

Test 2

passage 1

Bringing cinnamon to Europe

带肉桂到欧洲

Cinnamon is a sweet, fragrant spice produced from the inner bark of trees of the genus *Cinnamomum*, which is native to the Indian sub-continent. It was known in biblical times, and is mentioned in several books of the Bible, both as an ingredient that was mixed with oils for anointing people's bodies, and also as a token indicating friendship among lovers and friends. In ancient Rome, mourners attending funerals burnt cinnamon to create a pleasant scent. Most often, however, the spice found its primary use as an additive to food and drink. In the Middle Ages, Europeans who could afford the spice used it to flavour food, particularly meat, and to impress those around them with their ability to purchase an expensive condiment from the 'exotic' East. At a banquet, a host would offer guests a plate with various spices piled upon it as a sign of the wealth at his or her disposal. Cinnamon was also reported to have health benefits, and was thought to cure various ailments, such as indigestion.

肉桂是一种甜味、芬芳的香料，产自肉桂树的内层树皮，原产地是印度次大陆。早在圣经时期就已为人们所知晓，在《圣经》的好几个章节中都有所提及，既是作为一种与油混在一起用来涂抹人们身体的原料，也是作为一种展示爱人和朋友间情谊的象征。在古罗马，参加葬礼的哀悼者们会燃烧肉桂来制造一种令人心怡的气味。不过，这种香料最常见的用途，主要还是作为食品和饮料的一种添加剂。在中世纪，买得起这种香料的欧洲人用它来给食物，特别是肉类，进行调味，以及向周围的人炫耀自己有能力购买一种来自于东方的昂贵佐料。在宴会上，主人们会为客人们奉上一个盘子，里面摆放着各式各样的调味品，以此来显示他或她拥有多少财富可供支配。肉桂还被记载为有益健康，被认为能治疗多种小病小痛，例如消化不良。

Toward the end of the Middle Ages, the European middle classes began to desire the lifestyle of the elite, including their consumption of spices. This led to a growth in demand for cinnamon and other spices. At that time, cinnamon was transported by Arab merchants, who closely guarded the secret of the source of the spice from potential rivals. They took it from India, where it was grown, on camels via an overland route to the Mediterranean. Their journey ended when they reached Alexandria. European traders sailed there to purchase their supply of cinnamon, then brought it

back to Venice. The spice then travelled from that great trading city to markets all around Europe. Because the overland trade route allowed for only small quantities of the spice to reach Europe, and because Venice had a virtual monopoly of the trade, the Venetians could set the price of cinnamon exorbitantly high. These prices, coupled with the increasing demand, spurred the search for new routes to Asia by Europeans eager to take part in the spice trade.

到了中世纪末期，欧洲的中产阶级开始渴望精英阶层的生活方式，包括他们对各种香料的消费。这导致了对肉桂和其他调料的需求增长。当时，肉桂是由阿拉伯商人们进行运输的，他们严密地保守着这种香料的来源，不让其他潜在竞争者知道。他们将它从生长之地印度取走，放在骆驼上经由一条路上路线运到地中海地区。他们的旅途终点是亚历山大港，欧洲商人们会航行到那里去购买他们提供的肉桂，再把它带回到威尼斯。这种香料接下来再从这个贸易城辗转去到整个欧洲的市场。由于陆上贸易路线使得每次只能携带少量这种香料到欧洲，也由于威尼斯对这项生意有着实际的垄断权，因此威尼斯人得以将肉桂的价格制定的高得离谱。这样的价位，再加上不断上涨的需求，刺激了急于加入香料贸易的欧洲人去寻找通往亚洲的新路线。

Seeking the high profits promised by the cinnamon market, Portuguese traders arrived on the island of Ceylon in the Indian Ocean toward the end of the 15th century. Before Europeans arrived on the island, the state had organized the cultivation of cinnamon. People belonging to the ethnic group called the Salagama would peel the bark off young shoots of the cinnamon plant in the rainy season, when the wet bark was more pliable. During the peeling process, they curled the bark into the 'stick' shape still associated with the spice today. The Salagama then gave the finished product to the king as a form of tribute. When the Portuguese arrived, they needed to increase production significantly, and so enslaved many other members of the Ceylonese native population, forcing them to work in cinnamon harvesting. In 1518, the Portuguese built a fort on Ceylon, which enabled them to protect the island, so helping them to develop a monopoly in the cinnamon trade and generate very high profits. In the late 16th century, for example, they enjoyed a tenfold profit when shipping cinnamon over a journey of eight days from Ceylon to India.

追逐着肉桂市场的高利润，葡萄牙商人们在接近 15 世纪末的时候来到了印度洋上的锡兰岛。在欧洲人来到岛上之前，当地统治者已经在有组织地进行肉桂采集了。被称为 Salagama 的少数名族会在雨季里将树皮从肉桂树的嫩枝上剥离下来，此时潮湿的树皮更为柔韧可塑。在剥皮的过程中，他们把树皮卷成了直到今天还与这种香料联系在一起的“棍状”。然后 Salagama 人会将制好的成品作为一种

形式的贡品献给国王。等葡萄牙人到达以后，他们需要大幅度增加产量，因此奴役了锡兰岛上许多其他的原住民人口，逼迫他们进行采集肉桂的劳动。在 1518 年，葡萄牙人在锡兰建起了一座堡垒，这令他们得以守护该岛，因此帮他们树立起了肉桂贸易中的垄断地位并产生了极高的利润。例如，在 16 世纪后期，他们通过 8 天的行程将肉桂从锡兰运往印度，从中能够享受 10 倍的利润。

When the Dutch arrived off the coast of southern Asia at the very beginning of the 17th century, they set their sights on displacing the Portuguese as kings of cinnamon. The Dutch allied themselves with Kandy, an inland kingdom on Ceylon. In return for payments of elephants and cinnamon, they protected the native king from the Portuguese. By 1640, the Dutch broke the 150-year Portuguese monopoly when they overran and occupied their factories. By 1658, they had permanently expelled the Portuguese from the island, thereby gaining control of the lucrative cinnamon trade.

当荷兰人在 17 世纪初来到南亚的海岸边时，他们将目光瞄准了代替葡萄牙人成为肉桂之王这个目标。荷兰人与锡兰境内的一个岛国 Kandy 建立了联盟关系，作为对方支付大象和肉桂的回报，他们保护了本土国王不受葡萄牙人的欺压。到 1640 年的时候，荷兰人打破了葡萄牙人 150 年来的垄断，推翻了后者并占领了其工厂。到 1658 年，他们已经永久性地将葡萄牙人从岛上驱逐了出去，由此赢得了对一本万利的肉桂买卖的控制。

In order to protect their hold on the market, the Dutch, like the Portuguese before them, treated the native inhabitants harshly. Because of the need to boost production and satisfy Europe's ever-increasing appetite for cinnamon, the Dutch began to alter the harvesting practices of the Ceylonese. Over time, the supply of cinnamon trees on the island became nearly exhausted, due to systematic stripping of the bark. Eventually, the Dutch began cultivating their own cinnamon trees to supplement the diminishing number of wild trees available for use.

为了保住自己对市场的掌控，荷兰人就像在他们之前的葡萄牙人那样，以非常严格的方式对待岛上的居民。出于不断提升产量的需要，也为了满足欧洲对肉桂不断攀升的胃口，荷兰人开始改变锡兰人的采集方法。随着时间的推移，岛上的肉桂树供应由于大规模的剥皮做法而逐渐几近耗尽。最终，荷兰人开始培植他们自己的肉桂树来补充野生树木数量的减少，以供继续生产使用。

Then, in 1796, the English arrived on Ceylon, thereby displacing the Dutch from their control of

the cinnamon monopoly. By the middle of the 19th century, production of cinnamon reached 1,000 tons a year, after a (lower grade quality of the spice became acceptable to European tastes. By that time, (cinnamon was being grown in other parts of the Indian Ocean region and in the West Indies, Brazil, and Guyana. Not only was a monopoly of cinnamon becoming impossible, but the spice trade overall was diminishing in economic potential, and was eventually superseded by the rise of trade in coffee, tea, chocolate, and sugar.

接下来，在 1796 年，英国人来到了锡兰，就此取代了荷兰人对肉桂的垄断。到 19 世纪中期的时候，一种品质较低的肉桂得到了欧洲人口味的认可，这种香料的生产随后达到了每年 1000 吨。此时，肉桂已经被种植在印度洋地区的其他许多地带，以及西印度群岛、巴西和圭亚那。不但对肉桂的垄断正在变得不再可能，而且这种香料贸易总体上的经济潜力也在缩减，最终被咖啡、茶叶、巧克力和糖的交易上升所超越。

passage 2

Oxytocin

The positive and negative effects of the chemical known as the 'love hormone'

催产素

被称为“爱情荷尔蒙”的化学物质的积极和消极影响

A Oxytocin is a chemical, a hormone produced in the pituitary gland in the brain. It was through various studies focusing on animals that scientists first became aware of the influence of oxytocin. They discovered that it helps reinforce the bonds between prairie voles, which mate for life, and triggers the motherly behaviour that sheep show towards their newborn lambs. It is also released by women in childbirth, strengthening the attachment between mother and baby. Few chemicals have as positive a reputation as oxytocin, which is sometimes referred to as the 'love hormone'. One sniff of it can, it is claimed, make a person more trusting, empathetic, generous and cooperative. It is time, however, to revise this wholly optimistic view. A new wave of studies has shown that its effects vary greatly depending on the person and the circumstances, and it can impact on our social interactions for worse as well as for better.

A 催产素是一种化学物质，一种由脑垂体分泌的荷尔蒙。科学家们最开始注意到催产素的影响是通过在动物身上所做的各种各样的研究。他们发现，它帮助加强草原鼠配偶之间的亲密联系——这种动物一生只有一个配偶，它也能激发母羊

对待初生小羊羔的母性行为。女性在生产过程中也会释放出催产素，加强了母亲与婴儿之间的情感联系。很少有化学物质能够像催产素一样拥有正面的名声，它有时候被称作“爱情荷尔蒙”。据称，只要吸进一丁点，就能使一个人变得更加愿意信任别人、更有同情心、更慷慨并且愿意合作。然而，是时候修正些全部都是乐观的观念了。新一波研究显示：它的效果会根据不同的人 and 场合而有着极大的不同，并且它对我们社会交往行为所产生的影响可好可坏。

B Oxytocin's role in human behaviour first emerged in 2005. In a groundbreaking experiment, Markus Heinrichs and his colleagues at the University of Freiburg, Germany, asked volunteers to do an activity in which they could invest money with an anonymous person who was not guaranteed to be honest. The team found that participants who had sniffed oxytocin via a nasal spray beforehand invested more money than those who received a placebo instead. The study was the start of research into the effects of oxytocin on human interactions. 'For eight years, it was quite a lonesome field,' Heinrichs recalls. 'Now, everyone is interested.' These follow-up studies have shown that after a sniff of the hormone, people become more charitable, better at reading emotions on others' faces and at communicating constructively in arguments. Together, the results fuelled the view that oxytocin universally enhanced the positive aspects of our social nature.

B 催产素在人类行为中所扮演的角色第一次暂露头角是在 2005 年。在一场突破性的实验中，德国弗莱堡大学的 Markus Heinrichs 及其团队要求志愿者们进行一项活动：他们可以把钱投资在一个匿名的人身上，而这个人并不能确保会使诚信的。研究组发现，那些事先吸入了催产素的参与者比那些只吸入了安慰剂的人投资了更多的钱。这项研究开启了对催产素如何作用于人类相互之间行为的探索。“在八年的时间里，它一度是一个无人问津的领域”，Heinrichs 回忆道。“现在，每个人都深感兴趣”这些后续研究显示，在吸入了这种荷尔蒙之后，人们会变得更加慈悲为怀，更善于读懂他人脸上的情绪，以及在意见不合的争论中进行建设性的沟通对话。综合来看，这些研究结果点燃了这样一种观念：催产素广泛提升了我们社交属性中的那些积极方面。

C Then, after a few years, contrasting findings began to emerge. Simone Shamay-Tsoory at the University of Haifa, Israel, found that when volunteers played a competitive game, those who inhaled the hormone showed more pleasure when they beat other players, and felt more envy when others won. What's more, administering oxytocin also has sharply contrasting outcomes depending on a person's disposition. Jennifer Bartz from Mount Sinai School of Medicine, New

York, found that it improves people's ability to read emotions, but only if they are not very socially adept to begin with. Her research also shows that oxytocin in fact reduces cooperation in subjects who are particularly anxious or sensitive to rejection.

C 接下来,几年之后,与此相反的研究发现出现了。以色列海法大学的 Simone Shamay-Tsoory 发现,当志愿者玩竞争性游戏时,那些吸入这种荷尔蒙的人在打败对手时表现出了更多乐趣,而在其他人赢了自己的时候感到更多的嫉妒。更有甚者,使用催产素还会根据一个人的性格特征而呈现出相反的效果。纽约西奈山医学院的 Jennifer Bartz 发现:它能提高人们解读情绪的能力,但这只是在那些人原本就不擅长社交的情况下才会开始起作用。她的研究还显示,催产素实际上在那些尤为焦虑或对别人的拒绝格外敏感的实验对象上,反而降低了他们的合作性。

D Another discovery is that oxytocin's effects vary depending on who we are interacting with. Studies conducted by Carolyn DeClerck of the University of Antwerp, Belgium, revealed that people who had received a dose of oxytocin actually became less cooperative when dealing with complete strangers. Meanwhile, Carsten De Dreu at the University of Amsterdam in the Netherlands discovered that volunteers given oxytocin showed favouritism: Dutch men became quicker to associate positive words with Dutch names than with foreign ones, for example. According to De Dreu, oxytocin drives people to care for those in their social circles and defend them from outside dangers. So, it appears that oxytocin strengthens biases, rather than promoting general goodwill, as was previously thought.

D 另一项发现是:催产素的效果会随着我们互动的对象而产生变化。比利时安特卫普大学的 Carolyn DeClerck 所开展的几项研究表明,吸入了催产素的人在与完全的陌生人打交道时实际上是变得更不合作了。与此同时,荷兰阿姆斯特丹大学的 Carsten De Dreu 也发现,用了催产素的志愿者们表现出了偏好倾向:荷兰人会更迅速地将荷兰语名字而不是一些外国名字与一些积极词汇联系起来。按照 De Dreu 的说法,催产素使人们去关爱处在自己社交圈中的人们并保护他们不受外部危险的侵扰。所以,催产素似乎加强了人们的偏见,而不是像先前以为的那样在整体上提升了人们的善念。

E There were signs of these subtleties from the start. Bartz has recently shown that in almost half of the existing research results, oxytocin influenced only certain individuals or in certain circumstances. Where once researchers took no notice of such findings, now a more nuanced

understanding of oxytocin's effects is propelling investigations down new lines. To Bartz, the key to understanding what the hormone does lies in pinpointing its core function rather than in cataloguing its seemingly endless effects. There are several hypotheses which are not mutually exclusive. Oxytocin could help to reduce anxiety and fear. Or it could simply motivate people to seek out social connections. She believes that oxytocin acts as a chemical spotlight that shines on social clues - a shift in posture, a flicker of the eyes, a dip in the voice - making people more attuned to their social environment. This would explain why it makes us more likely to look others in the eye and improves our ability to identify emotions. But it could also make things worse for people who are overly sensitive or prone to interpreting social cues in the worst light.

E 从一开始，这些微妙的迹象就存在。Bartz 最近指出，在几乎一半的现有研究结果中，催产素都只影响了某些个体或是在某些情况下才起作用。研究者们一度并未对这些发现引起重视，而现在，对催产素效果的更细致的理解正在沿一些新的思路深入推动着调查研究。在 Bartz 看来，理解这种荷尔蒙到底能够做什么的关键在于锁定它的核心功能，而不是去对它那些看似无穷无尽的效用进行分类。有一些彼此之间并不排斥的假说存在。催产素有助于减少焦虑和畏惧。或者它就是能够驱使人们去找到各种社交纽带。她相信催产素的就像某种化学聚光灯，照耀着种种社交线索——姿势的一个改变，眼睛的轻轻一眨，嗓音的突然降低——使得人们更加适应自己的社会环境。这就能够解释为什么它能够让我们更有可能去注视他人的眼睛并能够提升我们辨别情绪的能力。但是，它也可能会令那些过度敏感或倾向于用最坏的方式解读社交线索的人们面临更糟的局面。

F Perhaps we should not be surprised that the oxytocin story has become more perplexing. The hormone is found in everything from octopuses to sheep, and its evolutionary roots stretch back half a billion years. 'It's a very simple and ancient molecule that has been co-opted for many different functions,' says Sue Carter at the University of Illinois, Chicago, USA. 'It affects primitive parts of the brain like the amygdala, so it's going to have many effects on just about everything,' Bartz agrees. 'Oxytocin probably does some very basic things, but once you add our higher-order thinking and social situations, these basic processes could manifest in different ways depending on individual differences and context.'

F 也许我们并不应该对催产素的故事现在已经变得更加复杂而感到吃惊。这种荷尔蒙在从章鱼到绵羊的每种生物身上都能找到，而它的进化根源能够向前追溯五亿年之久。美国芝加哥伊利诺伊大学的 Sue Carter 说：“它是一种非常简单而古老的因子，被组合出了许多不同的功能，它作用于大脑最原始的一些部分，例

如杏仁体，因此它将会对几乎所有的脑活动都产生许多影响。” Bartz 也赞同这个看法。“催产素大概会产生一些非常基础的功用，但是一旦你再加上我们的高阶思维和社会场合因素，这些基础过程就会根据个体差异和环境而呈现出不同的状况。”

passage 3

MAKING THE MOST OF TRENDS

Experts from Harvard Business School give advice to managers

最大化地利用潮流

哈佛商学院的专家给经理人的建议

Most managers can identify the major trends of the day. But in the course of conducting research in a number of industries and working directly with companies, we have discovered that managers often fail to recognize the less obvious but profound ways these trends are influencing consumers' aspirations, attitudes, and behaviors. This is especially true of trends that managers view as peripheral to their core markets.

大多数经理都能分辨出当下的主要潮流。但是在一系列行业中进行研究和直接与各种公司合作的过程中，我们发现经理们往往没能意识到这些潮流正在以并不显著但却意义深远的方式影响着消费者的渴望、态度和行为。对于那些被经理们视为对他们的核心市场来说不怎么沾边的潮流，情况更是如此。

Many ignore trends in their innovation strategies or adopt a wait-and-see approach and let competitors take the lead. At a minimum, such responses mean missed profit opportunities. At the extreme, they can jeopardize a company by ceding to rivals the opportunity to transform the industry. The purpose of this article is twofold: to spur managers to think more expansively about how trends could engender new value propositions in their core markets, and to provide some high-level advice on how to make market research and product development personnel more adept at analyzing and exploiting trends.

许多人在他们的创新战略中会忽视潮流因素，或者采取一种“先等等看”的方式，然后被竞争者占了先机。最轻了说，这样的反应意味着错过盈利的机会。最严重的情况下，这种态度会导致把行业革新的机会让给竞争对手而危害一家公司。本文的目的有两个：驱动经理人去更广泛发散性地思考潮流可以如何在他们的核心

市场内创造新的价值主题，并针对如何使市场调查与产品研发人员更加娴熟地分析和利用潮流提供一些高水平的建议。

One strategy, known as ‘infuse and augment’, is to design a product or service that retains most of the attributes and functions of existing products in the category but adds others that address the needs and desires unleashed by a major trend. A case in point is the Poppy range of handbags, which the firm Coach created in response to the economic downturn of 2008. The Coach brand had been a symbol of opulence and luxury for nearly 70 years, and the most obvious reaction to the downturn would have been to lower prices. However, that would have risked cheapening the brand’s image. Instead, they initiated a consumer-research project which revealed that customers were eager to lift themselves and the country out of tough times. Using these insights, Coach launched the lower-priced Poppy handbags, which were in vibrant colors, and looked more youthful and playful than conventional Coach products. Creating the sub-brand allowed Coach to avert an across-the-board price cut. In contrast to the many companies that responded to the recession by cutting prices, Coach saw the new consumer mindset as an opportunity for innovation and renewal.

有一条策略，称为“浸透与扩充”，是设计一项产品或服务，保留了同类现有产品的大部分特质和功能但又添加了一些能够照顾到一场主要潮流所释放的需求和欲望的新特点。有一个案例是手袋中的“玻琵”系列，由蔻驰公司为了应对2008年的经济衰退所创立。蔻驰品牌作为华丽和奢侈的象征已经有近70年了，原本要应对这场衰退，最显而易见的反应会是降价。然而，那样做将冒着品牌形象贬值的风险。于是他们没有这样去做，而是启动了一项消费者调查项目，发现顾客都渴望将自己和整个国家带出这段艰难的时期。利用这样的发现，蔻驰推出了价位较低的玻琵手袋系列，他们有着浓烈明亮的色彩，比传统的蔻驰产品看起来更为年轻和俏皮。创造这个品牌使蔻驰得以避免了全线降价行为。与许多用减价来应对经济衰退的公司不同，蔻驰视这种新的消费者心为一个创新和自我更新的机遇。

A further example of this strategy was supermarket Tesco’s response to consumers’ growing concerns about the environment. With that in mind, Tesco, one of the world’s top five retailers, introduced its Greener Living program, which demonstrates the company’s commitment to protecting the environment by involving consumers in ways that produce tangible results. For example, Tesco customers can accumulate points for such activities as reusing bags, recycling

cans and printer cartridges, and buying home-insulation materials. Like points earned on regular purchases, these green points can be redeemed for cash. Tesco has not abandoned its traditional retail offerings but augmented its business with these innovations, thereby infusing its value proposition with a green streak.

这种策略的另一个例证是超市 Tesco 在面临消费者们越来越关注环境问题时所作出的反应。了解到这种情况后，Tesco，这个世界最大的五家零售商之一，推出了它的“更环保生活项目”，以此显示这家公司对于环保的承诺，通过一些能产生明显效果的方式让消费者参与其中。比如，Tesco 的顾客可以通过这样一些活动获得积分：反复使用购物袋，回收罐头盒和打印机墨盒，以及购买家居绝缘材料。就像其他常规购物所获得的积分那样，这些环保积分也可以兑换现金。Tesco 并没有摒弃其传统的零售供应，而是利用这些创新扩充了自己的业务，从而为其产品注入了环保的价值。

A more radical strategy is ‘combine and transcend’. This entails combining aspects of the product’s existing value proposition with attributes addressing changes arising from a trend, to create a novel experience - one that may land the company in an entirely new market space. At first glance, spending resources to incorporate elements of a seemingly irrelevant trend into one’s core offerings sounds like it’s hardly worthwhile. But consider Nike’s move to integrate the digital revolution into its reputation for high-performance athletic footwear. In 2006, they teamed up with technology company Apple to launch Nike+, a digital sports kit comprising a sensor that attaches to the running shoe and a wireless receiver that connects to the user’s iPod. By combining Nike’s original value proposition for amateur athletes with one for digital consumers, the Nike+ sports kit and web interface moved the company from a focus on athletic apparel to a new plane of engagement with its customers.

一项更为激进的策略是“融合与超越”。这涉及将产品的现有价值定位与能顾及一场潮流中所产生变化的新特征结合起来，共同创造出一种新奇的体验——这种体验也许能将公司带入一个全新的市场空间。乍看起来，耗费资源去将一场看似毫不相关的潮流的元素融入自身的核心产品之中，好像并不值得。但是我们可以看一下耐克公司的行动：将数码革命融入了其自身的高性能运动鞋概念之中。在 2006 年，他们与科技公司苹果联合推出了“Nike+”，一套数码运动装备，包括一个附加在跑鞋上的传感器和一部连接到用户 ipod 播放器上的无限接收装置。通过将耐克面向业余运动爱好者的原始价值定位于针对数码产品消费者的服务结合起来，“Nike+”运动装备和网络界面将这家公司从专注于运动服饰的着眼点

带向了一个新的吸引其顾客的领域。

A third approach, known as ‘counteract and reaffirm’, involves developing products or services that stress the values traditionally associated with the category in ways that allow consumers to oppose - or at least temporarily escape from - the aspects of trends they view as undesirable. A product that accomplished this is the ME2, a video game created by Canada’s iToys. By reaffirming the toy category’s association with physical play, the ME2 counteracted some of the widely perceived negative impacts of digital gaming devices. Like other handheld games, the device featured a host of exciting interactive games, a foil-color LCD screen, and advanced 3D graphics. What set it apart was that it incorporated the traditional physical component of children’s play: it contained a pedometer, which tracked and awarded points for physical activity (walking, running, biking, skateboarding, climbing stairs). The child could use the points to enhance various virtual skills needed for the video game. The ME2, introduced in mid- 2008, catered to kids’ huge desire to play video games while countering the negatives, such as associations with lack of exercise and obesity.

第三种策略，称为“抵制与重申”，涉及开发这样一些产品或服务，强调的是传统上就与产品序列联系在一起的价值体系，所采用的方式能允许消费者去否定——或者至少是暂时逃离——这场潮流中他们看来不那么吸引人的方面。达成了这一目标的一个产品是 ME2，一款由加拿大 iToy 公司所生产的电子游戏。通过重申这款玩具产品与体育锻炼之间的关联，ME2 得以抵制掉数码游戏设备的一些被大众普遍视为消极因素的不利影响。就像其他手持游戏一样，这款设备成仙了一系列激动人心的互动式游戏，配备全色彩液晶显示屏和先进的立体画面。它的与众不同之处在于它还吸收了儿童游戏的传统运动因素：它内置了一台计步器，可以记录并用积分奖励体育运动（散步、跑步、骑自行车、滑滑板、爬楼梯）。孩子可以使用这些积分来提升玩游戏所需的各种虚拟技能。ME2 在 2008 年中面世，既迎合了儿童想玩电子游戏的极大渴望，又解决了一些负面的问题，例如游戏与缺乏运动和肥胖之间的联系。

Once you have gained perspective on how trend-related changes in consumer opinions and behaviors impact on your category, you can determine which of our three innovation strategies to pursue. When your category’s basic value proposition continues to be meaningful for consumers influenced by the trend, the infuse-and-augment strategy will allow you to reinvigorate the category. If analysis reveals an increasing disparity between your category and consumers’ new

focus, your innovations need to transcend the category to integrate the two worlds. Finally, if aspects of the category clash with undesired outcomes of a trend, such as associations with unhealthy lifestyles, there is an opportunity to counteract those changes by reaffirming the core values of your category.

一旦你能获得关于消费者观念和行为中与时尚潮流有关的那些变化会如何影响到你的产品序列的视角，你就能确定该采用我们这三条创新策略中的哪一条了。当你的产品的基本价值定位对于受到潮流影响的消费者来说仍然是有意义的，“浸透与扩充”策略能令你复兴产品系列。如果分析显示出在你的产品与消费者的新关注点之间有了越来越大的差别，那么你的创新行为就需要超越原有的产品范畴，以此来融合两个不同的世界。最后，如果你的产品的某些方面正好撞上了一场潮流中那些不令人满意的地方，例如与不健康的生活方式之间发生了关联，也就有了一场机遇来通过重申你的产品序列的核心价值以对抗这些变化。

Trends - technological, economic, environmental, social, or political - that affect how people perceive the world around them and shape what they expect from products and services present firms with unique opportunities for growth.

潮流——无论是技术的、经济的、环境的、社会的，还是政治的——只要是影响了人们如何看待周围的世界，并塑造了他们对产品和服务的期待的，为公司提供了成长发展的独特机遇。