15 **F.A.O. Schwarz** はニューヨークの五番街にある大手玩具店。
- 15 **Toys “R” Us** は世界展開しているアメリカの玩具大型量販店。
- 17 **American Girl** は女兒向けの人形やアクセサリーなどを売る会社。

Grasp the Main Points

本文の内容に合っているものには T、異なっているものには F を書き入れましょう。

1. A lot of retailers are taking aggressive measures in the economic downturn by renovating their stores in the U.S. and Europe. ()
2. The makeover of Disney Stores will cost \$1 million in total. ()
3. In order to improve sales of merchandise, Disney Stores are going to display more Disney-branded products. ()
4. In the new Disney Stores, children will be able to watch their favorite film clips, sing songs from the cartoons, and communicate with Disney Channel stars via satellite. ()
5. The new Disney Stores will adopt a high-tech checkout system and emphasize interactivity and entertainment. ()

Look for Specific Information

本文の内容に合っている選択肢を選びましょう。

1. How did the board members react to the makeover plan for Disney Stores?
 - a. They were all enthusiastic about the plan.
 - b. They had to convince Mr. Fielding, the president of Disney Stores Worldwide, of the importance of rebranding the Disney Stores.
 - c. Some were concerned that the customers would come to the store for the entertainment but not purchase products.
 - d. They were hesitant to adopt Apple touches like mobile checkouts.
2. What did the Apple chief executive Steve Jobs tell Disney they should do?
 - a. He advised Disney to build a model store to see how it would work in practice.
 - b. He advised Disney to visit other retail stores and learn from them.
 - c. He insisted that Disney should build a research center.
 - d. He insisted that Disney should create a hand-made book for the customers.
3. What is the main concept of the new Disney Stores?
 - a. Dream bigger.
 - b. It's time to take risks.
 - c. Disney is a magic mirror.
 - d. The best 30 minutes of a child's day.

Summary

空所に当てはまる選択肢を選んで書き入れ、CDで確認しましょう。

CD1-03

Disney's aggressive (1) to the re-launch of its fleet of stores has the fingerprints of Apple chief executive and Disney board member Steve Jobs all over it. After he urged them to go further than simply a (2), he gave them proprietary information about the hugely successful Apple stores. The new (3) entertainment hubs that Disney is creating will have some Apple (4) like mobile checkouts and an emphasis on community. Disney is going against the (5) trend of cutbacks or caution being followed by other retailers. It hopes that children will clamor to experience the new stores and, through parents paying more, the company will see greater (6).

renovation
prevailing

touches
approach

interactive
profits

Discussion Topics

次のトピックについて、クラスメートと話し合ってみましょう。

1. Do you think the new plans for the Disney Stores will be successful?
2. Which features of the new Disney Stores appeal to you the most?
3. Why is Disneyland so popular?

Research and Presentations

次のトピックについて調べ、クラスで発表してみましょう。

1. On the internet, research the corporate strategy/corporate philosophy of a large company. Report to the class on what its aims are.
2. Choose a retailer that needs a makeover. Make a presentation on what you think the problems are and what you would do to improve the company's performance.