

火山翻译·第五届全国机器翻译后编辑大赛汉/英互译项目初赛（南部赛区）参考译文

序号	原文	参考译文
1	Google Takes Yet Another Run at E-Commerce—and Amazon	对标亚马逊，谷歌再度争取搭上电商快车
2	Google executive Prabhakar Raghavan recently had an issue with his rose bushes.	谷歌高级副总裁普拉巴卡尔·拉加万（Prabhakar Raghavan）最近发现家中的玫瑰花簇长势不大好。
3	His wife took a photo of the plants on her phone, uploaded the image to Google, identified the culprit and followed a link for a fungicide.	拉加万的妻子用手机拍下玫瑰，上传到谷歌，知道了问题所在，并点击了杀菌剂的购买链接。
4	Then she bought it.	接下来就是付费等待快递。
5	A seamless transaction that didn't involve typing into a search bar, it was a real-life test of sorts for Raghavan's strategic vision.	这种无需搜索栏输入的无缝交易，正是拉加万的商业愿景。
6	A senior vice president responsible for most of Google's largest services—search, maps, advertising and more—the 61-year-old executive is determined to crack e-commerce, a market projected to hit \$2.27 trillion in 2025 that the Alphabet Inc. division has tried and failed to figure out many times before.	但要在现实层面执行并非易事。现年61岁的拉加万日前管理谷歌搜索、地图以及广告等主体业务。他准备带领谷歌再度进军电商领域。电商市场预估2025年营收可达2.27万亿美元，而此前谷歌的行动屡试屡败。
7	In the past, Google has tried emulating Amazon.com Inc.'s online retail and delivery services, with little luck.	过去，谷歌曾试图效仿亚马逊公司的在线零售和送货服务，但并不奏效。
8	Now, under Raghavan, the search giant is positioning itself as a kind of anti-Amazon, a free marketplace for merchants and Amazon rivals that's designed to get consumers more comfortable shopping with Google.	如今在拉加万的带领下，谷歌一反往日效仿亚马逊的在线零售与送货业务的做法，而是重新将自身定位为一个由零售商和其他亚马逊竞争对手进驻的自由市场，为消费者提高更舒适的网购体验。
9	Last week, at Google's I/O software conference, Raghavan and his deputies demonstrated new features they hope will achieve that end, including one that lets visitors use photos to search for nearby retail products or find any item in the physical world with the click of a camera.	在上周的谷歌I/O开发者大会上，拉加万团队展示了关于新业务功能的构想，包括允许用户上传照片搜索距离最近的线下零售商，或是通过一键拍照了解到产品线下购买渠道。
10	And on Tuesday, the company unveiled a feature that lets people go from merchant listings on Google search to their checkout pages in one click.	本周二，谷歌推出的新功能是用户一键从正在浏览的产品页面跳转到购买页面。
11	Raghavan hopes the various initiatives will persuade millions of people to click buy, prompting sellers to purchase many more Google ads.	拉加万希望这些功能帮助促进消费者的成交率，从而提高商户投放谷歌广告的意愿。
12	For Amazon, which built a booming business by essentially renting its digital real estate to small sellers, the risk is that Google could give those brands a pathway to thriving outside its marketplace.	亚马逊的营收来源于租赁数字房地产给零售商。谷歌也想在自己的地盘上采取相同的做法，分一杯羹。
13	That in turn could force the Seattle-based company to more aggressively court sellers with discounts on fees, advertising or logistics services.	为了保证客源，亚马逊可能会在产品定价、广告营销、物流送货等方面给客户更大的优惠。
14	Still, Amazon remains a formidable rival, and Google confronts daunting challenges.	无论如何，对于谷歌而言，挑战亚马逊如此强大的竞争对手困难重重。
15	Its renewed push into e-commerce coincides with a slowdown in online shopping as consumers revert to their pre-pandemic habits.	尽管消费水平回升至疫情发生前，但网购依然没有太大的起色，而谷歌选择了这期间重新冲锋电商行业。
16	Amazon and eBay Inc. both recently reported slowing growth and weak profit outlooks.	亚马逊和eBay公司最近的营收前景惨淡、增长放缓。
17	Moreover, Google has always sought to make its technology fade into the background.	谷歌一直希望技术淡出大众视野。
18	Turning the site into a shopping destination risks wrecking the experience and alienating visitors.	网站若纯粹服务于购物，就会严重影响消费者的购物体验，流失用户。
19	Ahead of the I/O presentation, Raghavan took pains to say shopping on Google would be "super smooth."	在I/O会议作演讲前，拉加万努力宣传，称用户在谷歌的购物体验超级顺利。
20	If the concept works as advertised, he said, "shoppers won't have to think: 'Am I doing a search?'"	他说，一旦概念落地，消费者认为使用谷歌搜索购物，
21	Am I on Amazon or Google?"	与使用亚马逊并无差异。
22	Raghavan is the first Google executive to oversee the technical operations behind both search and the ads division since Sundar Pichai did in 2014, shortly before he became CEO.	拉加万并非负责管理搜索部和广告部技术运营工作的首位高管。2014年，现任谷歌首席执行官的桑达尔·皮查伊（Sundar Pichai）也曾负责该业务。
23	Raghavan is also one of the company's best compensated executives, pulling down \$28.6 million last year in salary and stock grants.	拉加万是谷歌年薪收入最高的员工之一，去年单是工资和股票分红已进账2860万美元。
24	As such, he has the clout to set an ambitious e-commerce strategy and, at least theoretically, get people who traditionally operated in silos to collaborate instead.	这说明他有足够的信心去制定一个电子商务战略蓝图，理论上能够整合以往关联不大的业务。
25	Those who have worked with Raghavan point to his technical mastery and operational shrewdness—an unusual combination of attributes at a company that has so often coasted on its inventions and profits.	拉加万的同事指出，他精通技术，善于运营，在谷歌这类注重技术与营利的商业公司来说是少见的人才。
26	"Google is violently allergic to strategic thinking," said Sam Ramji, a former executive who worked with Raghavan on Google's cloud products.	曾与拉加万合作开发谷歌云产品的山姆·拉姆齐（Sam Ramji）评价，拉加万是一个能弥补谷歌缺乏战略思维这一缺点的人。
27	"He's the man who brought strategy to Google."	他是有全局观的领导者。
28	Adds Martha Welsh, Google's director of commerce strategy: "He really takes a holistic view of the business."	谷歌商务战略总监玛莎·威尔士（Martha Welsh）如是称赞道。
29	Since Raghavan's promotion in mid-2020, he has torn up Google's e-commerce playbook, scrapping the fees the company levied for online purchases and shuttering the delivery service.	自2020年上任以来，拉加万修改了谷歌在电商方面的发展计划，免除了网购征税费用，取消了快递服务。
30	He has tried poaching merchants irritated with Amazon, reshuffled the leadership ranks, and overhauled Google's payments operations by dropping its banking plans and narrowing the focus.	实际的操作包括引进不满亚马逊的零售商，调整管理层人事安排，并为了改善谷歌的支付流程，不惜减持理财资金、避免分散资源。
31	He even tasked his search division with catering to people making heady commercial decisions, like buying a home or picking a college.	甚至安排搜索团队为用户意向明确的商业决策需求提供服务，比如购房或择校。
32	"He's willing to make bold moves," said Bill Ready, Google's president of commerce, who joined in 2020 as one of Raghavan's top deputies.	2020年加入谷歌，成为拉加万左膀右臂的商务总裁比尔·雷迪（Bill Ready）认为他的上司行事大胆。
33	Boldness is required.	冒进是不得已为之。
34	While Google's advertising operation continues to print money, the model is under siege from regulators and privacy clampdowns, including Apple's ban on targeted marketing messages.	谷歌的广告业务在营利的同时也面对监管和隐私保护的双重打压。其中，苹果公司禁止谷歌投放个性化营销信息。

35	Due in part to these headwinds, the growth rate of the ad business is destined to slow, and Google isn't the only one jumping into e-commerce to goose revenue; Meta Platforms Inc. and TikTok are as well.	因此，广告业务停滞不前。而早在谷歌前，脸书和字节跳动两家公司已经开创了转战电商的先河。
36	Meanwhile, even as Google tries to build an online shopping destination to complement its ad business, Amazon has done the inverse: created a robust advertising operation on top of its enormous online bazaar.	有意思的是，当谷歌选择打造购物网站来开源的同时，亚马逊却反其道而行之，全力投入到广告业务上。
37	Google's success is hard to gauge because it doesn't break out e-commerce sales or retail ads.	谷歌的电商与零售商广告业务营收有限，因而无法量化其表现。
38	Amazon's is easy to see; its ads business posted 23% growth in the first quarter.	但是亚马逊的广告业务在第一季度增长了23%，成绩一目了然。
39	"That seems to be working way better for Amazon than it is for Google," said Mike Ryan, a portfolio strategist for Smarter Ecommerce GmbH.	奥地利企业Smarter Ecommerce的投资分析师迈克·瑞安（Mike Ryan）认为亚马逊转换赛道的效果比谷歌要好。
40	Raghavan has tied Google's main revenue and profit drivers—search and ads—more tightly to its e-commerce efforts than ever before.	拉加万表现出比以往更强烈的决心，有意将谷歌的主营业务（搜索与广告）与电商捆绑发展。
41	That's all put more pressure on him to deliver on his strategy.	这样做的后果是他面临更大的压力去贯彻他的战略目标。
42	Shopping Express	昔日的网购速达
43	Google's last big e-commerce push involved going at Amazon head-on.	谷歌上次进军电商采取的行动是正面挑战亚马逊。
44	In 2013, Google launched Shopping Express, a delivery service with a nifty app and a promise to ship many items on the same day.	2013年，谷歌推出了网购速达的快递服务。用户下单程序的界面优美，且承诺当日送货上门。
45	Google had huge retail partners on board, including Target Corp. and Walgreens, and planned an annual subscription model a la Amazon Prime.	谷歌昔日的合作伙伴有塔吉特百货公司和药企沃尔格林公司等零售巨头。当时谷歌计划打造一个类似亚马逊Prime付费订阅会员的制度。
46	Back then, when quick e-commerce delivery was a novelty, Google's service looked like a natural Amazon contender.	在快速送货上门服务并不多见的年代，谷歌此举无疑表明其是亚马逊的有力竞争者。
47	But it never was.	但实际上谷歌未曾对亚马逊构成真正的威胁。
48	Shopping Express expanded to a few cities outside of the San Francisco Bay Area, but had little appeal for consumers.	网购速达的服务覆盖旧金山湾区及其他几个美国城市，但消费者并不买账。
49	Google's "Shopping" site, accessible as a tab on its homepage, aggregated listings from online retailers with paid ads at the top, but attracted relatively few visitors compared with the main search page.	主要原因在于，跟搜索主页相比，购物页面的浏览量少得可怜。用户可以在谷歌主页点击其中一个页签进入购物网站，占据购物网前排位置的是购买付费广告的线上零售商。
50	Former Google employees say managerial indecision and an unwillingness to invest heavily in the margin-thin business undercut the strategy.	谷歌的员工表示管理层认为电商业务利润微薄，不愿意重金投资，所以在该领域的决策上权衡许久，导致了第一次进军的失败。
51	Then in 2015, Europe hit Google with a massive anti-monopoly suit that argued the search engine unfairly promoted its own shopping service over others.	2015年，谷歌在欧洲折戟，收到反垄断集团诉讼，原因是谷歌搜索推广其购物网站业务这一行为，违背商业公平。
52	That forced the company to spin off the European business and move more cautiously.	因此谷歌的电商业务不得不放弃欧洲市场，并且更加谨慎行事。
53	Google brought in consultants from BCG to assess a specific e-commerce strategy, but didn't follow the firm's recommendations.	在这种情形下，谷歌邀请波士顿咨询公司（BCG）的专业顾问来为其电商战略进行点评，但最后却没有采纳对方的建议。
54	The company shortened the delivery service's name (to just Express) and revamped it to center on its digital voice-assistant, another Amazon competitor.	谷歌将“网购速达（Shopping Express）”改名为“速达（Express）”，并着重研发语音助理产品。其语音助理整体解决方案也是亚马逊Alexa的竞品。
55	That effort fizzled, too.	不过这些努力都没有奏效。
56	"For the past 15 years, Google has been trying to figure out commerce," said Rick Watson, the head of RMW Commerce Consulting.	纽约RMW商业咨询公司首席执行官瑞克·沃森（Rick Watson）评价称谷歌在过去十五年都致力于涉足电商的计划，
57	"And they've never really executed."	但却从未真正落实执行。
58	In early 2020, Google reset its strategy.	2020年初，谷歌重新调整发展战略。
59	Management recruited Ready from PayPal to lead the commerce unit and realigned the search, payments and maps divisions to work more closely with his.	PayPal第三方支付服务商企业的首席运营官雷迪（Bill Ready）加入谷歌，担任商务总裁一职，与负责搜索、支付和地图的业务部门有紧密合作。
60	To run that entire portfolio, Google picked Raghavan, a veteran of its enterprise division who was put in charge of ads in 2018.	不仅如此，谷歌还选中了拉加万领导电商等业务的发展。他在2018年曾主管广告业务。
61	Retail Leads the Online Ads Blitz	零售促销线上广告
62	Google's e-commerce strategy banks on getting retailers to buy more ads	谷歌的电商战略在于促使零售商购买更多广告
63	Before joining Google in 2012, Raghavan spent years at tech research labs and in academia, where he became an expert on web search technologies just as they began taking off.	在2012年加入谷歌之前，拉加万的工作场所是技术研究实验室和学术界。在网络搜索技术起步阶段，他已是这方面的专家。
64	He speaks five languages and still carries himself more like a professor than a senior executive.	不仅如此，他还精通五国语言。在他的身上，你更多会看到一位教授，而不是高管的影子。
65	While discussing Google's decision to emulate the visual, rapid-fire features of TikTok, he said: "It behooves us to also start thinking about those paradigms."	拉加万认为海外抖音（Tik Tok）的短视频带货是个很好的范例，并在会议上表示谷歌也应该去尝试。
66	He once requested classical music to accompany his entrance onstage at an event before a staffer interceded.	曾经有一次参与活动时，要不是工作人员阻止的话，他希望上台发言时的伴奏是古典音乐。
67	"He's always surprised when he gets more responsibility," said Jayshree Ullal, a longtime friend who runs Arista Networks Inc.	网络设备企业Arista Networks公司的首席执行官雅什利·乌拉尔（Jayshree Ullal）与拉加万是多年的好友，他直言，“作为谷歌的二号人物，这样的人事任命让拉加万自己也感到惊讶。”
68	"You can never tell he's a high-powered number-two executive at Google."	他给人的感觉并不像是高高在上、重权在握的管理人员。”
69	Still, Raghavan made his e-commerce ambitions clear during the first year in his new role.	上任第一年，拉加万还是明确表现出进军电商的决心。
70	Google, he told colleagues, should think of users being on "journeys"—not simply coming to Google.com for information but to research and, hopefully, buy something.	他对团队的要求是要把用户视为游客——用户不仅是在谷歌上搜索信息，而且是分析产品，最好是能直接购买商品。
71	He and Ready quickly decided to pull the plug on Express.	谷歌迅速决定放弃提供“速达（Express）”快递业务，
72	They dropped the commission Google took for sales on its properties and the fees it charged merchants to list items on its shopping site, a signal to the industry that it wanted to be an open marketplace, not a competitor.	以及数字资产销售提成，还有零售商广告排名的收费。这无疑是向行业释放出谷歌希望成为一个开放的市场，而非零售商的竞争对手。
73	"We're not trying to put boxes on doorsteps," Ready explained.	雷迪解释谷歌不想成为快递服务提供商，
74	"What we're trying to solve is the information part of the problem."	而是要解决信息不对称问题。

75	By that, Ready meant making it easier for consumers to find desired products, deals or brands—even those that haven't bought an ad.	雷迪认为，这样一来，消费者更容易找到想要的产品、服务或品牌——无论卖家是否付费推广。
76	Search results now identify discounts and loyalty programs, while new widgets list the shipping costs and hidden fees on specific purchases.	搜索结果自动显示产品折扣和其他优惠政策。新上市的产品会显示运费与价格明细。
77	Google cut deals with Shopify Inc., Block Inc. and other commerce companies to make it more compelling for businesses to sell on Google properties.	谷歌与电商Shopify、移动支付Block等企业就此达成一致。此举有望提高零售商购买谷歌数字资产的意愿。
78	Those features are designed for buying products like sneakers and cooking pans.	同样地，消费者在选购运动鞋和平底锅等产品时也更加方便。
79	But the company is also experimenting with items that aren't on most e-commerce sites—helping consumers buy NFTs via image search or research such big-ticket purchases as real estate.	但是谷歌购物网站上的产品也有一些是普通电商网站所没有的，比如使用图片搜索数字货币NFT，或者房地产等大宗买卖。
80	The company has noticed that searchers in the market for a home, college or car will often return to Google more than 60 times with similar queries before making a decision.	用户在作出购买房屋、学校或汽车等大宗商品的决策前，至少会在谷歌上搜索60余次进行相关查询。
81	The idea is to customize the search experiences for these use cases in ways Google hasn't before.	于是，谷歌希望可以为这些用户定制化前所未有的搜索体验。
82	Google has already done that with certain categories, creating unique features for people searching for jobs or hotels.	在用户搜索职位与酒店这方面，谷歌已经做到了。
83	Companies like Yelp and the online travel industry have complained that these changes buried their sites and forced them to buy more ads to get clicks.	同时，这也引起了点评网站Yelp和众旅游网站的不满，认为他们网站的曝光率因此降低，从而需要付费购买广告获取点击率。
84	Google's search team has been quietly working on adding more topics.	谷歌的搜索团队默默增加搜索主题数量。
85	Under the project, codenamed Mercury, the search team has ceded to the advertising group such areas as "shopping, real estate, mortgages, etc," according to a memo reviewed by Bloomberg.	据彭博社消息，谷歌的会议纪要显示，在一个代号为水星的项目中，广告团队取代搜索团队，负责购物、房地产、抵押贷款业务。
86	The authors of the document prioritized boosting traffic for merchants and creating "oh wow moments!" that would lure searchers back to Google.com and, eventually, a purchase.	谷歌希望优先增加零售商的访问量，追求消费者尖叫度（Wow Moment），提高用户对谷歌的忠诚度，并最终能产生购买行为。
87	Google declined to comment on the project, but executives have said the ads division doesn't influence unpaid search results.	谷歌方面拒绝对这个项目进行评价，但他们可以明确的是，这不会影响到免费商家的搜索结果。
88	Raghavan said the company has no plans to rival real estate brokers like Redfin.	根据拉加万的说法，谷歌无意参与包括雷德芬（Redfin）在内的房地产中介公司的竞争。
89	And, so far, Google has resisted using the search history of repeat visitors to tailor results.	谷歌一直以来都拒绝使用重复访客的搜索历史来定制搜索结果。
90	That's largely to avoid violating people's sense of privacy, he explained.	拉加万的解释是这样做可以避免侵犯用户的隐私权。
91	"Can you, in these situations, offer the user more support in a long-running journey, without in any way creeping them out?"	因此用户不会弃用谷歌，而谷歌可以长期留存客户，为他们提供更多的支持。
92	Raghavan said his teams were still exploring if they could.	这正是拉加万团队致力实现的目标。
93	Some in Silicon Valley have blasted Google for filling search results with too many ads.	部分硅谷人士批评谷歌在搜索结果显示中加入过多广告。
94	Raghavan said increased demand from advertisers during the pandemic probably drove the recent uptick in advertising, and he expects it to cool off amid easing restrictions on travel and events.	拉加万称广告数量的攀升是疫情期间商家的广告投放需求增加导致的。随着政府放松对旅游和聚集活动的管制，广告付费将逐渐降温。
95	Early Success	胜利的号角
96	There are signs that Raghavan's strategy is starting to pay off.	事实证明，拉加万的计划奏效。
97	Earlier this year, Google revealed that e-commerce advertising was a leading contributor to a 43% bump to search revenue in 2021.	今年年初，谷歌披露的消息称2021年搜索业务营收增长43%，其中电商广告功不可没。
98	Google also said last year that over a billion people shop on its properties every day, though it hasn't updated the figure.	根据谷歌截止到当日的统计，去年谷歌网站上的日均消费人数高达十亿以上，而统计数据在更新后只会更多。
99	In the fall, Morgan Stanley research showed that consumers were using Google and YouTube to research products and price-shop more often than they used Amazon, eBay or Walmart.	摩根士丹利（Morgan Stanley）在去年秋季的研究显示，消费者分析商品时更倾向使用谷歌、YouTube与平价商店，反而很少选择亚马逊、eBay或沃尔玛。
100	In April, the bank reported that 59% of survey respondents who are Amazon Prime members said they started researching products on Google, up from 50% in the fall.	今年4月的调查报告表明，59%的受访者是亚马逊Prime付费订阅会员，他们已经使用谷歌来浏览商品。去年秋季这部分人数只有50%。
101	Talley & Twine, an independent watch brand based in Virginia, started getting serious about Google in the past two years and has sometimes seen a fivefold return on its ad spending.	过去两年间，位于弗吉尼亚州的独立品牌手表制造商Talley & Twine开始重视谷歌的价值，因为在谷歌的广告投放会带来五倍的收益回报。
102	"It's been a saving grace for us," said President Randy Williams.	首席执行官兰迪·威廉姆斯（Randy Williams）感叹这拯救了他们公司的业绩。
103	The other benefit, he added, is that the search engine sends customers to his web store.	不仅如此，谷歌还帮助引流消费者到他们的网上商店。
104	"That's the roadblock we have with Amazon," Williams said.	这是亚马逊没法做到的。
105	"Amazon's customers are Amazon customers."	在他看来，亚马逊网站的消费者不属于零售商自身。
106	Still, some industry insiders say Google's biggest moves to create a marketplace—cutting commissions and listing fees for merchants—have yet to attract significant numbers of shoppers.	为了建立市场，谷歌降低商品展示的收费和提成。但有业内人士认为，此举未能提高消费者的访问量。
107	When those changes were announced, some merchants braced for a big uptick in traffic and sales, said Ryan, the e-commerce strategist.	例如，投资分析师瑞安认为，许多商家收到消息后期待点击率和销售额能大幅上升，但最后发现希望落空。
108	"Then nothing happened," he said.	谷歌的做法实际上意义不大。
109	"I would describe it as nice, but low-impact."	但看起来很好。
110	Kirk Williams, head of the online agency Zato Marketing, said Google's fee adjustments didn't alter consumer behavior enough to lure in more merchants.	搜索引擎营销Zato Marketing的负责人柯克·威廉姆斯（Kirk Williams）也认为这样做并未改变消费者的网购习惯，因而商家进驻平台的意愿也较低。
111	Not many more people visited Google's shopping site, where merchants could list for free, and most eyeballs remained on the search page, where merchants still have to buy ads to get in front of consumers.	谷歌的购物网站浏览量不多，因而商家可以免费展示。而为了在流量最高的搜索网站有一席之地，商家必须购买付费广告才能得到曝光。

112	“It hasn't been anywhere near the traffic volume that they were hoping to see,” Williams said.	在柯克看来，这在商家眼里并没什么吸引力。
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