

讲义

Schumpeter

熊彼特

**Bello, buono e ben fatto**

美观大方，制作精良

Why Europe keeps winning at luxury goods

为什么欧洲在奢侈品领域一直领先

选自：The Economist December 23rd 2023 edition Business

At this year's holiday **soirées** luxury bosses may be **stingier** than usual with the champagne. It has not been a **sparkling** six months for the industry, as **well-heeled** consumers from East to West have **tempered** the excesses of recent years. The S&P global luxury index, which tracks the industry's performance, is down by 9% since the middle of the year. Still, the **purveyors** of **splendour** need not **forgo** the **merrymaking** altogether. The global market for personal luxury goods, from handbags to **haute couture** and **horology**, grew by 4% this year, reckons Bain, a consultancy. That is disappointing compared with 20% last year—but nothing to **scoff** at amid fears of a slowing global economy.

在今年的节日聚会上，奢侈品公司老板们可能会比往年更吝惜香槟。从东方到西方，富裕的消费者对近几年的过度消费有所收敛，这六个月对于奢侈品行业来说并不是闪闪发光的。追踪该行业表现的标准普尔全球奢侈品指数自今年年中以来下跌了9%。尽管如此，奢侈品供应商仍不必完全放弃欢乐。咨询公司贝恩认为，从手袋到高级时装和钟表，全球个人奢侈品市场今年增长了4%。与去年的20%相比，这是令人失望的——但在全球经济放缓的担忧下，这并不是什么值得嘲笑的事情。

## 【词汇】

1. **soirée** /swɑ:ˈreɪ/ n. a formal party in the evening, especially at somebody's home 社交晚会
2. **stingy** /ˈstɪndʒi/ adj. **GRE** **托福** not given or giving willingly; not generous, especially with money 小气的；吝啬的  
例：Don't be so stingy with the cream!

别那么舍不得放奶油！

3. **sparkling** /'spɑ:rkliŋ/ adj. excellent; of very good quality 斐然的，辉煌的

例：The big stores have had another year of sparkling results.

大型商店又有了辉煌的一年。

4. **well-heeled** /,wel 'hi:ld/ adj. having a lot of money 有钱的；富有的

例：Child benefit, for example, goes to all parents no matter how well-heeled they are.

以儿童津贴为例，它直接到了父母的口袋，而不论这些父母本身多么富有。

5. **temper** /'tempər/ v. 四级 GRE 考研 to make something less severe by adding something that has the opposite effect 使缓和；使温和

例：Yet if so, perhaps renewables should be tempered elsewhere.

倘若如此，其他地区的可再生能源理应有所缓解。

6. **purveyor** /pər'veɪər/ n. a person or company that supplies something 提供者；供应商；供应公司

7. **splendour** /'splendər/ n. GMAT grand and impressive beauty 壮丽；雄伟；豪华；华丽

8. **forgo** /fɔ:r'gəʊ/ v. GRE to decide not to have or do something that you would like to have or do 放弃，弃绝

例：Time to prepare was a luxury he would have to forgo.

因为时间不够，他不得不放弃做准备工作。

9. **merrymaking** /'merimeɪkɪŋ/ n. fun and pleasure with singing, laughing, drinking, etc. 嬉笑玩乐；行乐

10. **haute couture** /,əʊt ku'tɔ:ər/ n. the business of making fashionable and expensive clothes; the clothes made in this business 高档女子时装业；高档女子时装

11. **horology** /hə'reɪ:lədʒi/ n. GRE the art of making clocks and watches 钟表制造术

12. **scoff** /ska:f/ v. 六级 GRE to talk about somebody/something in a way that makes it clear that you think they are stupid or silly 嘲笑；讥讽

例：He scoffed at our amateurish attempts.

他对我们不在行的尝试嗤之以鼻。

<同义替换>mock

### 【特殊名称】

1. **Bello, buono e ben fatto** : Beautiful, good and well done (in Italian) 漂亮、好、做得好（意大利语）

The past two decades have been remarkable for the industry. Global sales have tripled to nearly \$400bn, thanks largely to a **swelling** of **the ranks** of crazy rich Asians. The biggest beneficiaries of the boom have been European companies. These account for around two-thirds of luxury-goods sales, according to Deloitte, another consultancy, and nine of the world's ten most valuable luxury brands, according to Kantar, a market-research firm. Bernard Arnault of LVMH, a European luxury **goliath**, is the world's second-richest man. The industry remains a rare bright spot for Europe at a time when the continent seems at risk of fading into economic and technological **irrelevance**. Why has it been so **immune** to foreign competition?

过去二十年对这个行业来说是非同寻常的。全球销售额增长了三倍，达到近4000亿美元，这主要归功于疯狂的亚洲富豪队伍的壮大。这一繁荣的最大受益者是欧洲公司。根据另一家咨询公司德勤的数据，这些公司约占奢侈品销售额的三分之二，根据市场研究公司Kantar的数据，这些品牌占世界十大最有价值奢侈品品牌中的九个。欧洲奢侈品巨头路威酩轩集团（LVMH）的伯纳德·阿诺特（Bernard Arnault）是世界第二富豪。在欧洲大陆似乎面临着经济和技术上逐渐脱节之际，奢侈品行业仍然是欧洲难得的亮点。为什么它能如此不受外国竞争的影响？

### 【词汇】

1. **swell** /swel/ v. 四级 六级 GRE GMAT 高考 考研 to increase or make something increase in number or size (使) 增加, 增大, 扩大

例: We are looking for more volunteers to swell the ranks (= increase the number) of those already helping.

我们期盼有更多的志愿者加入, 以壮大目前正在提供帮助的队伍。

2. **goliath** /gə'laɪəθ/ n. a person or thing that is very large or powerful 巨人; 强大的人(或物)

3. **irrelevance** /ɪ'reləvəns/ n. lack of importance to or connection with a situation 无关紧要; 不相关

4. **immune** /ɪ'mju:n/ adj. GRE GMAT 考研 专八 雅思 托福 not affected by something, especially something that you might expect to be harmful 不受影响

例: Our business is far from immune to economic conditions.

我们的业务远非不受经济状况的影响。

### 【词组】

1. **the ranks**: the members of a particular group or organization (团体或组织的) 成员

例: At 50, he was forced to join the ranks of the unemployed.

他 50 岁时被迫加入了失业行列。

### 【长难句】

These account for around two-thirds of luxury-goods sales, according to Deloitte, another consultancy, and nine of the world's ten most valuable luxury brands, according to Kantar, a market-research firm.

句子主干部分为 These account for around two-thirds of luxury-goods sales and nine of the world's ten most valuable luxury brands, 意为：这些公司约占奢侈品销售额的三分之二和世界十大最有价值奢侈品牌中的九个

according to Deloitte 为插入语，意为：根据德勤的数据

another consultancy 为同位语，补充说明 Deloitte，意为：另一家咨询公司

according to Kantar 为插入语，意为：根据 Kantar 的数据

a market-research firm 为同位语，补充说明 Kantar，意为：市场研究公司

Heritage is one explanation. Europe's luxury firms have ridden high on the world's continuing fascination with the old continent. It is home to seven of the ten most visited countries in the world. Tourists flock to Europe's historic cities to ogle its artworks, taste its local delicacies and drink its fine wines; the rich and famous gather in the summer for lavish parties on the Riviera. In his book, "Selling Europe to the World", Pierre Yves Donzé, a business historian, argues that the ascendancy of European luxury is thanks to "the powerful attraction of an idealised way of life, combining elegance, tradition and hedonism".

传统遗产是一种解释。欧洲的奢侈品公司在世界对这个古老大陆的持续迷恋中一路高歌猛进。在世界上游客最多的十个国家中，欧洲占了七个。游客蜂拥而至欧洲的历史名城，欣赏艺术品，品尝当地美食，畅饮美酒；夏天，富人和名人聚集在里维埃拉参加豪华派对。商业历史学家皮埃尔·伊夫·唐泽在《向世界推销欧洲》一书中认为，欧洲奢侈品的主导地位得益于“一种理想化生活方式的强大吸引力，它将优雅、传统和享乐主义融为一体”。

### 【词汇】

1. **ogle** /'əʊgl/, /'ɑ:gl/ v. GRE to look hard at somebody in an offensive way, usually showing sexual interest 盯着看，痴痴地看

例：He was not in the habit of ogling women.

他没有盯着女人看个没完的习惯。

2. **delicacy** /'delɪkəsi/ n. 专八 a type of food considered to be very special in a particular place 精美的食物；佳肴

例：For example, the sea creatures have grown from a working class food to a tasty delicacy.

比如，海洋生物已经从工人阶级的食物变成了美味佳肴。

3. **ascendancy** /ə'sendənsi/ n. GRE the position of having power or influence over somebody/something 支配地位；

优势；影响

4. **hedonism** /'hedənɪzəm/, /'hi:dənɪzəm/ n. GRE 专八 the belief that pleasure is the most important thing in life 享

乐主义

### 【词组】

1. **ride on** : to depend on something 依赖于；依靠

例：My whole future is riding on this interview.

我的未来全靠这次面试了。

### 【特殊名称】

1. **Riviera** : a coastal area between La Spezia in Italy and Cannes in France 里维埃拉（南欧沿地中海一地区）

### 【长难句】

In his book, “Selling Europe to the World”, Pierre Yves Donzé, a business historian, argues that the ascendancy of European luxury is thanks to “the powerful attraction of an idealised way of life, combining elegance, tradition and hedonism”.

句子主干部分为 Pierre Yves Donzé argues that the ascendancy of European luxury is thanks to “the powerful attraction of an idealised way of life, 意为：皮埃尔·伊夫·唐泽认为，欧洲奢侈品的优势地位得益于一种理想化生活方式的强大吸引力

其中，that the ascendancy of European luxury is thanks to “the powerful attraction of an idealised way of life 为宾语从句，意为：欧洲奢侈品的优势地位得益于一种理想化生活方式的强大吸引力

In his book 为状语，意为：在他的书中

“Selling Europe to the World” 为同位语，补充说明 his book，意为：（他的书）《向世界推销欧洲》

a business historian 为同位语，补充说明 Pierre Yves Donzé，意为：商业历史学家（皮埃尔·伊夫·唐泽）

combining elegance, tradition and hedonism 为状语，意为：将优雅、传统和享乐主义融为一体

Europe, meanwhile, has **entrenched** itself as the centre of design and **craftsmanship** in the luxury business. Three of the “big four” fashion weeks take

与此同时，欧洲已经确立了自己作为奢侈品行业设计和工艺中心的地位。“四大”时装周中有三个都在欧洲的首都举行。纽约是个

place in European capitals. New York, the exception, has **valiantly** tried to build a **cluster** of high-end fashion talent, with design schools to rival those of Milan or Paris. Yet it has lost top designers to European capitals much as Europe has lost **techies** to Silicon Valley. As Mr Ford saw it, “If I was ever going to become a good designer, I had to leave America.”

例外，它曾勇敢地试图建立一个高端时尚人才集群，其设计学院可与米兰或巴黎的设计学院相媲美。然而，就像欧洲的技术人员流失到硅谷一样，纽约的顶级设计师也流失到了欧洲各国首都。在福特先生看来，“如果我想成为一名优秀的设计师，就必须离开美国”。

### 【词汇】

1. **entrench** /ɪn'trentʃ/ v. to establish something very strongly so that it is very difficult to change 使处于牢固地位；牢固确立

例：Sexism is deeply entrenched in our society.

性别歧视在我们这个社会根深蒂固。

2. **craftsmanship** /'kræftsmənʃɪp/ n. the level of skill shown by somebody in making something beautiful with their hands 手艺；技艺

3. **valiantly** /'væliəntli/ adv. in a way that is very brave or determined 英勇地；勇敢地；果敢地；坚定地

例：She tried valiantly to defend him against his critics.

她英勇地为他辩护以捍卫他。

4. **cluster** /'klʌstər/ n. 六级 GRE GMAT 考研 a group of people, animals or things close together (人或动物的) 群，团，组；(物品的) 堆，批

5. **techie** /'teki/ n. a person who is expert in or enthusiastic about technology, especially computers 科技通；科技迷

Europe's luxury champions deserve credit, too, for pursuing strategies that have reinforced their dominance of the industry. They have been steadily buying stakes in their suppliers, giving them a competitive **edge** through greater control of production, notes Thomai Serdari of New York University's Stern Business School. In May Chanel and Brunello Cucinelli, two luxury **houses**, bought a joint 49% stake in Cariaggi Lanificio, an Italian

欧洲的奢侈品巨头们也值得称赞，因为他们采取的战略巩固了自己在该行业的主导地位。纽约大学斯特恩商学院的托马伊·塞尔达里指出，他们一直在稳步购买供应商的股份，通过加强对生产的控制，为自己赢得竞争优势。今年5月，香奈儿和布鲁内罗·库奇内利这两家奢侈品公司联合购买了意大利羊绒供应商



cashmere supplier. Vertical integration in the industry has stretched all the way back to alligator farms in Louisiana and sheep stations in Australia. It has also extended in the other direction, into distribution, with luxury firms increasingly opting to sell directly to shoppers through their own swanky stores, rather than entrusting the customer experience to others.

Cariaggi Lanificio 49%的股份。奢侈品行业的垂直整合一直延伸到路易斯安那州的鳄鱼养殖场和澳大利亚的牧羊场。它还向另一个方向延伸，进入分销领域，奢侈品公司越来越多地选择通过自己的豪华商店直接消费者销售，而不是将客户体验委托给他人。

### 【词汇】

1. **edge** /edʒ/ n. 四级 GMAT 考研 a slight advantage over somebody/something (微弱的) 优势

例: The intensive training she had done gave her the edge over the other runners.

强化训练使她比其他赛跑选手更具优势。

2. **house** /haʊs/ n. a company involved in a particular kind of business; an institution of a particular kind (从事某种生意的) 公司, 机构

3. **cashmere** /'kæʒmɪr/, /'kæfɪr/ n. 专八 fine, soft wool made from the long hair of a type of goat, used especially for making expensive clothes (山羊绒) 开司米; 山羊绒; 克什米尔羊毛

4. **vertical** /'vɜ:rtɪkl/ adj. 四级 GRE 高考 考研 having a structure in which there are top, middle and bottom levels 纵向的

例: Vertical integration links retailers to production and processing.

纵向整合将零售商与生产和加工联系起来。

5. **alligator** /'ælɪgətər/ n. GRE GMAT 专八 a large reptile similar to a crocodile, with a long tail, hard skin and very big jaws, that lives in rivers and lakes in North and South America and China 钝吻鳄

6. **swanky** /'swæŋki/ adj. fashionable and expensive in a way that is intended to impress people 摆阔的; 时髦且豪华的

例: Mr Musk has even ditched the dealership-based sales model, instead opening his own swanky Tesla stores.

马斯克先生甚至放弃了以经销商为基础的销售模式, 转而开设自己时髦的特斯拉商店。

Enthusiasm for horizontal integration among European luxury firms has not been universal. Early in the 2010s Hermès fended off a takeover attempt by LVMH. It has

欧洲奢侈品公司对横向整合的热情并不普遍。早在2010年代初, 爱马仕(Hermès)就抵挡住了路威酩轩集团(LVMH)的收

done just fine on its own—its shares have outperformed LVMH's by more than half over the past five years. Other independent luxury brands, however, have struggled to keep up. That is especially so for Italian firms, which account for 23% of luxury's 100 largest businesses but only 8% of their combined sales, according to Deloitte. Many of these are **multigenerational** family businesses that have **balked** at joining forces with old rivals. If they are to maintain their position at the **ritziest** end of luxury, they may need to **swallow their pride**.

购企图。它自己做得很好——在过去的五年中,爱马仕的股价表现比路威酩轩集团的股价高出一半以上。然而,其他独立奢侈品牌却在奋力追赶。对于意大利公司来说尤其如此,根据德勤的数据,意大利公司在奢侈品百强企业中占23%,但仅占其总销售额的8%。其中许多都是多代同堂的家族企业,它们对与老对手联手踌躇不前。如果它们要保持奢侈品行业中的高端地位,可能需要放下骄傲。

### 【词汇】

1. **horizontal** /ˌhɔːrɪˈzɔːntl/ adj. 四级 考研 flat and level; going across and parallel to the ground rather than going up and down 水平的; 与地面平行的; 横的

例: Economists call the act of buying companies that produce similar products horizontal integration.

经济学家将收购生产类似产品的公司的行为称为横向合并。

2. **multigenerational** adj. consisting of or relating to more than one generation (= a group of people of about the same age) 几代人的

3. **balk** /bɔːk/ v. GRE GMAT 专八 托福 to be unwilling to do something or become involved in something because it is difficult, dangerous, etc. 畏缩; 回避

例: Even biology undergraduates may balk at animal experiments.

面对动物实验,哪怕是生物专业的大学生也会畏缩。

4. **ritzzy** /ˈrɪtzi/ adj. expensive and fashionable 昂贵时髦的; 豪华的

例: Palm Springs has ritzy restaurants and glitzy nightlife.

棕榈泉有高档的餐厅和奢华的夜生活。

### 【词组】

1. **fend off**: to protect yourself from difficult questions, criticisms, etc., especially by avoiding them 避开, 回避(难题、批评等)

例: She managed to fend off questions about new tax increases.

她设法避开了关于新增赋税的问题。



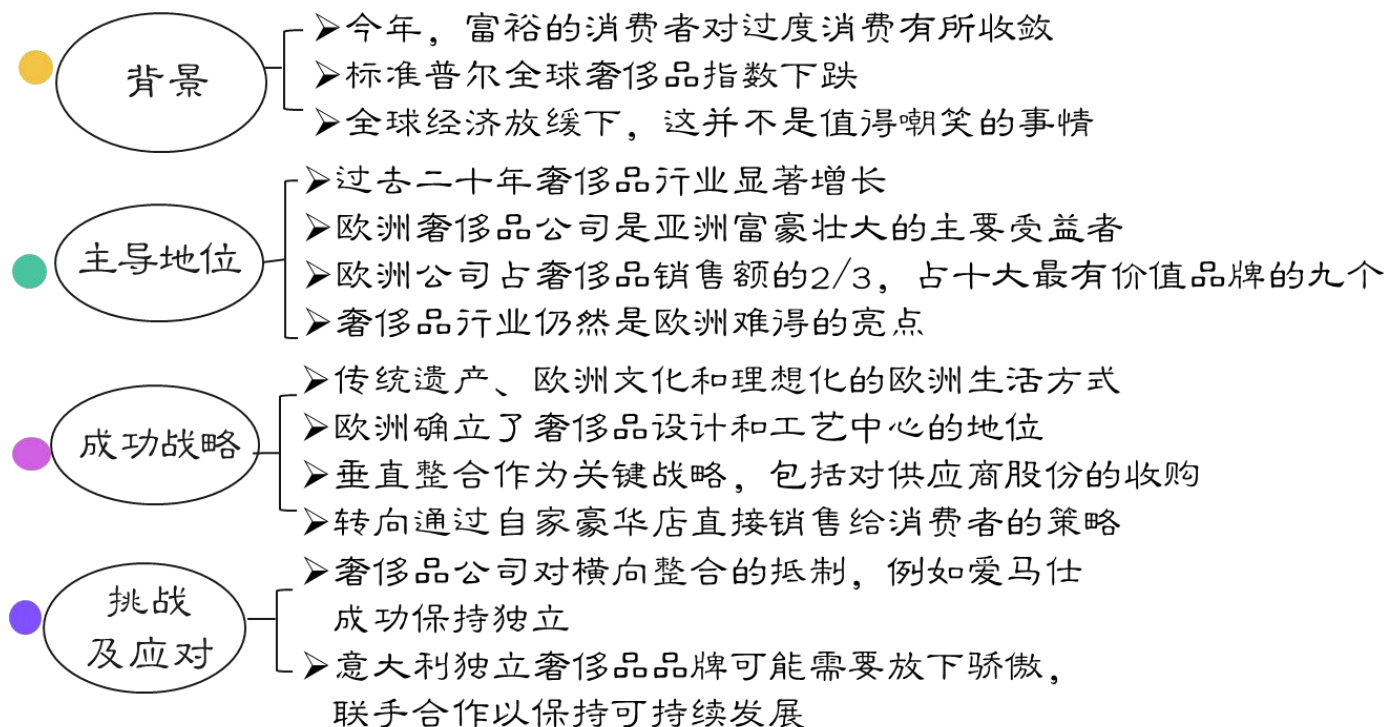
2. **swallow one's pride** : hide one's feelings of pride 收起自尊

例: It's time to swallow your pride and ask for your job back.

这时候你应该收起自尊，讨回那份工作。

总结

## 1) 文章架构



## 2) 同义替换

## ✓ 富裕的

**well-heeled**

as well-heeled consumers from East to West have tempered the excesses of recent years

富裕的消费者对近几年的过度消费有所收敛

**rich**

thanks largely to a swelling of the ranks of crazy rich Asians.

这主要归功于疯狂的亚洲富豪队伍的壮大

**其他：** affluent/well-off/wealthy

例：It's one of the most affluent neighbourhoods in the city.

它是这座城市中最富有的社区之一。

## ✓ 主导地位

**ascendancy**

argues that the ascendancy of European luxury is thanks to...

认为，欧洲奢侈品的主导地位得益于...

**dominance**

for pursuing strategies that have reinforced their dominance of the industry

因为他们采取的战略巩固了自己在该行业的主导地位

其他：leading position/predominance

例：It's our generation that is witnessing the end of Western predominance.

我们这一代人眼看着西方主导地位的终结。

## 3) 一词多义

✓ **delicacy**

- ✓ 文章原句：taste its local delicacies and drink its fine wines 品尝当地美食，畅饮美酒

## ✓ 释义：

① **a type of food considered to be very special in a particular place** 精美的食物；佳肴

For example, the sea creatures have grown from a working class food to a tasty delicacy.

比如，海洋生物已经从工人阶级的食物变成了美味佳肴。

② **the fact of being, or appearing to be, easy to damage or break** 脆弱；娇嫩

He has offended me by his coarseness and then overwhelmed me with his delicacy.

他的粗鲁冒犯了我，然而他的脆弱又叫我为之倾倒。

③ **very careful behaviour in a difficult situation so that nobody is offended** 周到；体贴

She handled the situation with great sensitivity and delicacy.

她慎重而周到地处理了这个情况。

④ **the fact that a situation is difficult and somebody may be easily offended** 棘手；微妙

I need to talk to you about a matter of some delicacy.

我需要与你谈个有点棘手的问题。

✓ **edge**

✓ 文章原句：giving them a competitive edge through greater control of production

通过加强对生产的控制，为自己赢得竞争优势

✓ 释义：

① **a slight advantage over somebody/something** (微弱的) 优势

The intensive training she had done gave her the edge over the other runners.

强化训练使她比其他赛跑选手更具优势。

② **the outside limit of an object, a surface or an area; the part furthest from the centre** 边；

边缘；边线；边沿

I gripped the edge of my desk to steady myself.

我紧紧抓住桌子的边缘以保持平衡。

③ **a strong, often exciting, quality** 锐利；敏锐；尖锐

Her show now has a hard political edge to it.

她现在的表演具有强烈的政治性。

④ **a sharp tone of voice, often showing anger** 尖刻的声调；愤怒的语气

He did his best to remain calm, but there was a distinct edge to his voice.

尽管他竭力保持镇静，话音里仍明显带有怒气。

## 4) 仿写训练

## ✓ 描述原因

## ✓ 文章原句：

Why has it been so immune to foreign competition? Heritage is one explanation... Europe, meanwhile, has entrenched itself as the centre of design and craftsmanship in the luxury business... Europe's luxury champions deserve credit, too, for pursuing strategies that have reinforced their dominance of the industry...

## ✓ 句型：

Why...? 为什么...?

... is one explanation... ...是一种解释...

..., meanwhile, ... 与此同时...

... deserve credit, too, for ... ...也值得称赞，因为...

## ✓ 仿写示例：

Why has the emerging virtual reality technology made its mark in the market? Its captivating immersive experience is one explanation. This sense of immersion satisfies users' desires for deeper experiences. The widespread application of virtual reality technology in training and education, meanwhile, is also a contributing factor to its popularity. The gradual popularity of virtual reality technology and the decreasing costs of hardware devices deserve credit, too, for it enables more users to easily access virtual reality devices and further drive the market penetration of this technology.

## ✓ 仿写作业——描述新型可降解材料兴起的原因

为什么新型可降解材料能够在市场中迅速赢得认可？

法规支持和政策引导是一种解释，这为其在市场中的推广提供了有力的推动力。

与此同时，消费者更愿意选择对环境友好的产品，这促使制造商转向新型可降解材料作为替代方案。

技术创新和研发投入也值得称赞，因为材料性能的提升和多样化的应用领域使其在市场中更具竞争力。

## 5) 主题词总结

今日主题——奢侈品行业	
1. luxury goods	奢侈品
2. handbag	手袋
3. haute couture	高级时装
4. horology	钟表
5. luxury brand	奢侈品牌
6. design	设计
7. craftsmanship	工艺中心
8. high-end fashion	高端时尚