

讲义

Schumpeter

熊彼特

Basket case

困境

As Walmart goes from strength to strength, Amazon's grocery strategy is a puzzle

沃尔玛日益壮大，亚马逊的杂货战略却令人费解

选自：The Economist July 29th 2023 edition Business

Amazon's purchase of Whole Foods signalled it would take a more conventional approach to the supermarket business. That is probably why, when the deal was announced, Amazon's share price soared and those of its rivals, such as Walmart, fell. But since then Amazon has treated grocery more like a science experiment than an exercise in seduction, with weak results at Whole Foods and in other formats. Its best-known addition to the retail experience is the "just walk out" technology in physical stores, equivalent to its one-click shopping online. Yet cashierless supermarkets sound like something more beloved of geeks than grocers. What may cut down on time-wasting queues also minimises what some people love about shopping: the human interaction at the till, the hunter-gatherer instinct as they jostle at the meat counter, the Columbian exchange between fellow foodies at the spice rack.

亚马逊收购全食超市预示着它将以更传统的方式经营超市业务。这也许就是为什么在交易宣布时，亚马逊股价飙升，而沃尔玛等竞争对手股价下跌。但从那时起，亚马逊对待杂货超市的方式更像是一种科学实验，而不是一种吸引力的练习，其在全食超市和其他业态的表现都不佳。亚马逊最著名的零售体验新增功能是实体店的“直接走出去”技术，这相当于它的一键式网上购物。然而，没有收银员的超市听起来更受极客们的喜爱，而不是杂货店。减少排队浪费时间的时间的同时，也会减少一些人对购物的喜爱：在收银台前的人际互动、在肉类柜台前挤来挤去的狩猎者本能、在调料架前美食家之间的哥伦布大交换。

【词汇】

1. **seduction** /sɪ'dʌkʃn/ n. 专八 the qualities or features of something that make it seem attractive 诱惑力；魅力；吸引力
2. **format** /'fɔ:rmæt/ n. GRE GMAT 高考 考研 The format of something is the way or order in which it is arranged and presented. 样式；格式；形式
例：I had met with him to explain the format of the programme and what we had in mind.
我已经和他当面解释了我们节目的形式以及我们的想法。
3. **one-click** adj. denoting a process or procedure that can be completed with one click of a button on a computer mouse, touchpad, etc. 一键式的
4. **cashierless** adj. (of a store) allowing customers to scan their items as they shop, thus avoiding the need to go through a checkout 无收银员的
例：Its new Amazon Fresh grocery chain and Amazon Go cashierless stores barely chip in.
新成立的亚马逊生鲜连锁超市和亚马逊 Go 无收银员商店几乎都没有贡献。
5. **beloved** /bɪ'lʌvɪd/ adj. 四级 考研 loved very much by somebody; very popular with somebody 钟爱的；深受喜爱的
例：She ran one of the little tea rooms so beloved of Londoners at the turn of the century.
她经营了一间在本世纪初深受伦敦人喜爱的那类小茶馆。
6. **minimise** /'mɪnɪmaɪz/ v. 考研 to reduce something, especially something bad, to the lowest possible level 使减少到最低限度
例：Good hygiene helps to minimize the risk of infection.
保持清洁有助于最大限度地减少感染的危险。
7. **till** /tɪl/ n. 四级 高考 考研 the place where you pay for goods in a large shop (大商店中的) 交款处，收银台
8. **hunter-gatherer** /,hʌntər 'gæðərər/ n. a member of a group of people who do not live in one place but move around and live by hunting, fishing and gathering plants 狩猎采集者：指古代人类社会中以狩猎和采集为主要生存方式的人群。
9. **jostle** /'dʒɔ:sl/ v. 专八 to push roughly against somebody in a crowd (在人群中) 挤，推，撞，揉
例：The market was full of people jostling and fighting their way to the stalls.
市场上到处都是人们争吵不休，争着进入摊位。
10. **fellow** /'feləʊ/ adj. 四级 高考 考研 used to describe somebody who is the same as you in some way, or in the same situation 同类的；同事的；同伴的；同情况的

例：From the outset of his illness, he has been driven to help fellow sufferers.

从他患病开始，他就一直被迫帮助其他患者。

11. **rack** /ræk/ n. 四级 GRE 考研 a piece of equipment, usually made of metal or wooden bars, that is used for holding things or for hanging things on 支架；架子

【词组】

1. **basket case** : a country or an organization whose economic situation is very bad 经济状况极差的国家（或机构）

例：Such a view would have been unimaginable only 12 years ago when Angola's devastating 27-year civil war had just ended, leaving it a basket case.

如此的景象在十二年前是无法想象的，那时安哥拉刚刚结束持续了 27 年的毁灭性内战，留下了一堆烂摊子。

2. **from strength to strength** : to become more and more successful 越来越兴旺发达；不断取得成功

例：Since her appointment the department has gone from strength to strength.

自她上任以来，这个部门越来越兴旺了。

【特殊名称】

1. **Whole Foods** : Whole Foods Market, the largest American chain of supermarkets that specializes in natural and organic foods. 全食超市

全食超市，美国最大的连锁超市，专营天然有机食品。

2. **just walk out** : Amazon's Just Walk Out technology uses the same types of technologies used in self-driving cars (computer vision, sensor fusion, and deep learning, for example) to create a seamless experience where people can walk into a store, take what they want, and get going without stopping or waiting in line to pay.

亚马逊的 Just Walk Out 技术使用了与自动驾驶汽车相同类型的技术（例如计算机视觉、传感器融合和深度学习），以创造一种无缝体验，让人们可以走进商店，拿走他们想要的东西，然后离开，无需停留或排队付款。

3. **Columbian Exchange**: The Columbian Exchange or Grand Exchange was the widespread transfer of animals, plants, culture, human populations, technology, and ideas between the American and Afro-Eurasian hemispheres in the 15th and 16th centuries, related to European colonization and trade after Christopher Columbus's 1492 voyage. Although unlikely to be intentional at the time, communicable diseases were a byproduct of the Exchange.

哥伦布交换或大交换是指 15 世纪和 16 世纪在美洲和非洲-欧亚两个半球之间进行的动物、植物、文化、人口、技术和思想的广泛转移。与 1492 年克里斯托弗·哥伦布航海后的欧洲殖民和贸易有关。虽然当时不太可能是故意的，但传染病是交换的副产品。

【长难句】

What may cut down on time-wasting queues also minimises what some people love about shopping: the human

interaction at the till, the hunter-gatherer instinct as they jostle at the meat counter, the Columbian exchange between fellow foodies at the spice rack.

句子主干部分为 What may cut down on time-wasting queues also minimises what some people love about shopping,

意为：减少排队浪费时间的时候，也会减少一些人对购物的喜爱

the human interaction at the till, the hunter-gatherer instinct as they jostle at the meat counter, the Columbian exchange between fellow foodies at the spice rack 为同位语，解释说明 what some people love about shopping，

意为：在收银台前的人际互动、在肉类柜台前挤来挤去的狩猎者本能、在调料架前美食家之间的哥伦布大交换

其中，as they jostle at the meat counter 为时间状语，意为：在肉类柜台前挤来挤去时的

between fellow foodies at the spice rack 是后置定语，修饰限定 the Columbian exchange，意为：在调料架前美食家之间的（哥伦布大交换）

Amazon is trying to refresh the experience. Last year it recruited Tony Hoggett, a former executive from Tesco, a British supermarket chain, to bring grocery nous to a business hitherto obsessed with overhead cameras, QR codes and data collection. The Brit, who started out as a Tesco “trolley boy” aged 16, has a big job. When Schumpeter visited an Amazon Fresh store in Los Angeles recently, the fresh-meat and -fish counters were so barren they looked like part of a going-out-of-business sale. He bought one of the three rotisserie chickens on display out of sympathy, because he feared they had been there all day.

亚马逊正试图刷新这种体验。去年，亚马逊聘请了英国连锁超市特易购(Tesco)的前高管托尼·霍格特，为这个一直沉迷于高空摄像头、二维码和数据收集的公司带来杂货知识。这位16岁就从特易购“推车小弟”做起的英国人肩负着一项艰巨的任务。最近，当熊彼特访问洛杉矶的一家亚马逊生鲜店时，鲜肉和鲜鱼柜台非常空荡荡，看起来就像即将倒闭的大甩卖。出于同情，他从陈列的三只烤鸡中买了一只，因为他担心它们已经放在那里一整天了。

【词汇】

1. **nous** /naʊs/ n. intelligence and the ability to think and act in a practical way 智力；理性；常识
2. **hitherto** /ˌhɪðərˈtuː/ adv. 六级 GMAT 考研 雅思 until now; until the particular time you are talking about 迄今；直到某时
例：Her life hitherto had been devoid of adventure.\迄今为止，她的生活中没有冒险。
3. **trolley** /ˈtrɔːli/ n. 六级 考研 a small vehicle with wheels that can be pushed or pulled along and is used for carrying things 手推车；手拉车

4. **barren** /'bærən/ adj. 六级 GRE GMAT 考研 雅思 If you describe a room or a place as barren, you do not like it because it has almost no furniture or other objects in it. 空荡荡的

例：Six stale loaves of brown bread formed a dark blot on the otherwise barren shelves.

6条变质的黑面包在原本空荡荡的架子上堆出了一个黑点儿。

5. **rotisserie** /rəʊ'tɪsəri/ n. a piece of equipment for cooking meat that turns it around on a long straight piece of metal 烤肉店，烤肉铺；电转烤肉架

【长难句】

Last year it recruited Tony Hoggett, a former executive from Tesco, a British supermarket chain, to bring grocery nous to a business hitherto obsessed with overhead cameras, QR codes and data collection.

句子主干部分为 it recruited Tony Hoggett to bring grocery nous to a business，意为：亚马逊聘请了托尼·霍格特，为这个公司带来杂货知识

其中，to bring grocery nous to a business 为目的从句，意为：为这个公司带来杂货知识

Last year 为时间状语，意为：去年

a former executive from Tesco 是同位语，解释说明 Tony Hoggett，意为：特易购（Tesco）的前高管

a British supermarket chain 是同位语，解释说明 Tesco，意为：英国连锁超市

hitherto obsessed with overhead cameras, QR codes and data collection 为后置定语，修饰限定 business，意为：这个一直沉迷于高空摄像头、二维码和数据收集的（公司）

Under Mr Hoggett, Amazon is trying to make the Fresh stores less **soulless**. Human cashiers and self-checkouts are back for those who prefer them. Whole Foods' **expertise** is being used to rethink store location. It is part of an effort to make grocery shopping on Amazon as **habitual** as it is at a Walmart. Andy Jassy, the CEO, says it is aiming to build a "mass grocery format" **commensurate** with Amazon's size. Yet if anything Walmart looks more likely to **invade** Amazon's **territory** than the other way around.

在霍格特的领导下，亚马逊正试图让生鲜商店不再那么没有灵魂。人工收银员和自助收银机又回到了那些喜欢它们的顾客身边。全食超市的专业知识正被用来重新考虑商店的选址。这是亚马逊努力让人们像在沃尔玛购物一样习惯在亚马逊上购买食品杂货的一部分。亚马逊首席执行官安迪·贾西（Andy Jassy）说，它的目标是打造一个与亚马逊规模相称的“大众杂货业态”。然而，沃尔玛似乎更有可能侵入亚马逊的领地，而不是亚马逊入侵沃尔玛。

【词汇】

1. **soulless** /'səʊlləs/ adj. not having any attractive or interesting qualities that make people feel happy 没有灵魂的；呆板的；乏味的

例：They live in soulless concrete blocks.

他们住在了无生气的混凝土楼房里。

2. **expertise** /,ekspɜːr'tiːz/ n. GRE GMAT 考研 专八 雅思 托福 expert knowledge or skill in a particular subject, activity or job 专门知识；专门技能；专长

3. **habitual** /hə'bitʃuəl/ adj. 四级 usual for or typical of somebody/something 惯常的；典型的

例：She reverted to her habitual frown.

她又开始习惯性地紧锁双眉了。

4. **commensurate** /kə'menʃərət/ adj. GRE GMAT 专八 matching something in size, importance, quality, etc. (在大小、重要性、质量等方面) 相称的，相当的

例：Salary will be commensurate with experience.

薪金将会与资历相称。

5. **invade** /ɪn'veɪd/ v. 四级 GMAT 考研 to enter a country, town, etc. using military force in order to take control of it 入侵；侵略；侵犯

例：Malaysian timber companies are invading their world.

马来西亚的木材公司正在入侵他们的世界。

6. **territory** /'terətɔːri/ n. 四级 GMAT 考研 land that is under the control of a particular country or political leader 领土；版图；领地

Neither firm thinks of itself as competing **head-to-head** with the other. But they are, because both have big growth ambitions. For Walmart, that means expanding its e-business beyond grocery into general **merchandise**, as well as attracting higher-income online customers. Both of these are Amazon's **forte**. For Amazon, it means a bigger presence in grocery, both online—where food shopping still accounts for only about 10% of America's \$800bn supermarket

两家公司都不认为自己在与对方正面交锋。但它们的确如此，因为两家公司都有巨大的发展野心。对沃尔玛来说，这意味着要将其电子商务从杂货扩展到日用百货，并吸引收入更高的在线客户。而这两点正是亚马逊的强项。对亚马逊来说，这意味着要在食品杂货领域占据更大的市场份额，包括线上（在美国 8000 亿美元的超市业务中，食品购物仍然只占 10% 左右）

business—and offline.

和线下。

【词汇】

1. **head-to-head** /ˌhed tə 'hed/ adj. in which two people or groups face each other directly in order to decide the result of a competition or an argument 正面交锋的；面对面的

例：They are set to meet head-to-head in next week's final.

他们将在下个星期的决赛中正面交锋。

2. **merchandise** /'mɜ:rtʃəndaɪs/, /'mɜ:rtʃəndaɪz/ n. 六级 GRE 考研 goods that are bought or sold; goods that are for sale in a shop 商品；货品

3. **forte** /fɔ:rt/ n. GRE GMAT 专八 雅思 托福 a thing that somebody does particularly well 专长；特长

In **bricks-and-mortar**, Walmart's lead is huge. It has the largest **footprint** in America, with about 4,700 outlets, compared with 530 Whole Foods, 44 Amazon Fresh and 22 Amazon Go shops. Grocery accounts for most of its sales, whereas for Amazon they are a **sliver**. Its "everyday low prices" work: a survey by MoffettNathanson, a research firm, found equivalent products at Amazon Fresh were far pricier. Walmart's speed of delivery matches Amazon's.

在实体店方面，沃尔玛的领先优势是巨大的。沃尔玛在美国拥有最多的网点，约有 4700 家门店，而全食超市有 530 家，亚马逊生鲜超市有 44 家，亚马逊 Go 有 22 家。杂货占其销售额的大部分，而对亚马逊来说，杂货只是一小部分。沃尔玛的“每日低价”发挥了作用：研究公司 MoffettNathanson 的一项调查发现，亚马逊生鲜的同类产品价格要高得多。沃尔玛的配送速度与亚马逊不相上下。

【词汇】

1. **bricks-and-mortar** /ˌbrɪks n 'mɔ:rtər/ n. a business that operates from a shop or a building that customers visit, rather than only online 实体店；实体企业

2. **footprint** /'fʊtprɪnt/ n. 专八 a trace suggesting that something was once present or felt or otherwise important 占用空间；覆盖区

3. **sliver** /'slɪvər/ n. GRE 专八 a small or thin piece of something that is cut or broken off from a larger piece (切下或碎裂的) 小块，薄片

Moreover, Walmart appears to be **making** more **headway** **with** online selling and advertising than Amazon is with its real-world stores. Walmart's online sales were estimated at \$82bn last fiscal year, more than four times Amazon's physical-store sales. It appears to be borrowing Amazon's model of attracting third-party sellers to its site in order to increase the **assortment** of products, raise logistics revenue and boost advertising. Last year Walmart's ad sales grew by 30%, to \$2.7bn. That is still a fraction of Amazon's total. But there is no reason why Walmart should not catch up, thinks Simeon Gutman of Morgan Stanley, an investment bank.

此外，与亚马逊的实体店相比，沃尔玛似乎在网上销售和广告方面取得了更大的进展。据估计，上一财年，沃尔玛的在线销售额为 820 亿美元，是亚马逊实体店销售额的四倍多。它似乎正在借鉴亚马逊的模式，吸引第三方卖家入驻其网站，以增加产品种类、提高物流收入并促进广告业务。去年，沃尔玛的广告销售额增长了 30%，达到 27 亿美元。这仍然只是亚马逊总额的一小部分。但投资银行摩根士丹利的西蒙·古特曼认为，沃尔玛没有理由不迎头赶上。

【词汇】

1. **assortment** /ə'sɔ:rtmənt/ n. 专八 a collection of different things or of different types of the same thing 各种各样

【词组】

1. **make headway with** : to make progress, especially when this is slow or difficult 取得进展

例：We have made some headway towards solving the problem.

我们在解决问题上取得了一些进展。

Amazon could leap up the **league table** by buying a large supermarket chain. Given the **antitrust** pressure on big tech, though, this is probably **off the table**. If a build-rather-than-buy approach is its only option, it will have to do a much better job of explaining how it will make this profitable. As it continues to waste time experimenting, Walmart is **ably** copying its best moves.

亚马逊可以通过收购大型连锁超市跃居榜首。不过，考虑到大型科技公司面临的反垄断压力，这很可能是不可能的。如果亚马逊只能选择“自创代替收购”的方式，那么它就必须更好地解释如何实现盈利。亚马逊在继续浪费时间做实验的同时，沃尔玛也在巧妙地复制亚马逊的绝招。

【词汇】

1. **antitrust** /,ænti'trʌst/, /,æntaɪ'trʌst/ adj. GMAT preventing companies or groups of companies from controlling prices unfairly 反托拉斯的；反垄断的

例：The jury found that the NFL had violated antitrust laws.

该陪审团判定全美橄榄球联盟违反了反垄断法规。

2. **ably** /'eɪbli/ adv. 专八 well and with skill 能干地

例：We were ably assisted by a team of volunteers.

我们得到一批志愿者的大力协助。

【词组】

1. **league table** : a list in which people, teams, or organizations are shown in order of their success or quality 排名表

例：The team slipped to the foot of the Northern League table.

该队成绩滑落到北方联赛垫底的位置了。

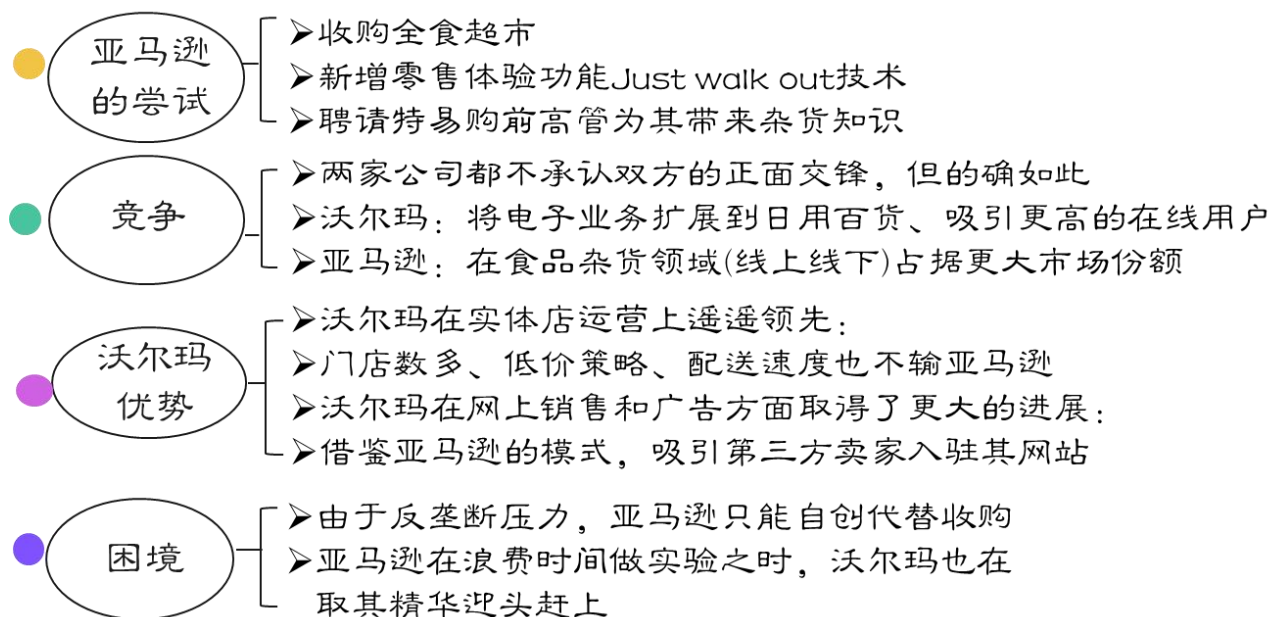
2. **off the table** : to be withdrawn or no longer available, as for consideration, acceptance, discussion, etc. 不可能的；不予考虑的

例：There's precious little to do in this town.

这个镇上没有多少可做的事。

总结

1) 文章架构



2) 同义替换

✓ 减少

cut down

What may cut down on time-wasting queues

减少排队浪费时间的

minimise

also minimises what some people love about shopping

也会减少一些人对购物的喜爱

其他： reduce/slash/abate

例：The packets are measured to reduce waste.

测量包裹尺寸以减少浪费。

✓ 实体店

physical store

the “just walk out” technology in physical stores

实体店的“直接走出去”技术

bricks-and-mortar

In bricks-and-mortar, Walmart’s lead is huge.

在实体店方面，沃尔玛的领先优势是巨大的。

其他：hypostatic store/entity store

例：I claim in the website that has hypostatic store saw good clothing.

我在一间自称有实体店的网站看了不错的衣服。

3) 一词多义

✓ format

- ✓ 文章原句：with weak results at Whole Foods and in other formats. 其在全食超市和其他超市的表现都不佳

✓ 释义：

① **The format of something is the way or order in which it is arranged and presented.** 样式；格式；形式

I had met with him to explain the format of the programme and what we had in mind.

我已经和他当面解释了我们节目的形式以及我们的想法。

② **the general arrangement, plan, design, etc. of sth** 总体安排；计划；设计

The format of the new quiz show has proved popular.

新的智力竞赛节目的总体安排结果证明很受欢迎。

③ **the shape and size of a book, magazine, etc.** (出版物的) 版式，开本

The book is now available in a slightly smaller format.

这本书现在有略小一些的开本在售。

④ **the way in which data is stored or held to be worked on by a computer** 格式

The images are stored in a digital format within the database.

图像以数字格式存储在数据库中。

✓ **barren**

✓ 文章原句：the fresh-meat and -fish counters were so barren they looked like part of a going-out-of-business sale. 鲜肉和鲜鱼柜台非常空荡荡，看起来就像即将倒闭的大甩卖。

✓ 释义：

① **If you describe a room or a place as barren, you do not like it because it has almost no furniture or other objects in it.** 空荡荡的

Six stale loaves of brown bread formed a dark blot on the otherwise barren shelves.

6条变质的黑面包在原本空荡荡的架子上堆出了一个黑点儿。

② **not good enough for plants to grow on it** 贫瘠的；不毛的

No crops can be grown on this barren land.

这片贫瘠的土地无法种植庄稼。

③ **not producing fruit or seeds** 不结果实的

The barren trees are cut down by the old man.

老人砍了那些不结果的树。

④ **not able to produce young animals** 不育的；不孕的

He prayed that his barren wife would one day have a child.

他祈祷自己不孕的妻子有朝一日能怀上宝宝。

⑤ **not producing anything useful or successful** 无益的；无效果的

It was useless to continue such a barren argument.

继续这种毫无结果的争论是无用的。

4) 仿写训练

✓ 描述两方竞争

✓ 文章原句：

Neither firm thinks of itself as competing head-to-head with the other. But they are, because both have big growth ambitions. For Walmart, that means expanding its e-business beyond grocery into general merchandise, as well as attracting higher-income online customers. Both of these are Amazon's forte. For Amazon, it means a bigger presence in grocery, both online—where food shopping still accounts for only about 10% of America's \$800bn supermarket business—and offline.

✓ 句型：

Neither... thinks of itself as competing head-to-head with the other 两个...都不认为自己在与对方正面交锋。

But they are, ... 但它们的确如此

For A... 对于 A 来说...

For B... 对于 B 来说...

✓ 仿写示例：

Neither car brand thinks of itself as competing head-to-head with the other. But they are. For Chevrolet, the brand cannot match Ford's brand influence. For Ford, it cannot match Chevrolet in terms of quality consistency and reliability.

✓ 仿写作业——描述手机品牌两方竞争

两个手机品牌都不认为自己在与对方正面交锋。

但它们的确如此。

对于小米来说，虽然其在国内市场表现不俗，但从全球市场份额来看，小米远远落后于华为。

对于华为来说，虽然小米和华为都是以价格亲民而著称的品牌，但小米的性价比更胜一筹。

5) 主题词总结

今日主题——超市运营

1. supermarket business	超市业务
2. grocery	杂货超市
3. retail experience	零售体验
4. till	收银台
5. meat counter	肉类柜台
6. spice rack	调料架
7. supermarket chain	连锁超市
8. cashier	收银员
9. self-checkout	自助收银机