

はじめに

本書は、欧米や日本を含め、世界的に有名な企業や機関の取り組みと動向を、海外メディアを通じて紹介する。刻々と変化するグローバルビジネスにおいては、大企業であっても新しく起業した会社であっても、常に様々な課題を抱えながら挑戦を続けている。全ての試みや取り組みが成功するわけではない。かつては類を見ない規模で多角経営を行ってきた巨大企業であっても、時代の流れと共に衰退の道をたどるケースもある。本書では企業の成功例だけではなく、失敗例や直面する課題、新たに模索する方向性など、その光と影の部分についても焦点を当てる。

取り扱うビジネス業種は、衣料、旅行、SNS、スポーツ用品、自動車、コーヒーショップ、ファストフード、Eコマース、エレクトロニクス、家具、IT、メガストア、エンターテインメントなど多岐にわたる。そのため、幅広いビジネス分野での最新の動向や、それに伴う課題なども把握することができる。

英文記事は、アメリカやイギリスの有名な新聞や雑誌である *The Economist*, *The New York Times*, *The Guardian*, *Bloomberg*, *Financial Times*, *Business Insider* などから厳選しており、洗練されたオーセンティックな英語の文章に触れることができる。なお、難しいと思われる英語表現やビジネス用語は、Notes や Key Terms にて日本語訳や説明を記載している。

本書を利用することにより、グローバル企業の動向や挑戦に関しての英文記事を興味深く読み、経済や経営に関する知見を広げると同時に、TOEICなどに頻出する単語やビジネス分野の語彙を、文脈の中で習得ができるようになることを願っている。

最後に、本書を作成するにあたり、数々の助言をいただいた金星堂の西田碧氏と編集部の皆様に心より感謝申し上げたい。

編著者一同

本書の構成

本テキストは全 15 課からなり、各課は以下の構成になっている。

日本語導入文

各企業や機関の概要や取り組み、業種別の動向を日本語で説明している。

Before You Read

トピックに関する身近な質疑応答から、自分自身との関わりについて探る。

Vocabulary

英文記事に登場する重要語彙を、日本語訳とのマッチングで確認する。

Read the Article

800 語前後のオーセンティックな英文記事を読む。

Notes

難しいと思われる英単語や語句に、日本語訳や注釈をつけている。

Key Terms

ビジネス語彙や専門用語、固有名詞など、重要語句への補足説明をしている。

Grasp the Main Points

英文記事の全体的な内容に関して正誤問題を解き、内容把握をする。

Look for Specific Information

英文記事の詳細な情報に関して選択肢問題を解き、内容確認をする。

Find Further Information

英文記事から重要な情報を抜き出し、簡単にまとめる。

Dictation & Conversation Practice

会話の音声聞いて空欄の穴埋めをした後、ペアで練習をする。

What Do You Think...?

英文記事と関連した、身近なトピックや社会的なテーマへの意見を出し合う。

なお、巻末には、各課に出てくる主要な語句を集めた **Word List** を掲載している。語彙の予習や復習、語彙の増強のために活用することができる。

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01



“In the end, what we offer our customer is fashion, and there’s a human element to that.”

Zara’s Recipe for Success: More Data, Fewer Bosses

ファストファッションブランドの成功の鍵

カジュアルな洋服が安価で買えることから今や世界中で人気を集めているファストファッション。Zara、GAPやH&M、UNIQLOなど、多くの衣料ブランドがグローバル市場での展開にしのぎを削っている。苦戦する企業もある中、スペインに本社があるZaraは独自の戦略で業績を伸ばしている。他社に類を見ないその成功の鍵は一体、どこにあるのか。

Before You Read

トピックに関する次の質問に答えましょう。

1. Where do you usually buy clothes? Do you buy clothes at retailers that specialize in fast fashion? Explain why.
2. How often do you buy clothes and how much money do you spend on clothes?

Vocabulary

単語の日本語訳を選択肢より選び、その記号を記入しましょう。余分な選択肢が2つあります。

- | | | | |
|-------------|-----|--------------|-----|
| 1. divine | () | 6. flagship | () |
| 2. retailer | () | 7. replicate | () |
| 3. struggle | () | 8. prowess | () |
| 4. revenue | () | 9. reflect | () |
| 5. surpass | () | 10. release | () |

- | | | | |
|----------|---------|----------|--------------|
| a. 腕前、力量 | d. 超える | g. 販売、公開 | j. 努力・健闘する |
| b. 模倣する | e. 予算 | h. 提案する | k. 最も重要な、主要な |
| c. 反映する | f. 小売業者 | i. 推測する | l. 収益 |

1 Unlike rivals such as Gap, H&M, and Primark, Zara has no chief designer, and there's little discernible hierarchy. Its 350 designers are given unparalleled independence in approving products and campaigns, shipping fresh styles to stores twice a week. Guided by daily data feeds showing what's selling and what's stalling, the teams develop fashions for the coming weeks. Every morning, staff in Arteixo divine what's popular by monitoring sales figures and thousands of comments from customers, store managers, and country directors in cities as far-flung as Taipei, Moscow, and New York.

2 Zara's culture isn't as easily copied as the latest fashion trends, and that partly explains why Inditex, its parent company, is a breakaway success while most global clothing retailers are struggling. American Apparel filed for bankruptcy in November for a second time, sales have fallen at Gap stores, and profit is down at H&M. In contrast, Inditex powered ahead with an 11 percent rise in revenue in the first half of the year. "There isn't a magic formula," says Pablo Isla, Inditex's chairman and chief executive officer. "There are no stars. We are able to react to data during the season, but in the end, what we offer our customers is fashion, and there's a human element to that."

3 Controlled by Spanish billionaire Amancio Ortega, who this year briefly surpassed Bill Gates to become the

world's richest man before falling back to second place, Inditex posted €20.9 billion (\$22.2 billion) in sales last year, from 7,100 stores in 93 countries. Other Inditex brands such as Bershka, Massimo Dutti, and Pull & Bear are growing, but Zara still accounts for two-thirds of sales. Ortega hired Isla, a former Banco Popular Español executive, as CEO in 2005, but he hasn't retired. At 80, he still comes to work most days. Ortega remains one of the world's most secretive billionaires, leaving Isla to oversee Inditex.

4 One concern for Zara is managing its growth, says Andy Hughes, a retail analyst at UBS. With Inditex's sales almost doubling since 2009, Isla is adding stores at a slower pace, concentrating instead on a smaller number of flagship locations and its online business. Another concern is that rivals might figure out how to match Zara's quick turnarounds. "Everyone in the industry is trying to replicate its design prowess," Hughes says. "No one could match Inditex, but the gap might close."

5 Isla rejects the fast-fashion label for Zara, saying it doesn't reflect the time and detail that goes into designing each garment. And he says analysts place too much emphasis on Inditex's much-vaunted supply chain, a network of factories in Spain, Portugal, and Morocco that produces 60 percent of its merchandise. With production nearby, Inditex can quickly switch gears if

weather or fashion trends change, getting designs into stores in as little as two or three weeks, while rivals' orders slowly make their way across the ocean on container ships.

6 Just as important is the way Inditex “pulls” ideas from consumers, Isla says, rather than designing collections months in advance and “pushing” goods on shoppers with ads. While analysts say H&M spends as much as 4 percent of sales on advertising, Inditex has virtually no ad budget apart from social media marketing. Since 2010, the data on what customers want has been augmented with information from online sales. Those are fueled by twice-weekly releases of new designs on Zara's website, highlighted with photos from rapid-fire shoots in Arteixo. On a rainy November day, buyers, analysts, and commercial managers sift through information on computers in a space the size of 22 football fields, engaging in a lively exchange of ideas with designers. “Without the design, there would be nothing,” Isla says. “It's not a formula.”

7 This means the designers are constantly tinkering. When military jackets turned out to be big sellers this autumn, the commercial team asked the designers to keep tweaking them with new fabrics and cuts. In May, a blue-and-white collarless women's coat for £69.99 (about \$102 at the time) generated so much buzz that two fans created an Instagram account — @thatcoat — to document the craze. But instead of

churning out more identical coats, design teams came up with different fabrics and prints using a similar cut, ranging in price from \$69 to \$189. “The root of Inditex's success is its predominantly short lead time, which gives a greater level of newness to its collections,” says Anne Critchlow, a retail analyst at Société Générale.

8 About two-thirds of Inditex's products are generated under short lead times, vs. 20 percent for most retailers, she says. Small production runs mean Zara can test designs in various markets without building up unwanted stock that it might need to unload at a deep discount. That gives Inditex among the lowest yearend inventories in the industry, says Richard Hyman, an independent analyst in London. “This is a business that really breaks the rules,” Hyman says. “They don't really have seasons in the way a normal fashion retailer would.”

(Nov. 23, 2016 *Bloomberg Businessweek*)

Notes

- 1 **discernible hierarchy** 「明白な階層。上の者が指揮命令をするような明白な階層的統括のこと」 **Arteixo** 「アルテイシヨ。スペイン北部のガリシア州に位置し、北は大西洋に面する自治体。ガリシア州では重要な工業地帯でもあるが、Zara を展開するアパレルメーカーである Inditex の本社があることでも知られる」 **far-flung** 「(地理的に) 遠隔の」
- 2 **a breakaway success** 「(他と異なる) 飛び抜けた成功」 **file for bankruptcy** 「破産申請を出す」 **a magic formula** 「魔法の方式・手法、常套手段」
- 3 **Banco Popular Español** 「1926年創立の金融組織で、スペインで6番目の規模の組織であったが、2017年にスペイン最大の商業銀行グループである Banco Santander に買収された」
- 4 **UBS** 「スイスのチューリッヒおよびバーゼルに本社を持つ金融組織。投資業務、証券業務、資産運用を主たる業務とし、世界有数の地位を誇る」 **quick turnarounds** 「商品の回転スピードの速さ、納期の速さ」
- 5 **much-vaunted** 「評価の高い」
- 6 **augment** 「増加させる」 **rapid-fire shoots** 「立て続けに撮られる写真」 **sift through** 「～をふるいにかける」
- 7 **constantly tinker** 「常時工夫する」 **tweak** 「微調整する」 **generate so much buzz** 「熱狂的な流行となる」 **churn out** 「～を大量に作り出す」 **lead time** 「リードタイム。製品の企画・立案から製造までの時間」 **Société Générale** 「フランスのメガバンクで、銀行、証券、投資信託業務を世界的に展開している」
- 8 **unload** 「(在庫を) 処分する」 **lowest yearend inventories** 「最も少ない年度末余剰在庫」

Key Terms

Chief Executive Officer (CEO)

最高経営責任者(主にアメリカで使われる役職名)。業務執行役員のトップであり、経営の方針や戦略の決定を行い、最終責任を負う。イギリスでは、managing directory あるいは chief executive (業務執行役員) が使われる。

fast fashion

低価格で流行を採り入れた衣料品(ファッション)を、短いサイクルで大量生産・販売する製造小売業。Zara の他には UNIQLO、GU、H&M、GAP、Forever 21 などが挙げられる。

supply chain

サプライチェーン、供給連鎖(原材料・部品の調達から、製造、在庫管理、販売、配送までの製品の一連の工程)。

Grasp the Main Points

本文の内容と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. The chief designer at Zara approves the new design of clothes and campaigns every year. ()
2. Amancio Ortega, CEO of Inditex, is currently the world's richest man, outperforming Bill Gates. ()
3. Zara has factories nearby, so the orders are delivered to stores quickly. ()
4. Inditex spends a huge amount of money on advertising in magazines and on social media. ()
5. Zara can test designs in a short period of time in different markets to avoid carrying an unwanted stock of clothes. ()

Look for Specific Information

本文の内容に関して、次の選択肢問題に答えましょう。

1. Which of the following statement is true?
 - a. Global clothing retailers are following the latest fashion trend in New York and copying Zara's culture.
 - b. Inditex has developed a magic formula it follows in fashion business.
 - c. Designers at Zara create new styles of clothes based on the daily data of sales of popular fashion items coming from around the world.
 - d. For the global apparel business, the analysis of big data of trendy fashion is more important than designers' taste and judgment.
2. What is Zara's strategy in managing its growth?
 - a. It is rapidly expanding its business around the world.
 - b. It is focusing on big stores in main locations as well as its online business.
 - c. It has doubled the number of stores in Europe since 2009.
 - d. It is trying to catch up with the online sales of other major clothing retailers.
3. What does Zara do with clothes that are popular with customers?
 - a. It continues to produce more of those popular clothes with the same design and color.
 - b. It shortens the lead time of producing the popular items.
 - c. It publishes popular clothes on Instagram and encourages customers to buy them.
 - d. It creates other items in a similar style with different fabrics and prints.

Find Further Information

本文に基づいて、次のファッションブランドの経営状況について答えましょう。

1. American Apparel

2. GAP

3. Inditex (Zara's parent company)

Dictation & Conversation Practice



音声を聞いて空欄を埋め、会話をペアで練習しましょう。

In the coffee shop, Lisa and Scott are talking about fashion and shopping.

Lisa: Hey Scott, where do you usually go shopping for your clothes?

Scott: I usually shop at UNIQLO. The prices are reasonable and the materials they use are very good. ¹ _____. How about you?

Lisa: I like fast fashion too, but I usually shop at Zara.

Scott: How is Zara different from other fast fashion stores?

Lisa: Zara ² _____. They have so many designers working at the company and you can really see a difference in the styles of the clothes.

Scott: ³ _____?

Lisa: They're about the same.

Scott: I really like ⁴ _____. I especially like how the neck can be turned up or down. Is that from Zara?

Lisa: Yes, it is. See, the design is just a little different, but ⁵ _____.

Scott: I see what you mean. You look good in that sweater.

What Do You Think...? ▶ 次のトピックについて、クラスメートと話し合しましょう。

1. What kind of similarities and differences do you find among Zara, UNIQLO, and H&M?
2. What impact do you think the fast fashion industry has on people's lives or the environment if people buy clothes and wear them only for a short period of time?