



微软首席执行官萨蒂亚·纳德拉称必应比谷歌更糟糕，并表示将不惜一切代价改善必应

Microsoft CEO Satya Nadella calls Bing worse than Google, says he will do anything to make it better

中文导读：

微软首席执行官萨蒂亚·纳德拉最近在美国诉谷歌反垄断审判中发表证词，阐述了他对为何必应落后于谷歌的看法。他解释说，在设备上成为默认搜索引擎对于成功至关重要，而谷歌与苹果达成的交易，使谷歌搜索成为 iPhone 上的默认浏览器，这让其他搜索引擎难以竞争。

When it comes to search engines, Google Search is leading the space. While there is a list of search engines available including prominent competitors like Microsoft's Bing, Mozilla's Firefox or Yahoo, nothing has till date beaten and is better than Google. And even Microsoft's CEO Satya Nadella admits this truth. Nadella during his testimony in US v. Google antitrust trial, admitted that his company's search engine Bing lags behind Google's and said that he would do anything to make it better.



在搜索引擎领域，Google Search 一直处于领先地位。尽管有一些其他搜索引擎可供选择，包括微软的必应、Mozilla 的 Firefox 和雅虎等知名竞争对手，但至今没有任何一个搜索引擎能够超越或比得上 Google。甚至微软的首席执行官萨蒂亚·纳德拉也承认了这个事实。在美国诉 Google 反垄断审判中，纳德拉承认，他的公司的搜索引擎必应落后于 Google，并表示他会尽一切努力使它变得更好。

重点词汇：

search engine: n. 搜索引擎；检索引擎

leading: adj. 领先的；主导的

available: adj. 可用的；可获得的

prominent: adj. 杰出的；显著的

competitor: n. 竞争对手；竞争者

beat: v. 打败；战胜

be better than: 比...更好

admit: v. 承认；供认

testimony: n. 证词；证言

antitrust: adj. 反垄断的

trial: n. 审判；审议

lag: v. 落后；滞后

固定搭配：

lag behind: 落后于；滞后

Our team can't afford to lag behind the competition.

(我们的团队不能落后于竞争对手。)

长难句分析：

Nadella during his testimony in US v. Google antitrust trial, admitted that his company's search engine Bing lags behind Google's and said that he would do anything to make it better.

这句话包含了一些复杂的成分和信息：

1. "Nadella during his testimony in US v. Google antitrust trial": 这部分描述了动作发生的背景和时间。它指的是在美国诉谷歌反垄断审判中，Satya Nadella 在作证时的情景。



2. "admitted that his company's search engine Bing lags behind Google's": 这是 Satya Nadella 承认的内容, 他承认了他的公司的搜索引擎 Bing 落后于谷歌。
3. "said that he would do anything to make it better": 这是 Nadella 的表态, 表示他愿意尽一切努力来改进它。

总的来说, 这句话说明了在美国诉谷歌反垄断审判中, 微软的 CEO Satya Nadella 承认了他的公司的搜索引擎 Bing 落后于谷歌, 并表示愿意尽一切努力来改进它。句子结构相对复杂, 包含了多个子句, 用以表达不同的信息。

Explaining why Microsoft wants to compete with Google, Nadella standing on the witness stand, boiled down his answer to one word: money. "I see search as the largest software category out there by far, .. I used to think of Windows and Office as attractive businesses until I saw search," said Nadella, as reported by The Verge. He further explained that despite its inferior market share, Bing has managed to turn a profit for Microsoft.

在解释为什么微软希望与谷歌竞争时, 纳德拉站在证人席上, 将他的回答概括成了一个词: 金钱。根据 The Verge 的报道, 纳德拉说: “我认为搜索是迄今为止最大的软件类别, 直到我看到搜索之前, 我曾认为 Windows 和 Office 是有吸引力的业务。”他进一步解释说, 尽管市场份额较低, 但必应已经成功为微软带来了盈利。

重点词汇:

compete: v. 竞争; 竞赛

witness stand: 作证席; 证人席

category: n. 类别; 种类

out there: 在外面; 存在

by far: 显然; 明显地

attractive: adj. 有吸引力的; 诱人的

market share: 市场份额



profit: n. 利润; 盈利

 **固定搭配:**

boil down to: 归结为; 概括为

The problem can be boiled down to a lack of communication within the team. (问题可以概括为团队内部缺乏沟通。)

turn a profit: 盈利; 获利

Despite the challenges, the company managed to turn a profit this year. (尽管面临挑战, 公司今年还是获利了。)

However, commenting on why Bing hadn't managed to top Google, Nadella blamed Apple for it. He noted that one of the biggest reasons Bing isn't as good as Google is due to Google's massive deal with Apple to make the search engine the default option on the iPhone. He admitted that if Apple had agreed to Microsoft's deal to make Bing its default browser, it would have been a game changer for the company.

然而, 谈到为何必应未能超越谷歌时, 纳德拉将其归咎于苹果。他指出, 必应不如谷歌的一个最大原因是因为谷歌与苹果达成了一项庞大的交易, 使谷歌成为 iPhone 上的默认搜索引擎选项。他承认, 如果苹果同意了微软使必应成为其默认浏览器的提议, 那将对公司带来巨大的改变。

 **重点词汇:**

comment: v. 评论; 发表意见

manage to: 成功; 设法

top: v. 超过; 击败

blamed: v. 责备; 指责

due to: 由于; 因为

massive: adj. 巨大的; 大规模的



deal: n. 交易；协议

default: n. 默认；缺省选项

option: n. 选择；选项

game changer: n. 改变游戏规则的人或事物

固定搭配:

game changer: 改变游戏规则的事物

The introduction of smartphones was a game changer in the mobile industry. (智能手机的推出改变了移动行业的游戏规则。)

长难句分析:

"He noted that one of the biggest reasons Bing isn't as good as Google is due to Google's massive deal with Apple to make the search engine the default option on the iPhone."

这句话包含了一个复杂的因果关系描述:

1. "He noted": 这是句子的主语部分，表示纳德拉的观点。
2. "one of the biggest reasons": 这个短语指出了一个重要原因，即为什么 Bing 不如 Google。
3. "is due to": 这是因果关系的表达，表示原因和结果之间的关系。在这里，它表示 Bing 不如 Google 的原因。
4. "Google's massive deal with Apple to make the search engine the default option on the iPhone": 这是因果关系的原因部分，说明了为什么 Bing 不如 Google。这部分包含了以下要素：
 - "Google's massive deal": 这指的是 Google 与苹果达成的大规模交易。
 - "with Apple": 这说明了 Google 交易的对象是苹果公司。
 - "to make the search engine the default option on the iPhone": 这部分解释了交易的内容，即将 Google 搜索引擎设为 iPhone 的默认选项。

总的来说，这句话解释了为什么 Bing 无法超越 Google，主要原因是谷歌与苹果达成了一项大规模交易，使谷歌搜索引擎成为 iPhone 的默认选项。这个因果关系在句子中清晰地表达出来。



In fact, he even revealed that in order to do 'anything' to make Bing work and make it work with Apple, Microsoft was ready to lose \$15 billion a year, hide the Bing brand for searches made on Apple devices, and submit to any privacy preferences that Apple demanded.

实际上，他甚至透露，为了让必应运行并与苹果合作，微软愿意每年亏损 150 亿美元，为在苹果设备上进行的搜索隐藏必应的品牌，并遵守苹果提出的任何隐私偏好。

重点词汇：

reveal: v. 揭示；透露

in order to: 为了

hide: v. 隐藏；掩盖

brand: n. 品牌

submit to: 服从；顺从

privacy preferences: 隐私偏好

demand: v. 要求；强烈要求

固定搭配：

in order to: 为了

In order to succeed in business, you need a clear strategy. (为了在业务上成功，你需要一个清晰的策略。)

make it work: 使其成功运作

They had to make it work despite the limited resources available. (尽管资源有限，他们不得不使其成功运作。)

submit to: 顺从；服从

She had to submit to the rules and regulations of the organization. (她必须遵守组织的规章制度。)



Nadella quotes that for Microsoft's deal with Apple it was not just money but competitiveness. "We needed to be less greedy and more competitive," he explained.

纳德拉引用微软与苹果的交易，并表示这不仅仅是金钱，更是竞争力的问题。“我们需要更少的贪婪，更多的竞争力，”他解释说。

重点词汇：

quote: v. 引述；引用；n. 引述；引文

deal: n. 交易；协议；v. 处理；对付

competitiveness: n. 竞争力；竞争性

固定搭配：

deal with: 处理；与...打交道

He knows how to deal with difficult customers. (他知道如何处理难缠的客户。)

less greedy and more competitive: 较少贪婪，更具竞争力

To succeed in the market, companies need to be less greedy and more competitive. (为了在市场上成功，公司需要减少贪婪，增强竞争力。)

Nadella explained that if Microsoft's deal with Apple to make Bing the default search engine had worked, it would have led to an increase in "query flow," meaning a significant increase in the number of people using Bing. This, in turn, would have generated more data that the Bing team could use to make the search engine better. As Bing improved and attracted more users, advertisers would have been more interested in using the platform. Nadella called this positive cycle, where a better search engine leads to



more usage, more data, and more advertisers, the "virtuous cycle" of search engines. In Nadella's view, this virtuous cycle could have helped Bing catch up to Google's search quality. However, for Bing, which has struggled to gain user queries, data, advertisers, and users, it has been a vicious cycle.

纳德拉解释说，如果微软与苹果合作，将必应设为默认搜索引擎，这将导致“查询流量”增加，意味着更多人使用必应。这进而会产生更多的数据，必应团队可以用来改进搜索引擎。随着必应的改进和吸引更多用户，广告商将更有兴趣使用这个平台。纳德拉将这个正向循环称为搜索引擎的“良性循环”。在纳德拉看来，这个良性循环本可以帮助必应迎头赶上谷歌的搜索质量。然而，对于必应来说，一直以来都在努力获得用户查询、数据、广告商和用户，却陷入了恶性循环。

重点词汇：

explain: v. 解释；说明

query: n. 查询；疑问；v. 查询

flow: n. 流动；流量

significant: adj. 重要的；显著的

generate: v. 生成；产生

improve: v. 改善；提高

attract: v. 吸引；引起

advertiser: n. 广告商；广告客户

positive cycle: 积极循环

virtuous cycle: 良性循环

vicious cycle: 恶性循环

固定搭配：

virtuous cycle: 良性循环

In a virtuous cycle, each improvement leads to more benefits, creating a positive feedback loop. (在良性循环中，每一项改进都会带来更多的好处，创造出积极的反馈循环。)



vicious cycle: 恶性循环

The company's financial problems have created a vicious cycle of debt and bankruptcy. (公司的财务问题导致了一种恶性的债务和破产循环。)

长难句分析:

Nadella explained that if Microsoft's deal with Apple to make Bing the default search engine had worked, it would have led to an increase in "query flow," meaning a significant increase in the number of people using Bing.

这句话主要表达了如果微软与苹果达成的协议，使 Bing 成为默认搜索引擎成功的话，将会导致“查询流量”的增加，即使用 Bing 的人数显著增加。这句话的结构相对简单，主要包括以下要素：

1. "Nadella explained": 这部分说明了谁在表达观点，即 Satya Nadella。
2. "Microsoft's deal with Apple": 这部分描述了微软与苹果之间的交易协议。
3. "to make Bing the default search engine": 这是对交易协议的详细说明，即将 Bing 设为默认搜索引擎。
4. "had worked": 这是一个虚拟条件句，表示假设这个交易成功发生。
5. "it would have led to an increase in 'query flow'": 这部分说明了成功的交易协议可能会导致的结果，即增加“查询流量”。
6. "meaning a significant increase in the number of people using Bing": 这部分解释了 "query flow" 的含义，即使用 Bing 的人数显著增加。

这句话的主要难点在于理解虚拟条件句的结构和含义，以及词组 "query flow" 的解释。

However, Nadella noted that Microsoft's deal with Apple to make Bing the default search engine for iPhones hadn't gone well. He highlighted that the



deal failed due to the economic advantages of Google's deal with Apple and hinted that Apple might also be reluctant to sever ties with Google due to concerns about potential retaliation.

然而，纳德拉指出，微软与苹果达成的使必应成为 iPhone 默认搜索引擎的交易并没有取得成功。他强调，这次交易的失败是因为谷歌与苹果的交易在经济上更有优势，并且暗示苹果可能也不愿意与谷歌断绝联系，因为担心可能会受到潜在的报复。

重点词汇：

note: v. 注意到；记录

highlight: v. 强调；突出

economic advantage: 经济优势

concern: n. 担忧；忧虑

retaliation: n. 报复；报仇

固定搭配：

economic advantages: 经济优势

The economic advantages of this partnership are clear and significant. (这一合作的经济优势是明显而重要的。)

sever ties with: 断绝关系；切断联系

The company decided to sever ties with their former supplier due to quality issues. (公司决定与他们以前的供应商切断关系，因为存在质量问题。)

Microsoft CEO Satya Nadella believes that being the default search engine is crucial for success, and that Google's financial arrangements with device manufacturers have made it difficult for other search engines like Bing to compete. He also raised concerns about Google's potential to use its popular services like Gmail and YouTube to



promote Chrome, which could lead users to abandon Safari- according to Nadella, this was also the reason why Apple denied Microsoft's deal. Nadella believes that this apprehension is a key reason why Apple and Google maintain their partnership.

微软首席执行官萨提亚·纳德拉认为，成为默认搜索引擎对于成功至关重要，而谷歌与设备制造商的财务协议使得像必应这样的其他搜索引擎难以竞争。他还对谷歌有潜力利用其流行服务如 Gmail 和 YouTube 来推广 Chrome 表示担忧，这可能导致用户放弃 Safari。根据纳德拉的说法，这也是苹果拒绝微软交易的原因之一。纳德拉认为，这种担忧是苹果和谷歌保持合作关系的一个关键原因。

重点词汇：

CEO: n. 首席执行官 (Chief Executive Officer)

crucial: adj. 至关重要的；决定性的

arrangement: n. 安排；安排方式

device manufacturer: 设备制造商

compete: v. 竞争；比赛

raise concern: 提出担忧

potential: adj. 潜在的；可能的

promote: v. 促进；推广

abandon: v. 放弃；抛弃

partnership: n. 合作关系

固定搭配：

raise concerns about: 对...提出担忧

The CEO raised concerns about the company's financial stability. (首席执行官对公司的财务稳定性提出了担忧。)

maintain their partnership: 保持他们的合作关系

The two companies have decided to maintain their partnership for another year. (这两家公司决定再维持一年的合作关系。)

