

RIPPLE ENGLISH

ACTIVE LEARNING PROGRAM

Workbook for:

“The Everything Store: Passion and Strategy”

問題は解きっぱなしにしないで！

英語資格試験の学習は、**解いた後の復習をしなければほとんど効果はありません。**

答え合わせをしておしまいせず、**テキストの音読練習やリスニング、多読学習などのインプット学習を何度も反復して記憶に定着させましょう。**ホームページからダウンロードできる音読練習用のテキストをぜひご活用ください。

また、数日置いてから再度解き直すのも効果的です。答えを記憶してしまっているかもしれませんが、回答の根拠をなぞりながら繰り返し解くことで有効な復習になります！



The Everything Store: Passion and Strategy

1. 66 percent of US citizens voted in the 2020 presidential election, and 73 percent of US households subscribed to Amazon Prime in 2022. In 1994, Amazon was founded by Jeff Bezos, a Wall Street hedge fund analyst with a computer science degree. In late 1993, he researched the growth of the Internet and concluded that the industry was expanding at a rate of 2300% a year. Being **astonished**, he decided to establish his own business, saying, “things are changing fast. I need to move quickly.”
 2. Fast forward 28 years, Amazon’s growth is one of the iconic stories of the Internet age, and its success is dominant. Traditionally, stock prices in the same sector fluctuate the same way since companies within the same industry are subject to similar market forces, economic conditions, and investor sentiments. However, Amazon’s stock has been inversely correlated to the rest of the retail sector. Over the course of the last two decades, Amazon experienced extraordinary growth as its market capitalization increased from 11 billion to 1.0 trillion, while most retailers either went bankrupt or suffered from poor performance. How has Amazon established its dominance in the retail industry? What will be the potential consequences of its growth for society?
 3. Today, Amazon **lives up to** its mission as the Earth's largest store with the biggest selection, known as the 'everything store'. It's difficult to find something that cannot be purchased on Amazon. But Jeff Bezos knew that it was impossible to build a true ‘everything store’ overnight. So he started providing unlimited selection in at least one important product category.
- (1) The word “astonished” in the passage is closest in meaning to
 - A. disappointed
 - B. persuaded
 - C. hastened
 - D. amazed
 - (2) According to paragraph 2, stock prices of the companies in the same sector move the same way because
 - A. they are affecting to each other.
 - B. they compete for the same group of investors.
 - C. they are in the same environment.
 - D. the market forces them to cooperate.
 - (3) The phrase “lives up to” in the passage is close in meaning, EXCEPT to
 - A. fulfill
 - B. survive
 - C. achieve
 - D. meet

4. He realized that books were the best option for several reasons. First of all, the same books have the exact same quality, whether you buy them onsite or online. When we buy clothes online, for example, we may have to worry whether they fit or not, or the actual texture turns out to be quite different from our expectation. But we don't have to have such concerns for books. Second, unlike food, books never decay and shipping and storing costs would not be expensive. Most importantly, there were three million books in print worldwide, far more than the largest bookstore could ever stock. Therefore, Amazon could take advantage of the internet's ability to offer a larger selection of products than traditional retail stores.
5. **He has been consistent in this strategy.** In 1998, Bezos felt expansion into new categories was urgent as he learned a majority of consumers did not use Amazon.com and were unlikely to start simply because they rarely bought and read books. He formed a team to research product categories that were not commonly found in physical stores and could be easily stocked and shipped through the mail. Amazon executives chose music as the first expansion target, and DVDs as the second.
6. As of 2023, the retail industry could be described as the dominant success of Amazon and the disaster for the rest of the sector. Since the first dot-com boom in 1990s, a number of startups entered the e-commerce sector. But it turns out that Amazon became the powerhouse it is today. It survived and thrived. What factors contributed to Amazon's overwhelming success?
7. One of the defining characteristics of Amazon is its long-term, customer-centered approach. Bezos famously keeps one chair empty in meetings, claiming that it is "for the customer." Amazon ignores short-term profitability and massively spends on enhancing the customer experience. For example, Amazon has continuously invested in automated warehouses and control delivery systems to lower shipping costs, and the money saved was either passed on to customers in the form of lower prices or spent on other service improvements, such as shortening delivery time.

- (4) According to paragraph 4, Jeff Bezos realized that books were the best option NOT because
- A. The quality of books is always the same whether purchased online or onsite.
 - B. Books do not decay and shipping and storing costs are low.
 - C. Amazon could offer a larger selection of books than traditional retail stores due to the vast number of books in print worldwide.
 - D. The quality of books is not important to customers.
- (5) Which of the following text best expresses the essential information in the highlighted sentence?
- He has been consistent in this strategy.**
- A. He has maintained the same approach over time.
 - B. He has abandoned his original plan.
 - C. He has changed his strategy frequently.
 - D. He has been unpredictable in his approach.
- (6) According to the passage, Bezos decided to expand the product category because
- A. there were many competitors.
 - B. e-commerce was booming.
 - C. success in books afforded it.
 - D. many people don't read books.
- (7) According to paragraph 7, What is one way that Amazon invests in enhancing the customer experience?
- A. To make the customer experience more enjoyable
 - B. To reduce shipping costs and increase profitability
 - C. To speed up delivery time and reduce shipping costs
 - D. To increase the number of products available for purchase

8. Bezos also wanted to make it as easy and comfortable as possible for customers to buy things on the site. In 1998, Amazon introduced the 1-Click ordering process, in which the system preloaded a customer’s credit card information and preferred shipping address so that a purchase is executed with a single press of a button. The company willingly invest billions to reduce the friction of online buying even **marginally**. Amazon appeals to our survival instinct to collect more stuff with minimum effort. Now that customers can get whatever they want with a single click in a comfortable sofa for free shipping cost within a couple of days, how could the local bookstore and supermarket possibly compete?
9. From 2018 to 2021, Jeff Bezos held the title of world's wealthiest person, largely due to his ownership of Amazon stock. Although Amazon has been highly valued in the stock market, its balance sheet is not as impressive. The company first turned a profit in Q4 (fourth quarter) of 2001, seven years after its founding, and has since maintained a relatively low level of profitability. In addition to revolutionizing the retail industry, Jeff Bezos also changed the rules of Wall Street. Before Amazon, shareholders funded companies with the expectation of larger returns in the form of profits in a few years. However, Amazon doesn't prioritize short-term profits, and instead promises vision and growth to its shareholders. The story is simple yet compelling: to become the Earth's biggest store by offering lower prices, greater selection, and faster delivery. If this requires a massive investment, Amazon is willing to spare no expense. For example, reducing shipping times from two days to one day would require billions of dollars. By conventional measures, it would not make sense due to the huge investment for a marginal return. However, for Amazon, it makes perfect sense because most competitors cannot afford it. Consumers love the faster shipping, and other retailers have no choice but to fall behind. Bezos has consistently disregarded the short-term needs of investors in pursuit of long-term goals. But Wall Street hardly seems to care. He has earned so much faith from his shareholders that investors are waiting for the day when their patience will finally be rewarded.

- (8) The word “marginally” in the passage is closest in meaning to
- A. negligibly
 - B. drastically
 - C. slowly
 - D. broadly
- (9) According to paragraph 9, How does Amazon differ from traditional companies?
- A. Amazon prioritizes short-term profits over long-term growth.
 - B. Amazon does not promise growth to investors.
 - C. Amazon invests heavily in growth and promises vision and growth to its shareholders.
 - D. Amazon focuses on maintaining high levels of profitability at all times.
- (10) According to paragraph 9, Why does Amazon invest heavily in reducing shipping times?
- A. To reduce shipping costs and increase profitability.
 - B. To provide customers with a better experience and stay ahead of competitors.
 - C. To gain market share by offering lower prices.
 - D. To increase shareholder returns in the short term.

10. In the summer of 2011, 15 workers of Amazon’s fulfillment center in Phoenix suffered heatstroke and were taken to a local hospital, prompting harsh criticism from the public of its unsafe working environment. Today, if you look inside one of their warehouses, you will be shocked, and even disturbed, not by the mistreated employees, but by the absence of employees. In 2012, Amazon quietly acquired Kiva Systems, a sophisticated warehouse robotics firm, for \$775 million. Six years later, human workers were mostly replaced with 45,000 Kiva robots deployed at all of their fulfillment centers, helping process 306 items per second during the Christmas season. It’s going to become increasingly difficult for store owners to justify human workers who call in sick, show up late, and can easily get injured. Robots work 24-7. They never take a day off, never need a bathroom break, or health insurance. Retailers interested in staying in business may have to replace human workers with robots. It is not only warehouse workers that may lose their jobs. Back in 2016, Amazon announced Prime Air, their promise of drone delivery in thirty minutes or less. In terms of employment, Prime Air means we would need less delivery workers in the retail industry in the foreseeable future.
11. Amazon doesn’t talk publicly about robotics, one of its core competencies, because they realize it would soon cause criticism and anxiety for destroying jobs. Compared to traditional retailers, Amazon requires much less human labor force to earn the same amount of revenue. Amazon’s growth now virtually equals job destruction. How will our society address the growing wave of job displacement by disruptive technologies?

(11) According to paragraph 10, retail owners will increasingly be interested in introducing robots because

- A. Retailers can pay robots less than human workers.
- B. robots are more unlikely to cause troubles.
- C. The public is increasingly supportive of replacing human workers with robots.
- D. Human workers are too expensive for retailers to afford.

(12) Within the whole passage, all of the following were mentioned, EXCEPT

- A. Amazon’s market capitalization has almost grown a hundredfold in the last couple of decades.
- B. Human workers have been largely replaced by robots in Amazon warehouses.
- C. Bezos founded Amazon because he wanted to sell books by leveraging the Internet’s capacity.
- D. Amazon seems to be afraid of public reaction against job replacement by technologies.

- (1) D
- (2) C
- (3) B
- (4) D
- (5) A
- (6) D
- (7) C
- (8) A
- (9) C
- (11) B
- (12) C

(1) 文中の“astonished”と意味がもっとも近いのは

- A. disappointed (がっかりした)
- B. persuaded (説得させられた)
- C. hastened (急かされた)
- D. amazed (驚かされた)**

(2) 2段落によると、同じ業界の企業の株価が同じように推移する理由は

According to paragraph 2, stock prices of the companies in the same sector move the same way because

- A. they are affecting to each other. (同じ業界の企業は影響を与えあっているから)
- B. they compete for the same group of investors. (同じ投資家の集団からの投資をめぐって競合するから)
- C. they are in the same environment. (同じ環境にいるから)**
- D. the market forces them to cooperate. (市場がかれらに協力するよう仕向けるから)

(3) 文中の“lives up to”と意味が近くないものは

- A. fulfill (果たす、満たす)
- B. survive (生き残る)**
- C. achieve (達成する)
- D. meet (基準に満たす、応じる)

“lives up to its mission”は「同社のミッションを全うしている」という意味なので、Bだけ意味の方向性がずれている。

(4) 4段落によると、ジェフ・ベゾスが本が最良の選択だと気づいた理由として誤っているのは

- A. The quality of books is always the same whether purchased online or onsite. (本はオンラインで買ってもオフラインで買っても品質に違いがないから)
- B. Books do not decay and shipping and storing costs are low. (本は腐ったりしないため配送や保管のコストが低いから)
- C. Amazon could offer a larger selection of books than traditional retail stores due to the vast number of books in print worldwide. (出版されている本の種類が非常に多いため、アマゾンでは既存の小売業者より多くの品揃えを展開できるから)
- D. The quality of books is not important to customers. (顧客にとって本の質は重要ではないから)**

(5) 文中の下線部の意味をもっともよく表しているのは？

He has been consistent in this strategy. (彼は一貫してこの戦略を取った)

- A. He has maintained the same approach over time. (彼は繰り返し同じ手法に留まった)**
- B. He has abandoned his original plan. (彼は最初の計画を放棄した)
- C. He has changed his strategy frequently. (彼は戦略を頻繁に変更した)
- D. He has been unpredictable in his approach. (彼が採用する手法は予測不可能だった)

(6) 本文によると、ベゾスが商品カテゴリ拡大を決めた理由は

- A. there were many competitors. (競合他社がたくさんいたため)
- B. e-commerce was booming. (電子商取引部門が好況だったから)
- C. success in books afforded it. (本での成功によって余裕が生まれていたから)
- D. many people don't read books. (多くの人は本を読まないから)**

(7) 7段落によると、アマゾンが顧客体験向上のために行った投資の内容として正しいのは

- A. To make the customer experience more enjoyable (顧客体験をもっと楽しいものにする)

B. To reduce shipping costs and increase profitability (配送費用を下げて利益率を上げる)

C. To speed up delivery time and reduce shipping costs (配送時間を早め、配送コストを下げる)

D. To increase the number of products available for purchase (購入できる商品の数を増やす)

Bの前半は正しいが、その浮いたコストは価格を下げることで顧客に還元しているので、利益率を向上させることにはつながっていない。Dも実際にアマゾンは実施しているが、段落中では述べられていない。

(8) 文中の“marginally (わずかに、かろうじて)”と意味が最も近いのは

- A. negligibly (取るに足りないほど、わずかに)**
- B. drastically (抜本的に)
- C. slowly (ゆっくりと)
- D. broadly (幅広く)

(9) 9段落によると、アマゾンは既存の企業と比較してどのように違っているか？

- A. Amazon prioritizes short-term profits over long-term growth. (アマゾンは長期的な成長より短期的な利益を優先する)
- B. Amazon does not promise growth to investors. (アマゾンは投資家に対して成長を約束しない)
- C. Amazon invests heavily in growth and promises vision and growth to its shareholders. (アマゾンは成長のために多額の投資を行い、株主に対してはビジョンと成長を約束する)**
- D. Amazon focuses on maintaining high levels of profitability at all times. (アマゾンは高い収益率を保ち続けることを重視する)

(10) 9段落によると、アマゾンが配送時間短縮に巨額の投資をする理由は

- A. To reduce shipping costs and increase profitability. (配送コストを下げて利益率を高めるため)
 - B. To provide customers with a better experience and stay ahead of competitors. (より良い顧客体験を届け競合他社に抜きん出るため)**
 - C. To gain market share by offering lower prices. (低価格で提供することで市場シェアを獲得するため)
 - D. To increase shareholder returns in the short term. (短期的な株主利益を増やすため)
- 「市場シェアを獲得するため」という部分は正しいためCがややこしいが、配送時間の短縮は価格を下げることには寄与していないので誤り。

(11) 10段落によると、小売業のオーナーがロボット導入にますます興味を持つであろう理由は

- A. Retailers can pay robots less than human workers. (小売業者がロボットに払う金額は人間の労働者より少なくて済むから)
 - B. robots are more unlikely to cause troubles. (ロボットの方が面倒なことを引き起こさないから)**
 - C. The public is increasingly supportive of replacing human workers with robots. (一般大衆は労働者をロボットに置き換えることをますます支持するようになってきているから)
 - D. Human workers are too expensive for retailers to afford. (人間の労働者は高価すぎるから)
- ADも内容としては正しいと思えるが、本文中では述べられておらず、“human workers who call in sick, show up late, and can easily get injured. Robots work 24-7. They never take a day off, never need a bathroom break, or health insurance.”の内容をまるっとざっくり述べているBが正解。

(12) 全本文中で述べられていないのは以下のうち

- A. Amazon's market capitalization has almost grown a hundredfold in the last couple of decades. (アマゾンの時価総額は過去20年間でおよそ100倍に成長した)
 - B. Human workers have been largely replaced by robots in Amazon warehouses. (アマゾンの倉庫では人間の労働者はかなりロボットに置き換えられている)
 - C. Bezos founded Amazon because he wanted to sell books by leveraging the Internet's capacity. (ベゾスはインターネットの可能性を活かして本を売りたいという思いからアマゾンを創業した)**
 - D. Amazon seems to be afraid of public reaction against job replacement by technologies. (アマゾンは雇用の破壊に対する一般大衆の反応を恐れているように思える)
- Cが誤り。ベゾスの動機は、本に限らず「Everything store」を作ることであり、最初の商品カテゴリとして最適なものとして本を選択している。本を売りたいから創業したわけではない。