



對外經濟貿易大學
University of International Business and Economics

Unit 1 Brands

Week 5 Lesson 2

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新时代
大学商务英语

2

综合教程

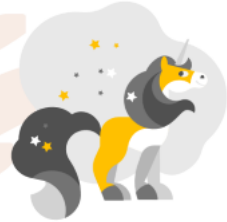
清华大学出版社

Content

Key words and
phrases



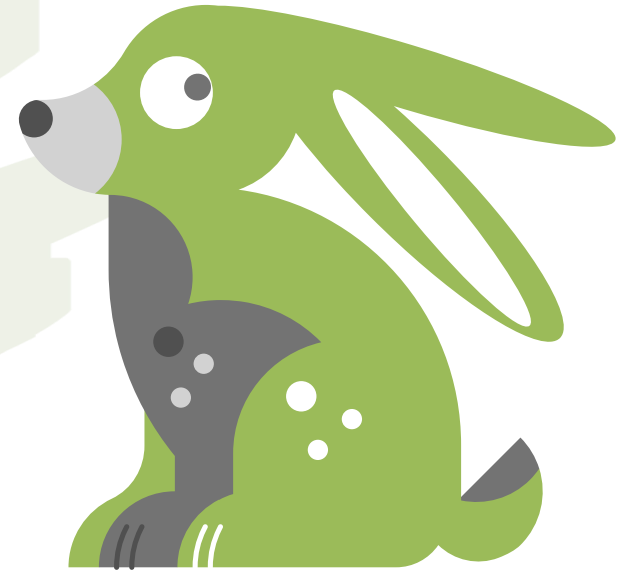
Text 1
Branding in a New Age



Exploring the text



Key words and phrases





市场与竞争地位

Market Position & Competition

market share (n.) 市场占有率

搭配: gain/lose/dominate market share

例句: Apple has gained significant market share in the smartphone industry.

oligopoly (n.) 寡头卖方垄断

词根: oligo-(少数) + -poly(卖方)

例句: The smartphone market is an oligopoly dominated by Apple and Samsung.

hub (n.) 枢纽; 中心

搭配: innovation hub, tech hub, transportation hub

例句: Silicon Valley is the global hub of technological innovation.



互动提问:

"如果一个行业只有3-4家大公司控制90%的市场，这是什么？"



品牌与营销

Branding & Marketing

branding (n.) 品牌创建

动词形式: brand (v.) 打造品牌

例句: Nike's branding strategy focuses on inspiring athletes.

branded content (n.) 品牌化内容

区别: 强调storytelling, 不是直接广告

例句: Red Bull's extreme sports videos are excellent branded content.

brand equity (n.) 品牌资产/价值

同义: brand value

例句: Apple's brand equity is estimated at over \$500 billion.

creative (n.) 创意内容

词性转换: creative (adj. 有创意的) → creative (n. 创意素材)

例句: Send me the creatives for the social media campaign.



商务启示:

品牌不仅是logo, 更是消费者的情感连接。

A brand is not just a logo, but an emotional connection with consumers.



产品与服务

Product & Service

packaging (n.) 包装; 外包装

动词: package (v.)

双重含义: ①物理包装 ②呈现方式

例句: *Eco-friendly packaging has become a key consumer concern.*

customer service (n.) 客户服务

相关词: customer support, after-sales service

例句: *Amazon's customer service is a key factor in its success.*

mediocrity (n.) 平庸

形容词: mediocre (平庸的)

例句: *In today's market, mediocrity is no longer acceptable.*



商务思维:

Packaging是第一印象; customer service是投资, 不是成本。

Packaging is the first impression; customer service is an investment, not a cost.



发展与变化

Growth &
Transformation

leapfrog (v.) 跨越式发展; 超越

原意: 跳背游戏 → 跳跃式发展

例句: *China leapfrogged traditional banking by adopting mobile payments.*

flourishing (adj.) 繁荣的

动词: flourish (繁荣)

例句: *E-commerce is a flourishing industry in China.*

burgeoning (adj.) 迅速发展的

同义词: booming, thriving

例句: *The burgeoning AI industry is attracting billions in investment.*

initiate (v.) 发起; 使开始

名词: initiative (主动性)

例句: *The CEO initiated a digital transformation program.*



记忆技巧:

发展程度递进: initiate (开始) → burgeoning (快速增长) → flourishing (繁荣) → leapfrog (跨越)



连接与协作

Connection & Collaboration

bind (v.) 使结合；约束

名词: bond (纽带)

例句: *Shared values bind team members together.*

coordinate (v.) 协调

名词: coordination (协调)

例句: *Managers coordinate efforts between different departments.*

seamlessly (adv.) 无缝地

形容词: seamless (无缝的)

例句: *The software integrates seamlessly with existing systems.*

pitch in (短语) 参与；出力

同义: chip in, contribute

例句: *Everyone pitched in to meet the deadline.*



商务场景:

现代企业强调协作，主动pitch in是team player的重要特质。

Modern businesses emphasize collaboration; actively pitching in is a key trait of a team player.



传播与影响

Communication & Influence

herald (v.) 预告; 宣告

同义词: announce, signal

例句: *The product launch was heralded as a game-changer.*

fame (n.) 名声; 声誉

搭配: achieve/gain fame

例句: *Elon Musk's fame extends beyond the business world.*

touching (adj.) 感人的; 动人的

动词: touch (触动)

例句: *The brand's touching advertisement went viral.*

intensity (n.) 强度; 强烈

形容词: intense (强烈的)

例句: *The intensity of competition continues to increase.*



营销启示:

好的传播需要情感共鸣(touching)和强度(intensity)才能建立声誉(fame)。
Good communication requires emotional resonance (touching) and intensity to build reputation (fame).



策略与创新

Strategy & Innovation

tap into (短语) 挖掘；利用

搭配: tap into a market/resource/talent pool

例句: Starbucks tapped into Chinese consumers' growing coffee culture.

grease the wheels (短语) 使顺利进行

来源: 给车轮上油使其顺畅

例句: Good supplier relationships grease the wheels of operations.

call the shots (短语) 做主；掌控

来源: 射击运动

例句: The CEO calls the shots on all major decisions.

ideology (n.) 意识形态；理念

商务应用: 如Amazon的"customer obsession"理念

例句: Corporate ideology shapes company culture.



商务智慧:

成功企业懂得tap into需求, grease the wheels让运营顺畅, 最终call the shots。

Successful businesses know how to tap into demands, grease the wheels for smooth operations, and eventually call the shots.



对比与描述

Contrasts & Descriptions

mundane (adj.) 平凡的

反义词: extraordinary

例: *Entrepreneurs solve mundane problems creatively.*

chaotic (adj.) 混乱的

名词: chaos (混乱)

例: *The startup's early days were chaotic.*

preindustrial (adj.) 工业化前的

词根: pre-(之前) + industrial

例: *Preindustrial economies were agricultural.*

barely (adv.) 勉强; 几乎不

同义词: hardly, scarcely

例: *The company barely survived the crisis.*

arena (n.) 竞技场; 领域

引申义: 竞争领域

例: *Tech giants compete in the AI arena.*

critique (n./v.) 评论; 批评

用法: 既可作名词也可作动词

例: *The plan received harsh critique.*



应用:

这些词描述商业环境的不同状态: 从mundane日常到chaotic创业期, 再到arena中的竞争。

These words describe different states of business environments: from mundane daily routines to chaotic startup phases, to competition in the arena.

Text 1

Branding in a New Age



Are you familiar with the concepts?

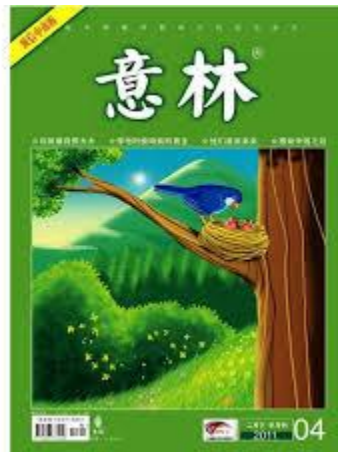
Mass media 大众传媒

- Television commercials
- Radio ads
- Newspapers
- Magazines
- Billboards



北京交通广播

The logo for CCTV (China Central Television) is displayed in a bold, black, sans-serif font. A small red square is positioned to the right of the 'V'.



Social media 社交媒体

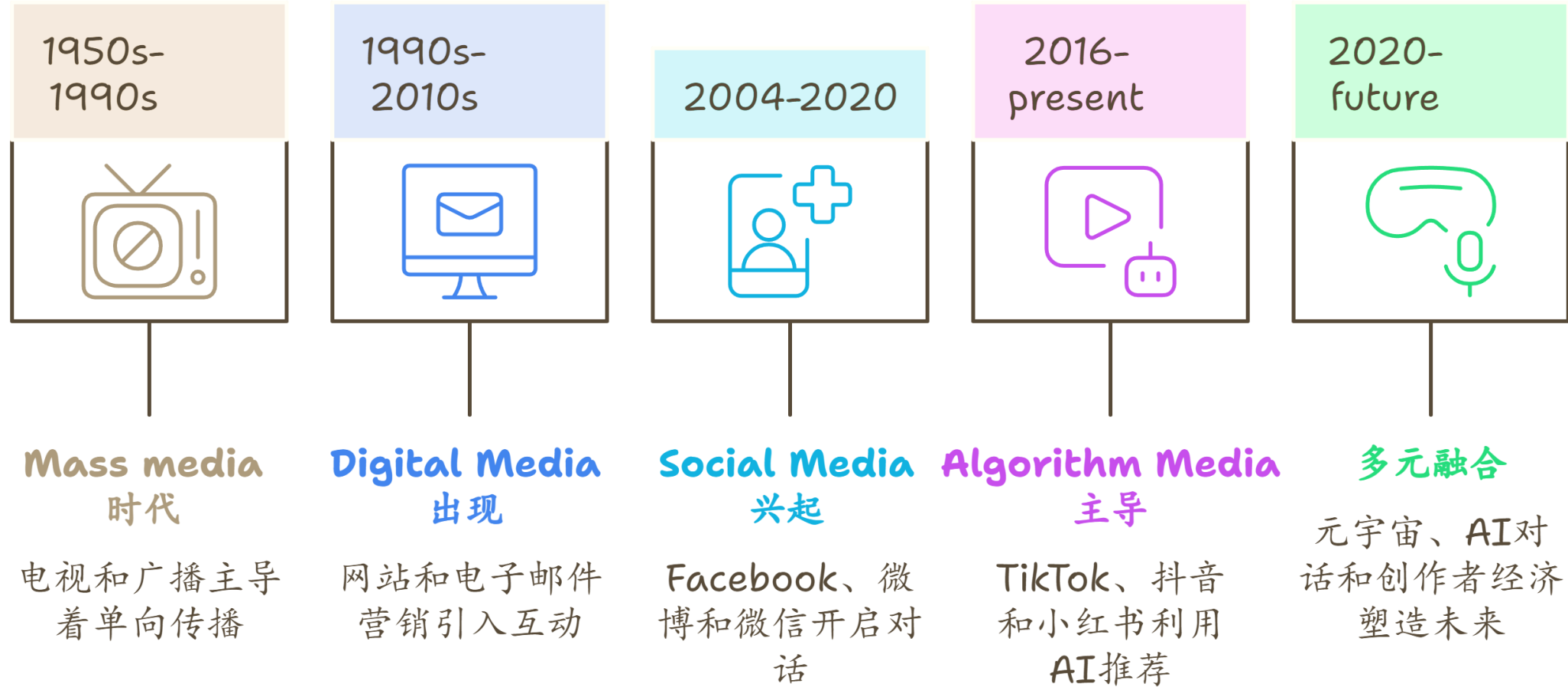
- Facebook
- Instagram
- TikTok
- Wechat moments
- Bilibili
- Youtube

The Facebook logo is shown in its characteristic blue, lowercase, sans-serif font.



The revolution of media

媒体的演变



The Broken Promise

破碎的承诺

*"**Social media** was supposed to usher in a golden age of branding. But things didn't work out that way."*

社交媒体本应开启品牌建设的黄金时代，但事与愿违。

Key Insights:

- 社交媒体营销的理想与现实差距
- 品牌内容面临的关注度挑战
- 传统营销策略的失效



Failed Expectations
失败的期望

Para. I

The problem

What did companies invest billions in as part of their digital strategy?

- “As a central feature of their digital strategy, companies made huge bets on what is often called **branded content**.” (第4句)

What was the result of companies' huge investments in social media branding?

- “But despite all the hoopla, such efforts have had **very little payoff**.” (第3句)
- “Yet **few brands have generated meaningful consumer interest online**.” (最后一句)

Para. I

Words & phrases

Hoopla /'hu:plɑ:/ 大肆宣传; 炒作 (带贬义)

- all the hoopla 所有这些炒作
 - media hoopla 媒体炒作
 - Despite the hoopla, ... 尽管大肆宣传, ...

Payoff /'peɪɔ:f/ 回报; 收益; 成果

- big/huge payoff 巨大回报
- see the payoff 看到成果
- The investment paid off. 投资获得了回报。

Make huge bets on 在...上下大赌注; 大举投资

- make a bet on 小规模尝试 ★★
- make big bets on 大量投资 ★★★★★
- make huge bets on 巨额押注 ★★★★★

Para 1.

Text

In the era of Facebook and YouTube, brand building has become a challenge. A decade ago, most companies were heralding the arrival of a new golden age of branding. They hired creative agencies and technologists to put brands throughout the digital universe. But despite all the hoopla, such efforts have had very little payoff. As a central feature of their digital strategy, companies made huge bets on what is often called branded content. The thinking went like this: Social media would allow your company to leapfrog traditional media and build relationships directly with customers. If you told them great stories and connected with them in real time, your brand would become a hub for a community of consumers. Businesses have invested billions following this vision. Yet few brands have generated meaningful consumer interest online. What has gone wrong?

Yet, few 表转折,
引出关键句

Para 2. Historical Context

Why did branded content work well in the early mass media age?

- “This early form of branded content worked well because **the entertainment media were oligopolies, so cultural competition was limited.**”
(Para 2, 第2句)

Para 2.

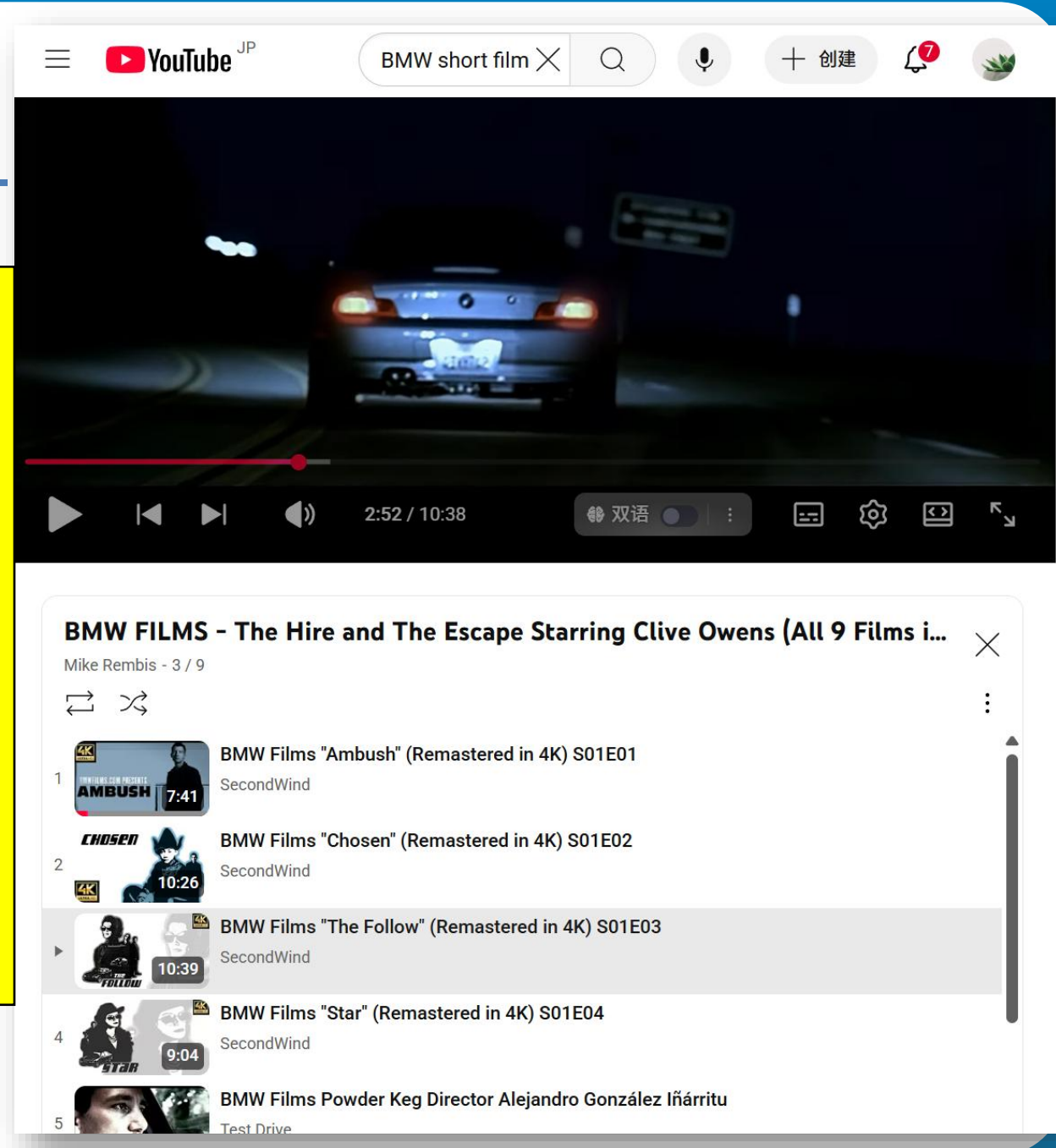
Text

解释在大众传媒时代，品牌化内容取得成功（竞争压力小）的原因

In the early days of the mass media age, companies borrowed approaches from popular entertainment to make their brands famous, using short-form storytelling, songs, and touching characters to win over audiences. This early form of branded content worked well because the entertainment media were oligopolies, so cultural competition was limited. Consumer marketing companies could buy their way to fame by paying to place their brands in this cultural arena. The rise of new technologies allowed audiences to opt out of ads — from cable networks to DVRs and then the Internet. Then companies learned to compete directly with real entertainment. BMW pioneered the practice of creating short films for the Internet. Soon corporations were hiring top film directors and pushing for ever-more-amazing special effects. These pre-social-media digital efforts led companies to believe that if they delivered Hollywood-level creative at Internet speed, they could gather huge audiences around their brands.

BMW's short films

The BMW film series, "The Hire" was a series of eight short films (each about eight minutes long, on average) produced for the Internet in 2001 and 2002. A form of **branded content**, all eight films featured popular directors from across the globe, starred Clive Owen as the "Driver", and highlighted the performance aspects of various BMW automobiles.



Para. 2

Words & phrases

Entertainment /,entər'teɪnmənt/

- popular entertainment 大众娱乐
- entertainment industry 娱乐产业

Win over 赢得; 说服

- win over audiences/customers 赢得观众/客户
- win sb over with... 用...赢得某人

Oligopoly (n.) 寡头垄断

- monopoly 垄断 (一家) / oligopoly 寡头 (少数几家)
- e.g. The smartphone market is an oligopoly dominated by Apple and Samsung.

Opt out of 选择退出; 选择不参与

- 反义: opt in 选择加入
- opt out of ads 跳过广告
- opt out of emails 退订邮件

Para. 2

Words & phrases

Pioneer /ˌpaɪəˈnɪr/ (v.) 开创; 率先实践

- pioneer the practice of... 开创...的做法
- pioneer a new approach 率先采用新方法
- be pioneered by... 由...首创
- pioneer 也可做名词, 表示"先驱者"

Creative (n.) 创意作品; 创意内容 (可数名词)

- the creative (= creative work) 创意作品
- E.g. The agency produced award-winning creatives for the campaign. 该广告公司为活动制作了获奖创意作品。
- 同类用法: visuals (视觉作品), copy (文案)

Para 3.

Social media



Crowdculture

- Authentic content
- Created by people


Corporate branding

- Mediocrity: opposite of art worlds
- Created by staff



Para. 3

Text



But social media has changed everything. Social media binds together communities that once were geographically separate, increasing the pace and intensity of collaboration. Today you will find a flourishing **crowdculture**—authentic content created by everyday people rather than by brands—around almost any topic: espresso, Victorian novels, libertarianism, new urbanism, homeschooling. With a few clicks, you can jump into the center of any these subcultures, and participants' interactions move seamlessly among the web, physical spaces, and traditional media. In YouTube rankings of channels by number of subscribers, **corporate brands barely appear**. The problem that companies face is structural, not creative. Big companies organize their branding efforts as the opposite of art worlds. They excel at coordinating and executing complex marketing programs around the world but it leads to mediocrity when it comes to cultural innovation.

- 转折句
- 核心观点词:
crowdculture
众创文化
- 对比企业品牌化管理

Para. 3

Words & phrases

Bind (v.) 联结、绑定、使团结

- 搭配: bind together, bind people/communities
- 近义词: unite, connect, tie together, link

Flourishing (adj.) 繁荣的、兴旺的

- -> 强调蓬勃发展、充满活力的状态
- 近义词: thriving, prospering, booming, growing

Authentic (adj.) 真实的、可信的

- 搭配: ~ experience, ~ brand, ~ voice
- 近义词: genuine, real, credible, trustworthy
- 反义词: fake, artificial, phony

Seamlessly (adj.) 无缝地、流畅地

- 搭配: seamlessly integrate, seamlessly connect
- 近义词: smoothly, fluidly, effortlessly, continuously

Para. 3

Words & phrases

Excel at (v.) 擅长于

- 搭配: excel at doing sth., excel in a field
- 近义词: be good at, be skilled at, be proficient in, shine at

Coordinate (v.)

协调、配合

- 搭配: ~ efforts/actions/activities
- 近义词: organize, arrange, synchronize, harmonize

Execute (v.)

执行、实施

- 搭配: ~ a plan/strategy/campaign 相关词: executive 行政的(adj.) 管理者(n.)

Mediocrity (n.)

平庸、平凡

- -> 带贬义, 指缺乏卓越品质
- 近义词: ordinariness, averageness, commonness
- 反义词: excellence, superiority, distinction

Para. 4 Cultural branding: Chipotle's example

Grease the wheels
给车轮上油，比喻
让事情顺利进行

Greasy (adj.) 油腻的



Para. 4




Text

While the rise of crowdculture decreases the impact of branded content, it has greased the wheels for an alternative approach called **cultural branding**. **Chipotle** took advantage of a cultural opportunity when it promoted preindustrial food ideology with two short films that commented on industrial food, tapping into a movement that began in the organic-farming subculture. The films were not particularly original. But they exploded on social media because they were myths that captured the ideology of the burgeoning preindustrial food **crowdculture**.

- 核心观点:
cultural branding
- 紧跟案例:
Chipotle
- 回应
Crowdculture

Para. 4 Cultural branding: Chipotle's example

newsroom.chipotle.com/2016-07-06-chipotle-releases-short-film-a-love-story



Chipotle's first original short film, "Back to the Start," was released in 2011, and followed a farmer's evolution from small, sustainable farming to large, industrial farming before going "back to the start" and returning to farming the way he did it in the beginning. The film was set to a Willie Nelson remake of Coldplay's song "The Scientist." In 2013, Chipotle released "The Scarecrow," which highlighted issues associated with heavily processed food. "The Scarecrow" was set to a remake of the song "Pure Imagination" from the 1971 film classic "Willy Wonka & the Chocolate Factory," performed by GRAMMY Award®-winning artist Fiona Apple. In 2014, Chipotle launched "Farmed and Dangerous," a four-episode scripted satire series that explored how perceptions are created in the industrial food sector. Collectively, its entertainment oriented content programs have won numerous awards, including the Film Lions Grand Prix and the Branded Content and Entertainment Lion at the Cannes Lions Festival.



Chipotle - Back to the Start



Chipotle "The Scarecrow" Animation

Para. 4

Words & phrases

Grease the wheels
使顺利进行

- -> 习语, 比喻消除障碍使事情顺畅进行
- 近义词: facilitate, smooth the way, make easier

Preindustrial (adj.)
前工业时代的

- 相关词: industrial (工业的), postindustrial (后工业时代的)
- 近义词: pre-modern, traditional, agrarian

Ideology (n.)
意识形态、思想体系

- 搭配: political ideology, cultural ideology, dominant ideology
- 近义词: belief system, philosophy, doctrine, worldview

Tap into
利用、开发、接入

- 搭配: tap into a market/trend/resource/culture
- 近义词: access, exploit, utilize, draw on, leverage

Burgeoning (adj.)
迅速发展的、新兴的

- -> 强调快速增长的势头
- 近义词: growing, expanding, flourishing, emerging

Para. 5

Cultural branding: Dove's example

Dove 2004:
Campaign for real
beauty



Para. 5

Text

Take the personal care category. Dove has generated tremendous consumer interest by championing distinctive gender ideologies. Dove was a mundane, old-fashioned brand that followed the beauty trends set by fashion houses and media. By the 2000s feminist critiques of the use of size 0 models began to appear in traditional and social media. Dove tapped into this emerging crowdculture and initiated "Campaign for Real Beauty" by celebrating real women's bodies in all their normal diversity—old, young, curvy, skinny, short, tall, wrinkled. Women all over the world pitched in to produce, share, and cheer for images of bodies that did not conform to the beauty myth.

- 案例: Dove 多芬

- Size 0 models

Size 0 model “纸片人身材”

≈ 身高170cm，体重45kg左右的极瘦体型

US Size	US Size	EU Size	UK / AUS	BUST	WAIST	HIP
XS	0	32	4	32" to 34"	25" to 27"	35" to 37"
	2	34	6	81.3 - 86.8 cm	63.5 - 68.5 cm	88.9 - 94 cm
S	4	36	8	34" to 36"	27" to 29"	37" to 39"
	6	38	10	86.8 - 91.5 cm	68.5 - 73.7 cm	94 - 99.1 cm
M	8	40	12	36" to 38"	29" to 31"	39" to 41"
	10	42	14	91.5 - 96.5 cm	73.7 - 78.7 cm	99.1 - 104.2 cm
L	12	44	16	38" to 41"	31" to 34"	41" to 44"
	14	46	18	96.5 - 104 cm	78.7 - 86.3 cm	104.2 - 111.8 cm
XL	16	48	20	41" to 44"	34" to 37"	44" to 47"
	18	50	22	104 - 111.7 cm	86.3 - 94 cm	111.8 - 119.4 cm
XXL	20	52	24	44" to 47"	37" to 40"	47 to 50"
1X	22	54	26	111.7 - 119.4 cm	94 - 101.6 cm	119.4 - 127 cm

Para 5

Words and phrases

Champion (v.)

倡导、拥护

- 搭配: champion a cause/idea/movement
- 近义词: advocate, support, promote, defend

Mundane (adj.)

平凡的、世俗的

- -> 略带贬义, 指缺乏特别之处
- 近义词: ordinary, commonplace, routine, everyday
- 反义词: extraordinary, exceptional, remarkable

Critique (v.& n.)

批评、评论

- 搭配: critique something, offer a critique
- 近义词: criticize, analyze, evaluate, assess, review

Intiate (v.)

发起、开始

- 搭配: initiate a campaign/project/conversation/change
- 近义词: start, begin, launch, trigger, commence

Para 5

Words and phrases

Campaign (n.) 活动、运动

- 搭配: marketing campaign, advertising campaign, launch a campaign
- 近义词: initiative, drive, movement, effort

Curvy (adj.) 曲线美的、丰满的

- -> 在课文中与"真实之美"运动相关
- 近义词: shapely,, full-figured

Pitch in (v.) 参与、做出贡献

- 搭配: pitch in with something, pitch in to help
- 近义词: contribute, participate

Conform to 遵从、符合

- 搭配: conform to standards/norms/expectations/rules
- 近义词: comply with, adhere to, follow, meet
- 反义词: deviate from, rebel against

Para. 6

Summary: shift to crowd

A decade in, companies are still struggling to come up with a branding model that works in the chaotic world of social media. The big platforms, like Facebooks and YouTubes, seem to call the shots, while the vast majority of brands are cultural mutes, despite investing billions. Companies may need to shift their focus toward the core of digital power and once again win the battle for cultural relevance with the power of the crowd.

• 注意用词:

- Still
- Seem to
- Despite
- May need to

• 模糊语言 hedging language

- 避免过于武断, 使交流更礼貌、灵活

Para 6

Words and phrases

Chaotic (adj.) 混乱的、无序的

- 搭配: chaotic situation/environment/market
- 近义词: disorderly, confused, disorganized, turbulent
- 反义词: orderly, organized, systematic

Call the shots 做主、发号施令

- -> 习语, 强调掌握决策权
- 近义词: be in charge, make decisions, be in control, run the show

Mute (v.) 静音、消除 (n.) 哑巴 (adj.) 哑的

- 搭配: mute the sound/message/impact
- 近义词: silence, quiet, suppress, dampen



Exploring the text

Exploring the text

1

Scan the text and find the paragraph that gives information about each of the following statements.

(**Para. 3**) 1 Flourishing crowdcultures in social media.

(**Para. 6**) 2 A shift to the digital power of crowd.

(**Para. 5**) 3 Tapping into feminist critiques.

(**Para. 2**) 4 Why mass media digital efforts worked.

(**Para. 4**) 5 Preindustrial food crowdculture exploding on social media.

(**Para. 1**) 6 Branding beyond branded content.

Exploring the text

2

Decide whether the following statements about the text are true (T) or false (F).

- (T) 1 Companies believed the approaches from popular entertainment could make their brands famous.
- (T) 2 You can have access to subcultures with a few clicks and participants' interactions move across online and offline media.
- (F) 3 Companies excel at not only coordinating and executing complex marketing programs around the world but cultural innovation.
- (T) 4 Dove tapped into an emerging crowdculture and celebrated real women's physiques.
- (F) 5 Companies have shifted their focus toward the real locus of digital power.

3

Read the text again and answer the following questions.

1 Why was social media supposed to usher in a golden age of branding?

Companies used to believe that social media would allow their companies to leapfrog traditional media and build relationships directly with customers. If they made great stories and connected with customers in real time, they would attract many people.

2 How did social media contribute to the flourishing of subculture?

Social media binds together communities that once were geographically separate, increasing the pace and intensity of collaboration. With a few clicks, people can jump into the center of any these subcultures.

3

Read the text again and answer the following questions.

3 Why did Dove succeed in rebranding?

Dove tapped into an emerging crowdculture, the 2000s feminist critiques of the use of size 0 models, and initiated “Campaign for Real Beauty” by celebrating real women’s bodies in all their normal diversity.

Homework

- 完成课后练习： Language Skills practices 1, 2, 3 (page 18-19)
- 预习 Case study: How to rebuild a brand brick by brick? (page 24-26)

END