**Fred Smith and FedEx: The vision that changed the world**

**弗雷德•史密斯与联邦快递：一个改变了世界的创想**

**1 Every night several hundred planes bearing a purple, white, and orange design touch down at Memphis Airport, in Tennessee. What precedes this landing are package pick-ups from locations all over the United States earlier in the day. Crews unload the planes' cargo of more than half a million parcels and letters. The rectangular packages and envelopes are rapidly reshuffled and sorted according to address, then loaded onto other aircraft, and flown to their destinations to be dispersed by hand — many within 24 hours of leaving their senders. This is the culmination of a dream of Frederick W. Smith, the founder, president, chief executive officer, and chairman of the board of the FedEx Corp. — known originally as Federal Express — the largest and most successful overnight delivery service in the world. Conceived when he was in college and now in its 28th year of operation, Smith's exquisite brainchild has become the standard for door-to-door package delivery.**

**每天夜晚，在田纳西州的孟菲斯机场，都有几百架带着白、紫、桔色图案的飞机降落。而在每天此前的早些时候，这些飞机都在美国各地收集包裹。工作人员从飞机上卸下的包裹及信件数量超过五十万之巨。长方形的包裹和信封又在这里依据收件地址被迅速整理分拣，然后装载上其他飞机，飞往各自的目的地，在那儿再由人工投递——到这时很多邮件离开寄件人之手还不到24小时。这是弗雷德里克·W.史密斯的终极梦想，他就是联邦快递集团（最初为联邦快递）这一全球最大、最成功的隔夜送达服务企业的创始人、总裁、首席执行官及董事会主席。如今，史密斯这一源于大学时代的妙想已在现实中经营到了第28个年头，并已成为包裹快递入户行业的标杆。**

**2 Recognized as an outstanding entrepreneur with an agreeable and winning personality, Smith is held in high regard by his competitors as well as his employees and stockholders. Fred Smith was just 27 when he founded FedEx. Now, so many years later, he's still the "captain of the ship". He attributes the success of the company simply to leadership, something he deduced from his years in the military, and from his family.**

**史密斯被公认为是一位和蔼可亲、性格迷人的杰出企业家。无论是他的竞争者、员工，还是他公司股票的持有人，都对他十分敬重。弗雷德·史密斯创建“联邦快递”时只有27岁。现在多年过去了，他仍然坐在“掌门人”的位置上。他将公司的成功简单地归因于领导力，而这一推论则来自于他的军旅生涯及其家庭的影响。**

**3 Frederick Wallace Smith was born into a wealthy family clan on August 11, 1944 in Mississippi. His father died when he was just four years old. As a juvenile, Smith was an invalid, suffering from a disease that left him unable to walk normally. He was picked on by bullies, and he learned to defend himself by swinging at them with his alloy walking stick. Cured of the disease by the age of l0, he became a star athlete in high school, playing football, basketball, and baseball.**

**弗雷德里克·华莱士·史密斯1944年8月11日出生于密西西比州一个富裕的家族。他四岁时父亲就离世了。史密斯年少时被视为病残者，因为他得了一种病，使他无法正常行走。为此他常遭受坏孩子的侮辱捉弄，他学会了挥舞合金拐杖来保护自己。十岁时他的病治好了，到了高中他则成了学校里的体育明星，足球、篮球、棒球样样能行。**

**4 Smith's passion was flying. At 15, he was operating a crop-duster over the skyline of the Mississippi Delta, a terrain so flat that there was little need for radar navigation. As a student at Yale University, he helped revive the Yale flying club; its alumni had populated naval aviation history, including the famous "Millionaires' Unit" in World War I. Smith administrated the club's business end and ran a small charter operation in New Haven.**

**史密斯对飞行充满了激情。15岁时，他就曾驾驶一架作物喷粉飞机在密西西比三角洲的天际翱翔，三角洲的地形平坦开阔，甚至都不需要雷达导航。在耶鲁大学上学时，他参与重建了耶鲁飞行俱乐部，在美国海军航空史的每个时期都有这一俱乐部出来的校友的身影，包括一战时期著名的“百万富翁飞行队”。史密斯负责管理俱乐部的事务，同时还在纽黑文经营一项小规模的租赁业务。**

**5 With his study time disrupted by flying, his academic performance suffered, but Smith never stopped looking for his own "big idea". He thought he had found it when he wrote a term paper for an economics class. He drafted a prototype for a transportation company that would guarantee overnight delivery of small, time-sensitive goods, such as replacement parts and medical supplies, to major US regions. The professor wasn't impressed and told Smith he couldn't quantify the idea and clearly it wasn't feasible.**

**由于飞行打乱了学习时间，他的学业受到了影响，但史密斯从未停止寻找自己的“伟大想法”。在撰写一门经济学课程的学期论文时，他认为自己已经找到了它。他设计了一份运输企业的经营草案，该运输企业可以确保连夜递送小型或时间紧迫的货品到达美国的主要地区，如替换零件、医药用品等等。教授对这篇论文未予重视，他告诉史密斯说，他无法量化他的想法，并说这一想法明显不切合实际。**

**6 However, Smith was certain he was onto something, even though several more years elapsed before he could turn his idea into reality. In the interim, he graduated from Yale in 1966, just as America's involvement in the Vietnam War was deepening. Since he was a patriot and had attended officers' training classes, he joined the Marines.**

**然而，史密斯确信自己已经发现了些什么，尽管又过了好几年他才得以把自己的想法付诸实施。在此期间，他于1966年从耶鲁大学毕业，那时正值美国在越战中越陷越深，而他是个充满爱国热情的人，又参加过士官训练课程，所以他加入了美国海军陆战队。**

**7 Smith completed two tours in Vietnam, eventually flying more than 200 missions. "In the military, leadership means getting a group of people to subordinate their individual desires and ambitions for the achievement of organizational goals," Smith says, fusing together his military and business experiences. "And good leadership has very measurable effects on a company's bottom line."**

**史密斯在越南战场上服役两期，完成了两百多次飞行任务。“在军队中，领导力意味着能使团队中所有成员将个人的期望与抱负置于从属地位，而以实现集体目标为重，”史密斯说道，这其中融合了他军旅生涯和经营管理的经验。“而优秀的领导力对控制一个公司的盈亏底线来说具有相当重要的作用。”**

**8 Home from Vietnam, Smith became fascinated by the notion that if you connected all the points of a network through an intermediary hub, the streamlined efficiency could be enormous compared to other disjointed, decentralized businesses, whether the system involved moving packages and letters or people and planes. He decided to take a stab at starting his own business. With an investment from his father's company, as well as a chunk of his own inheritance, Smith bought his first delivery planes and in 1971 formed the Federal Express.**

**从越南战场回国后，史密斯开始执着于这样一个理念，即如果能将某个运输网络的各个节点通过一个中介枢纽相互连接，其效率较之其他各环节相互之间无联系的分散经营的模式来说要高出许多，不论这一系统所涉及的是运送包裹和信件还是人员和飞机。他决定放手一搏，创建自己的企业。史密斯用父亲公司的投资和他自己继承财产的一部分购买了第一架快递飞机，并于1971年创建了联邦快递。**

**9 The early days were underscored by extreme frugality and financial losses. It was not uncommon for FedEx drivers to pay for gasoline for their vans out of their own pockets. But despite such problems, Smith showed concern for the welfare of his employees. Just as he recalled, even when they didn't have the money, even when there weren't couches in the office and electric typewriters, they still set the precedent to ensure a good medical and dental plan for their people.**

**最初的日子伴随着极度的拮据乃至财务损失。联邦快递公司的司机自己掏腰包为货车付汽油费的情况屡见不鲜。但是，尽管面对这样的问题，史密斯仍然为公司雇员的福利着想。正如他所回忆的那样，即使在他们公司没有钱、办公室没有沙发和打字机的情况下，他们仍然开辟先例，保证员工享受很好的医疗和牙齿保健福利。**

**10 Along the way, FedEx pioneered centralization and the "hub and spoke" system, which has since been adopted by almost all major airlines. The phrase FedEx it has become a fixture in our language as much as Xerox or Google.**

**一路走来，联邦快递率先践行了集中调控和"轴辐式"空中交通系统。自它以后，该系统被几乎所有大航空公司所采纳。而“联邦快递一下”也成为了像“复印一下”或“谷歌一下”这样的固定说法，成为了我们的词汇。**

**11 Smith says success in business boils down to three things. First, you need to have appealing product or service and a compelling strategy. Then you need to have an efficient management system. Assuming you have those things, leading a team is the single most important issue in running an organization today.**

**史密斯说生意上的成功归根结底就是三点：首先你需要一项吸引人的产品或服务以及一套制胜的战略；其次你需要一套高效的管理系统；在拥有这些之后，如何领导好一个团队就是当今经营一家公司最为重要的事了。**

**12 Although Smith avoids the media and the trappings of public life, he is said to be a friendly and accessible employer. He values his people and never takes them for granted. He reportedly visits FedEx's Memphis site at night from time to time and addresses sorters by name. For years he extended an offer to any courier with 10 years of service to come to Memphis for an "anniversary breakfast". That embodies Fred Smith's philosophy: People, Service, Profit (P-S-P). Smith says, "The P-S-P philosophy is like an unbroken circle or chain. There are no clearly definable points of entry or exit. Each link upholds the others and is, in turn, supported by them." In articulating this philosophy and in personally involving himself in its implementation, Frederick Smith is the forerunner of the new sphere of leadership that success in the future will demand.**

**尽管史密斯回避媒体采访和公众生活的荣耀，但他却被称为是一位友善而平易近人的雇主。他重视自己的雇员，从不认为他们理所应当该为自己工作。有报道称，他会时不时在晚上造访联邦快递位于孟菲斯的基地，并且称名道姓地与包裹分拣人员打招呼。他会主动发邀请给任何一位已在公司服务十年的快递员，请他们到孟菲斯出席“周年庆典早餐”，这已经持续了很多年。而这其中包含了弗雷德·史密斯自己的哲学：人员，服务，利润（P-S-P）。史密斯说，“P-S-P的哲学理念就好像一个不可分割的循环，没有清晰可辨的入口或出口，每一个环节都支持着其他环节，同时也反过来受其他环节支撑。”通过明确表达并亲身践行这一理念，弗雷德里克·史密斯已成为未来成功所必需的新领导领域的开拓者。﻿**

**Building the dream of Starbucks**

**霍华德·舒尔茨创造“星巴克”之梦**

**1 Howard Schultz is not a household name to most North Americans, but those living in urban or suburban communities know his company: the specialty coffee retailer Starbucks. With impressive velocity, Starbucks has grown into the largest coffee roaster and retailer of specialty coffee in North America in a span of only a decade. By 2000, its coffee houses could be found in more than 3,000 locations worldwide; even President Bill Clinton was seen in a snapshot with a Starbucks brew in his hand. According to the US weekly magazine, Newsweek, Schultz's merging of the three Cs — coffee, commerce and community — surely ranks as one of the '90s greatest retail successes.**

**霍华德·舒尔茨这个名字在北美并非家喻户晓，不过居住在城市或市郊社区的人都知道他的公司：特色咖啡零售商星巴克。区区十年间，星巴克已凭借惊人的速度成长为北美最大的咖啡豆烤制商和特色咖啡零售商。截至2000年，它旗下的咖啡店已经遍布世界三千多个角落。就连美国前总统比尔·克林顿也被人拍到手捧星巴克咖啡。根据美国杂志《新闻周刊》的报道，舒尔茨将“3C”概念——咖啡、商业和社区——融为一体，这已然使星巴克名列20世纪90年代最成功的零售商之列。**

**2 Schultz was born in 1953 and grew up in an extremely poor section of the Brooklyn borough of New York City. His mother worked as a receptionist, and his father held a variety of jobs, none of which offered decent pay or medical insurance. When Schultz was seven, his father lost his job as a delivery driver when he broke his ankle in an accident. In the ensuing months, the family was literally too poor to put food on the table.**

**舒尔茨出生于1953年，在纽约市布鲁克林区一个极其贫困的街区长大。他母亲是一位前台接待员，父亲则从事过很多不同的工作，但其中没有哪一份工作给他支付过体面的酬劳或购买过医疗保险。舒尔茨七岁时，他父亲在一次事故中扭断了脚踝，失去了他当时做送货司机的工作。在接下来的几个月中，他们家真的是穷到了揭不开锅的地步。**

**3 During his youth, Schultz was hounded by the shame of his family's "working poor" status. He escaped the hot Brooklyn summer one year to attend camp, but would not return when he learned it was for low-income families. He was teased by boys in high school and ashamed to tell his girlfriend where he lived. The harsh memories of those early times stayed with him for the rest of his life.**

**青年时代的舒尔茨一直由于其家庭“穷困工人阶层”地位所蒙受的耻辱而备受精神折磨。有一年他逃离布鲁克林炎热的夏天去参加夏令营，但当他得知这个夏令营是专门为低收入家庭的学生开办的时候，就再也不愿意去参加了。中学时他遭受到了男孩子们的奚落，也羞于告诉女朋友自己住在哪里。这些早年痛苦的记忆一直伴随着他一生。**

**4 Sports became an escape from the shame of poverty. Schultz earned an athletic scholarship to Northern Michigan University in 1975. He was the first person in his family to graduate from college as none of his predecessors had training beyond vocational school.**

**体育运动成了他逃避穷困这一耻辱的方式。1975年，舒尔茨获得了北密歇根大学体育奖学金。他也是他家族中第一个从大学毕业的人,因为他的前辈中没有一个人接受过比职业学校培训更高的教育。**

**5 The bud of inspiration for his phenomenal coffee business began growing in a 1983 visit to Milan, Italy. Schultz conceived of a new American way of life in the coffee bars of Milan. He sought to recreate such forums for people in the US to start their days or visit with friends. In 1987, at the age of 34, Schultz organized a group of investors and purchased the company that had formerly employed him, the Starbucks Coffee Company in Seattle, which he restructured as the Starbucks Corporation.**

**舒尔茨令人瞩目的咖啡生意的最初灵感源于1983年他对意大利米兰的造访。在米兰的咖啡馆里，舒尔茨设想了一种新型的美国式生活方式。他寻求在美国重现那种米兰式的交往平台，使人们能以那种方式开始新的一天或与朋友小聚。1987年，当舒尔茨34岁时，他组织了投资团队并购买下了他原先工作的公司，即西雅图的“星巴克咖啡公司”，将其重组为“星巴克集团”。**

**6 The public verdict was overwhelmingly positive. Schultz's premium coffee bars were an instant success, acting as a stimulus of rapid growth and expansion not only for Starbucks but also for the coffee industry around the world. In 1992, Starbucks became the first specialty coffee company to go public, affirming its magnitude and prospects.**

**公众的反映出奇地好。舒尔茨创建的高端咖啡厅立即获得了成功，这刺激了星巴克乃至全球整个咖啡产业的迅速成长和发展。1992年，星巴克成为第一家公开上市的特色咖啡经营公司，确证了公司的发展规模和前景。**

**7 Starbucks' first major venture outside of the northwestern part of the nation was Chicago, where the company's specialty sales division developed new business with department stores and established Starbucks coffee bars adjacent to the business sections in national bookstores. Starbucks also formed a partnership with PepsiCo to create and distribute a new ready-to-drink coffee-based beverage, and entered into a licensing agreement with Kraft Foods. As a company seeking to develop with a multilateral approach, Starbucks even developed a relationship with the music industry to sell Starbucks-tailored CDs of classical brass and orchestral music in the coffee bars.**

**星巴克迈出美国西北部进行投资的第一站是在芝加哥。在那里，公司分管特色销售的部门开创了与百货商店联手以及在国家书店毗邻营业区的地方开设星巴克咖啡吧的经营新渠道。同时，星巴克还和百事可乐公司建立了伙伴关系，研发并销售一款即开即饮的新型咖啡饮品，他们与卡夫食品公司也签订了一份许可协议。作为一家寻求与多方进行合作而发展的企业，星巴克甚至与音乐产业合作，在咖啡吧里销售为星巴克量身定做的古典铜管乐及管弦乐激光唱片。**

**8 When Starbucks opened its first store in New York City, it was a homecoming for Schultz, but he did not act like the head of the reigning royalty of coffee he had become. The New York Times commented, "The soft-spoken Mr. Schultz has barely a trace of a New York accent and a timid, almost apologetic manner."**

**星巴克在纽约开第一家分店对于舒尔茨来说是回归故里，但他并没有摆出一副咖啡行业王者的姿态。《纽约时报》评论说：“舒尔茨先生说话温和，几乎没有一丝纽约口音的痕迹，而且他举止腼腆，甚至谦卑。”**

**9 Schultz has also attracted considerable attention with his unconventional employment policies. He wanted to give Starbucks' employees both a philosophical and a financial stake in the business. He decreed that employees who worked the quota of 20 hours a week or more were eligible for medical, dental, and optical coverage as well as for stock options. At a time when other companies were trimming benefits as a cost-cutting measure, Schultz, who grew up in a family without any medical coverage, was vocal in his belief that genuinely caring about your employees is critical to building a sturdy workforce. "Service is a lost art in America," he told The New York Times. "I think people want to do a good job, but if they are treated poorly they get beaten down. We want to provide our people with dignity and self-esteem, and we can't do that with lip service." Starbucks stipulates that every employee with at least half-time hours can receive health-care benefits. Schultz credits the utilization of such a benefits policy as the key to the company's growth because it has given Starbucks a more dedicated workforce and an extremely high level of customer service. The chain also achieved a dramatically low turnover rate, half that of the average fast food business. This creates a significant numerical payoff for Starbucks, since each new employee represents an expenditure of $3,000 in recruiting and training costs and productivity losses.**

**舒尔茨与众不同的员工政策也引起了人们的广泛关注。他希望给星巴克的员工提供不仅是经营理念上的而且也是经济上的参与公司成败的机会。他规定，员工完成每周20小时的工作定额或超过这一定额，就有资格享受医疗、牙齿及眼部保健方面的福利，也能享受股票优先认购权。就在其他企业通过削减福利来节省成本之时，舒尔茨，虽然生长在一个没有任何医疗福利保障的家庭，却仍然坦言自己的信仰，即真诚地关心员工对建立一个坚实的员工队伍是至关重要的。“服务在美国是一门缺失的艺术，”他对《纽约时报》如此说道，“我相信人们愿意把工作做好，但如果遭受的待遇很差，他们就会受到打击。我们希望给予员工尊严与自尊，而这一点光靠动动嘴皮子是做不到的。”星巴克规定，每一位工时超过半工制的员工都能享受医疗保障福利。舒尔茨相信这一福利政策的切实施行是企业成长的关键，因为此举已使星巴克拥有了更加尽心尽力的工作团队以及至高水准的客户服务。这一连锁反应也使员工的流动率极低，几乎只有快餐行业平均流动率的一半。在经营数字上，这一政策则给星巴克带来了显著回报，因为每招募和培训一位新员工及其生产率损失所产生的费用就高达三千美元。**

**10 Schultz has remained firmly committed to employee and community enrichment, a philosophy which is embedded in the very core of Starbucks' business culture. He has never grown accustomed to success enough to forget his working-class roots. He dedicated his book to the memory of his father, whom he had once spoken harshly to and accused of a lack of ambition. They were words Schultz would regret the rest of his life, a reminiscence he wished he could scrub from his memory. His father received the diagnosis of lung cancer and died before his son became a millionaire. Schultz once told his audience that his crowning success was that "I got to build the kind of company that my father never got to work for."**

**舒尔茨一直坚定地致力于员工及社区发展，这一理念已经根植于星巴克的核心企业文化当中。他从未因为太过习惯于成功而忘却自己劳动阶层的根基。他把自己的一本书献给了父亲以表纪念。他曾经对父亲说过尖刻的话，甚至曾指责他缺乏上进心，这些话让舒尔茨后悔终生，他期望能够将这些回忆从记忆中抹去。他的父亲被诊断出了肺癌，在儿子成为百万富翁之前就离去了。舒尔茨曾经告诉他的听众，他最重要的成功在于“我创立了一个我父亲从来都不曾有福气为之工作的那种企业。”**