



扫码快速答疑

1.3 经济学人考研雅思|我们怎么会是“超人”呢？



December 11th 2021 【Business】

The gig economy

How can we be heroes?

零工经济

我们怎么会是“超人”呢？

The European market is a tough **terrain** for food-
delivery firms

对于送餐公司来说，欧洲是一个艰难的市场

【1】 **delivery** hero has had a good run in the past couple of years. In August 2020 it ascended to the DAX, the stockmarket index of Germany's most valuable listed firms. It is **present** in 50 countries on four continents. Revenue for the third quarter was €1.8bn (\$2bn), a jump of 89% compared with the same period in 2020. "We grew 100% before Corona, 100% during Corona and we will grow 100% after Corona," says Niklas Ostberg, the Berlin-based firm's Swedish chief **executive**.

delivery hero在过去几年中经营甚佳。2020年8月，它荣升DAX指数，这是德国最有价值的上市公司的股票指数。在四大洲的50个国家中，都有它的身影。第三季度的收入为18亿欧元。

中文导读

对于送餐公司来说，欧洲是一个艰难的市场

terrain /te'reɪn/ n. 地形, 地面, 地域, 地带 It took us the whole day to trek across the rocky **terrain**. 我们花了一整天的时间艰难地穿过那片遍布岩石的地带。

delivery /dɪ'lɪv(ə)rɪ/ n. 投递, 送交 投递的邮件, 发送的货物 分娩 讲话方式, 演讲风格 The figures show an increase in forceps **deliveries**. 数字显示产钳分娩数量增多。

1

present /'prez(ə)nt/ vt. 呈现; 介绍; 提出; 赠送 vi. 举枪瞄准 adj. 出席的; 现在的 n. 现在; 礼物; 瞄准 He acquired a property on **present** form. 基于他先前的行为, 他得到一笔财产。

executive /ɪg'zekjʊtɪv/ n. 主管, 高级行政人员, 执行官 行政部门 adj. 执行的, 行政的; 有行政能力的 The president of a company is an **executive**. 公司的经理是公司的管理者。

2

combined /kəm'baɪnd/ adj. 结合的; 组合的 v. 使结合; 联合 (combine 的过去分词) I'm going to Hawaii for pleasure **combined** with business. 我准备去夏威夷玩, 也办点事。

general /'dʒen(ə)r(ə)l/ adj. 一般的, 普通的; 综合的; 大体的 n. 将军, 上将; 一般; 常规 .. General Bill Sullivan Keir Dullea ... 比利·克鲁德普 Billy Crudup ...

underperform /ˌʌndəpə'fɔ:m/ v. 表现不佳, 工作不如预期(或同行); (股票等)运作差于(一般市场价格)时 态: underperformed, underperforming, underperforms the shares have **underperformed** the market. 这些股票的表现落后于市场。

pricey /'praɪsɪ/ adj. 高价的, 过分昂贵的 比较级: pricier, priciest Houses are **pricey** in this area of the city. 城里这个地区的住房价格很高。

stingy /'stɪn(d)ʒɪ/ adj. 小气的, 吝啬的 比较级: stingier, stingiest 副词: stingily 名词: stinginess **Stinginess** seems to run in that family. 那一家好象一直很吝啬

3

substantially /səb'stænjəli/ adv. 本质上, 实质上; 大体上相当多地, 大大地 His account of what happened is **substantially** accurate. 他对事情的叙述实质上是准确的。

parsimonious /ˌpɑ:sɪ'məʊniəs/ adj. 过分节俭的; 吝啬的; 小气的 副词: parsimoniously even the **parsimonious** Littler paid for drinks all round. 即便是吝啬鬼利特勒, 无论在哪里喝酒也都是付钱的。

pandemic /pæn'demɪk/ adj. (疾病) 在全国 (或世界) 流行的 n. (全国或全球性) 流行病, 瘟疫 **pandemic**

元(20亿美元), 比2020年同期增长89%。**delivery** hero总部位于柏林, 其瑞典籍首席执行官Niklas Ostberg表示: “疫情之前, 我们业绩增长了100%, 疫情期间, 我们也增长了100%, 疫情之后, 我们还将增长100%。”

【2】By number of orders **delivery** Hero is more than twice as big as DoorDash, its large American rival. Even so, DoorDash's market capitalisation is \$58bn, more than that of **delivery** Hero (\$31bn) and Just Eat Takeaway.com (\$13bn), the two big European food-**delivery** firms, **combined**. European shares tend in **general** to **underperform** American ones. But another reason for investors' caution is more specific to food **delivery**. Strict labour laws, a tradition of union organising, **pricey** unskilled workers and **stingy** customers, who buy little and tip rarely, make Europe the toughest of all continents for the business.

从订单数量来看, **delivery** Hero是其美国最大竞争对手DoorDash的两倍多。即便如此, DoorDash的市值仍高达580亿美元, 超过了欧洲两大送餐公司**delivery** Hero(310亿美元)和Just Eat Takeaway.com(130亿美元)的市值总和。

总的来说, 欧洲股票表现不如美国股票。但投资者保持谨慎的另一个具体原因还要落在食品配送方面。严格的劳工法、工会组织的传统、昂贵的非技术工人和吝啬的顾客(很少买东西, 也很少给小费), 使欧洲成为所有大洲中最难做生意的大陆。

【3】Mr Ostberg says that high labour costs have become less of a problem in Europe, because the efficiency of **delivery** has improved **substantially** in recent years. European consumers have also grown less **parsimonious** amid the **pandemic** boom in online shopping of all kinds. As a **consequence**, **delivery** Hero has **reversed** its decision to leave the German

influenza. 流感

consequence /'kɒnsɪkw(ə)ns/ n. 结果, 后果 重要(性), 重大 Is it of any **consequence** to you? 对你重要吗?

reversed /rɪ'vɜːst/ adj. 颠倒的; 相反的; (判决等) 撤销的 v. 翻转; 颠倒 (reverse的过去式和过去分词) The car was **reversed** through the gate. 车子倒出门了。

domestic /də'mestɪk/ adj. 本国的, 国内的 家庭的, 家用的 驯养的 副词: domestically The Fourth of July **domestic** culinary pyromania is followed by community pyrotechnics. 七月四日, 人们在家里食完人间烟火, 接下来就是社区的烟花会。

subsequently /sʌbsɪkwəntli/ adv. 其后, 随后, 接着 Memory can be profoundly shaped by subsequent experience. 记忆会受到后来经历的深刻影响。

launched /lɔːntʃ/ v. 发射; 下水; 启动; 开始 (launch的过去式, 过去分词) They **launched** a fresh anathema against him. 他们又发起了把他赶出教门的运动。

4

draft /draːft/ n. 草稿, 草案, 草图 汇票 应召入伍者; 特遣队 vt. 起草, 画草图, 草拟 选派, 抽调 征募, 征召...入伍 时态: drafted, drafting, drafts That year's **draft** was the largest ever. 那年的征兵规模最大。

proposal /prə'pəʊz(ə)l/ n. 提议, 建议; 求婚 The **proposal** carried by a wide margin. 提案获得多数通过 **delivering** /dɪ'lɪvərɪŋ/ v. 发表 (deliver的ing形式); 投递 The service also extends to wrapping and delivering gifts. 这项服务还包括包装及递送礼物。

entitle /ɪn'taɪt(ə)l/ vt. 称做...; 定名为...; 给...称号; 使...有权利 时态: entitled, entitling, entitles 名词: entitlement The poem is **entitled** Ode to Skylark. 这首诗的题目是《云雀颂》。

minimum /'mɪnɪmə/ n. 最小量; 最小值; 最小化; 最低限度 adj. 最小的; 最低的 The thermometer reached the **minimum** for the year. 寒暑表已降到当年的最低记录。

unemployment /ʌnɪm'plɒm(ə)nt/ n. 失业 失业(人数), 失业率 Unemployment can drive you mad with boredom. 失业会让你无聊得发疯。

coverage /'kʌv(ə)rɪdʒ/ n. 新闻报道, 报道量 覆盖范围 The election was given ample **coverage** on TV. 电视上对选举作了广泛的报道。

insurance /ɪn'ʃʊər(ə)ns/ n. 保险 保险业 保险费 保险措施, 安全保障 To be responsible for compensation benefits management including salary, maternity **insurance**, business **insurance** etc. 负责薪酬福利管理, 包括薪酬、社会统筹和商业保险等;

contributions /,kəntrə'bjʊʃən/ n. 贡献; 出资 American economists have made important **contributions** to the field of financial and corporate economics. 美国经济学家在金融社团经济学领域做出了重要贡献。

5

estimates /'estɪməts/ n. 估计; 预算 (estimate的复数); 概数 v. 评价 (estimate的三单形式); 估量 The rise in interest rates put our **estimates** out by several thousands. 利率上升使我们的估算差了好几千。

market altogether, by offloading its **domestic** businesses, Foodora, Lieferheld and Pizza.de, to Takeaway.com (a Dutch firm that **subsequently** merged with Just Eat) in order to focus on fast-growing Asia. In the summer it **launched** a new app, Foodpanda, in Berlin, Frankfurt, Hamburg and Munich.

Ostberg先生表示，最近几年来，由于运输效率大幅提高，高劳动力成本在欧洲已经不是什么大问题了。新冠疫情期间，各种网购兴起，欧洲消费者也变得不那么吝啬了。所以，

delivery Hero改变了完全离开德国市场的决定，将其旗下 Foodora、Lieferheld和Pizza.de的德国业务出售给 Takeaway.com(一家荷兰公司，随后与Just Eat合并)，以将精力放在快速发展的亚洲市场上。今年夏天，其在柏林、法兰克福、汉堡和慕尼黑推出了一款名为Foodpanda的新应用。

【4】When it comes to other labour matters, however, things may be about to get tougher still. If a **draft proposal** in the works in the European Union (EU) becomes law, as many as 4m gig workers **delivering** meals or ferrying ride-hailers could be reclassified as employees. This would **entitle** them to a **minimum** wage, sick leave and paid leave, **unemployment** benefits, health- and long-term-care **coverage**, and pension-**insurance contributions**

然而，当涉及到其他劳工问题时，事情可能会变得更加艰难。如果欧盟正在起草的一份提案成为法律，多达400万名送餐或开网约车的零工可以被重新归类为雇员。这将使他们有权享有最低工资、病假和带薪休假、失业救济金、医疗和长期护理保险以及养老保险费。

【5】The EU **estimates** that the reclassification could cost gig-economy firms around €4.5bn a year. Like his counterparts in the business, Mr Ostberg insists that

mustard /'mʌstəd/ n. 芥；芥末；芥菜酱 形容词: mustardy I don't like **mustard**; it's too hot."我不爱吃芥末,这东西太辣了。"

ordered /'ɔ:dəd/ adj. 安排好的；整齐的；[数]有序的 v. 命令；点餐（order的过去式和过去分词） The commander **ordered his men to advance**.司令官命令他的士兵向前挺进。

hailing /heil/ n. 下冰雹 v. 向...欢呼；致敬（hail的ing形式） I **rushed outside and hailed a taxi**.我冲出去招呼了一辆出租车。

reclassify /ri:'klæsɪfaɪ/ vt. 将...再次(重新)分类 Category that the article is intended for (AoB, KoB, and the judges reserve the right to **reclassify** categories based on article content).分类，该条的目的是为（副嗅球，矮，和法官有权叙类别基础上的文章内容）。

6

assertive /ə'sɜ:tɪv/ adj. 断言的,肯定的 表现出刚毅与自信性格的;坚定而自信的 武断的,独断的 (酒等)有浓郁香味的 副词: assertively 名词: assertiveness Her son was an **energetic, assertive boy, always ready to argue**.她的儿子是个精力充沛而意志坚定的孩子,时刻准备着争论。

grocer /'grəʊsə/ n. 食品杂货商 Go down to the **grocer's** and get some sugar.去杂货店给我买点糖来。

strikes /straɪk/ n. 罢工；攻击（strike的复数） v. 打；攻击（strike的第三人称单数形式） **strikes were the norm**.罢工曾是惯例做法。

electing /ɪ'lektɪŋ/ 选择 选举 当选而尚未就职的 Those **electing to smoke will be seated at the rear**.选择抽烟的人将坐在后面。

council /'kaʊns(ə)l/ n. 理事会；会议；委员会；顾问班子；地方议会 The **council was often accused of extremism**.人们常抨击该委员会的极端主义。

duly /'dju:li/ adv. 充分地；适当地；按时地 Adoption papers were **duly filed in May 1974**.有关收养的文件在1974年5月就已归档。

grudgingly /'grʌdʒɪŋli/ adv. 勉强地；不情愿地 She **grudgingly admitted that I was right**.她勉强承认我是对的。

choice /tʃɔɪs/ n. ； 权；精品 adj. 精；仔细推敲 He went abroad at his own **choice**.他国是自愿。

7

invest /ɪn'vest/ vt. 投资；耗费；授予；覆盖；包围 vi. 投资，入股；花钱买 The best time to **invest is now**.现在是投资的最佳时机。

acquired /ə'kwaiəd/ adj. [医] 后天的；已获得的；已习惯的 v. 取得；捕获（acquire的过去分词） Had he **succeeded, he would have acquired a monopoly**.如果他那时成功了，他就会获得垄断地位。

poised /pɔɪzd/ adj. 处于(危险的)不稳定的状态之中 准备行动的 似悬着不动的 小心地平衡着的 沉着；镇定的 The bee hung **poised above the flower**.蜜蜂在花的上空定住了。

courtesy /'kɜ:tɪsi/ n. 礼貌；好意；恩惠 adj. 殷勤的；被承认的；出于礼节的 The **chilling courtesy** was his only **armo(u)r**.冷漠的礼仪是他唯一的护身符。

many of his riders choose to be freelancers because that lets them work as much as they want, whenever they want. "More or less anyone can work for us at any time of the day," he says. But such arguments are increasingly cutting less **mustard**. In February Britain's highest court **ordered** Uber (which runs both food-**delivery** and ride-**hailing** apps) to **reclassify** its drivers in London as employees. **delivery** Hero's share price fell by nearly 3% on December 3rd following reports of the **draft** EU **proposal**.

欧盟估计，这种重新分类可能会让零工经济公司每年花费约45亿欧元。像他的业内同行一样，Ostberg先生坚称，公司的许多骑手是自己选择成为自由职业者的，因为这样一来，他们想工作多久就工作多久。“时间可长可短，任何人都可以在一天中的任何时候为我们工作，”他说。但这样的理由越来越不能让人满意了。今年2月，英国最高法院命令优步(同时运营送餐和叫车应用)将其在伦敦的司机重新归类为雇员。12月3日，在欧盟提案草案公布后，**delivery** Hero的股价下跌了近3%。

【6】Such developments help explain why couriers are getting more **assertive**. The riders of Gorillas, a German online **grocer** with operations across Europe, have clashed with management for months over working conditions and pay. In October the firm sacked hundreds of riders who had participated in strikes, which further fuelled tensions. In late November a labour court in Germany rejected the management's attempt to stop Gorillas riders from **electing** an in-house works **council**, which they **duly** did. The firm's executives **grudgingly** had no **choice** but to say they will work with workers' representatives.

shareholders /ˈʃer,holdə/ n. [金融] 股东，投资者；股民 (shareholder的复数) **Shareholders successfully scuttled the deal.** 股东成功地阻止了这桩交易。

今日词汇

capacity [kəˈpæsəti]

n. 容量、容积；能力；产量

考研出现次数：10+

考频：★★

考点回顾

阅读考点真题例句：

【例】We still have the imaginative capacity to rise above temptation and reverse the high-speed trend. (2013年英语二35题)

【译】我们仍然具备创造性的能力去战胜诱惑并扭转快速决策的趋势。

完形考点真题例句：

【例】As time went by, computers became smaller and more powerful, and they became "personal" too, as well as institutional, with display becoming sharper and storage capacity increasing. (2002英语一完形)

【译】随着时间的推移，计算机变得越来越小，功能却更加强。它们不仅被单位，也被个人使用。计算机的图像显示变得更加清晰，储存容量也在增加。

段落大意：

【1】Delivery hero在过去几年中经营甚佳。

【2】从订单数量来看，Delivery Hero是其美国最大竞争对手DoorDash的两倍多。

【3】最近几年来，由于运输效率大幅提高，高劳动力成本在欧洲已经不是什么大问题了。

【4】当涉及到其他劳工问题时，事情可能会变得更加艰难。

【5】欧盟估计，这种重新分类可能会让零工经济公司每年花费约45亿欧元。

【6】这些进展有助于解释为什么配送员变得越来越无所畏惧。

【7】这一切都发生在德国竞争加剧之际。

短语：

1.原文：In August 2020

it **ascended to** the DAX, the stockmarket index of Germany's most valuable listed firms.

词典：**ascend to** 升至；追溯到

例句：**Will Earth humans ascend to the 5th dimension?**

地球会扬升到第5维度吗？

2.原文：It is **present in** 50

countries on four continents.

词典：**present in** 存在于；出现于；详细翻译

例句：**Not all chemicals normally present in living organisms are harmless.**

并非所有正常存在于活的有机体中的化学物质都是无害的。

3.原文：European shares tend **in general** to underperform American ones.

词典：**in general** 通常；一般来说；一般说来；一般而言

例句：**In general, a plain carpet makes a room look bigger.**

这些进展有助于解释为什么配送员变得越来越无所畏惧。

Gorillas的骑手与管理层在工作条件和薪酬问题上的冲突持续了数月，这是一家德国在线杂货商，业务遍及欧洲。10月，该公司解雇了数百名参与罢工的骑手，进一步加剧了紧张局势。11月下旬，德国一家劳工法院驳回了管理层试图阻止Gorillas骑手选举内部劳资委员会的企图，使得选举得以如期举行。公司的高管们别无选择，只得无奈表示他们将与员工代表合作。

【7】All this is happening as competition in Germany intensifies. **delivery** Hero will have to **invest** some €120m in German sales and marketing in 2022, reckons Jürgen Kolb of Kepler Cheuvreux, a financial-services firm. It is now competing with Lieferando, which dominates the German market (and is owned by Just Eat Takeaway.com), Uber Eats, which launched in April, and Wolt, a Finnish firm recently acquired by DoorDash for €7bn. Last month DoorDash **launched** under its own brand in Stuttgart. The next few years look **poised** to be dog-eat-dog in German food **delivery**. Consumers can count on full bellies, **courtesy** of the gig firms. Their **shareholders** may go hungry.

这一切都发生在德国竞争加剧之际。据Kepler Cheuvreux(一家金融服务公司)的Jürgen Kolb估计，2022年，**delivery** Hero将不得不在德国的市场营销上投资1.2亿欧元。现在，它的竞争对手有主导德国市场的Lieferando(隶属于Just Eat Takeaway.com)、今年4月成立的Uber Eats以及最近被DoorDash以70亿欧元收购的芬兰公司Wolt。上个月，DoorDash在斯图加特推出了自己的品牌。在接下来的几年里，德国的外卖行业看起来将是一场你死我活的较量。消费者有望在零工公司的竞争红利下饱腹，而它们的股东则可能会饥肠辘辘。

一般来讲，纯色的地毯使房间显得更大。

4.原文: But another reason for investors' caution is more **specific to** food delivery.
词典: **specific to**针对; 特定于; 具有特异性
例句: **This tip is specific to a particular task.**
本技巧是针对特定任务的。

5.原文: **As a consequence**, Delivery Hero has reversed its decision to leave the German market altogether, by offloading its domestic businesses, Foodora, Lieferheld and Pizza.de, to Takeaway.com (a Dutch firm that subsequently merged with Just Eat) in order to focus on fast-growing Asia.
词典: **as a consequence**因此; 结果; 因而; 后果
例句: **As a consequence, we have truly entered the Post-Industrial economy.**
因此，我们真正进入了后工业经济时代。

6.原文: **When it comes to** other labour matters, however, things may be about to get tougher still.
词典: **When it comes to**涉及; 当提到; 一谈到; 一谈到……
例句: **When it comes to music, I'm a complete ignoramus.**
说到音乐，我完全是个门外汉。

7.原文: If a draft proposal **in the works** in the European Union (EU) becomes law, as many as 4m gig workers delivering meals or ferrying ride-hailers could be reclassified as employees.
词典: **in the works**正在准备阶段; 在进行中或准备中
例句: **Tax cuts are already in the works.**
减税已经在计划中了。

8.原文: This would **entitle them to** a minimum wage, sick leave and paid leave, unemployment benefits, health- and long-term-care coverage, and pension-insurance contributions
词典: **entitle...to**赋予……做; 享有权利; 拥有……的权利
例句: **If the warranty is limited, the terms may entitle you to a replacement or refund.**
如果保修单有限制，这些条款可让你有权换货或退款。

9.原文: But such arguments are increasingly **cutting less mustard**.
词典: **cut themustard**获得成功; 做符合要求的事情
例句: **I didn't cut the mustard as a hockey player.**
我不是一个合格的曲棍球手。

长难句：

1.原文：Even so, DoorDash's market capitalisation is \$58bn, more than **that** of Delivery Hero (\$31bn) and Just Eat Takeaway.com (\$13bn), **the two big European food-delivery firms**, combined.

分析：本句中，**that**=market capitalisation; **the two big European food-delivery firms**是一插入语，是对 Delivery Hero and Just Eat Takeaway.com 的进一步解释说明，翻译成汉语时，可译作定语成分。去掉该部分内容仍不影响原句句子的结构的完整性：Even so, DoorDash's market capitalisation is \$58bn, more than **that** of Delivery Hero (\$31bn) and Just Eat Takeaway.com (\$13bn) combined.
译文：DoorDash的市值仍高达580亿美元，超过了欧洲两大送餐公司Delivery Hero(310亿美元)和Just Eat Takeaway.com(130亿美元)的市值总和。

2.原文：Like his counterparts in the business, Mr Ostberg insists **that many of his riders choose to be freelancers because that lets them work as much as they want, whenever they want**.

分析：本句涉及的语法知识点包括宾语从句、原因状语从句、让步状语从句，其中，**that many of his riders choose to be freelancers**是**that**引导的宾语从句，**that**只起连接作用，无实际意义，可省略；**because that lets them work as much as they want**是**because**引导的原因状语从句，表原因，其中**that=freelancers; whenever they want**是**whenever**引导的让步状语从句，**whenever=no matter when**。

译文：像他的业内同行一样，Ostberg先生坚称，公司的许多骑手是自己选择成为自由职业者的，因为这样一来，他们想工作多久就工作多久。

3.原文：In October the firm sacked hundreds of riders **who had participated in strikes, which further fuelled tensions**.

分析：本句涉及的语法知识点包括定语从句、非限制性定语从句。其中，**who had participated in strikes**是**who**引导的定语从句，先行词为riders，**who**在定语从句中作主语；**which further fuelled tensions**是**which**引导的非限制性定语从句，说明前面句子带来的结果。

译文：10月，该公司解雇了数百名参与罢工的骑手，进一步加剧了紧张局势。

4.原文：It is now competing with Lieferando, **which dominates the German market** (and is owned by Just Eat Takeaway.com), Uber Eats, **which launched in April**, and Wolt, a Finnish firm recently acquired by DoorDash for €7bn.

分析：本句涉及的语法知识点包括：非限制性定语从句、插入语。其中，**which dominates the German market**、**which launched in April**均是**which**引导的非限制性定语从句，**which**在从句中作主语；**a Finnish firm recently acquired by DoorDash for €7bn**是插入语，是对Wolt的进一步解释说明，句子的主干为：**It is now competing with Lieferando, , Uber Eats, and Wolt.**

10.原文：The next few years look **poised to** be dog-eat-dog in German food delivery.

词典：**bepoised to**信誓旦旦；山盟海誓；随时准备做某事

例句：**Cloud computing is poised to be a significant player in the tech industry now and in the foreseeable future.**

在目前和可预知的未来，云计算将在技术行业中扮演非常重要的角色。

11.原文：The next few years look poised to be **dog-eat-dog** in German food delivery.

词典：**dog-eat-dog**竞争激烈的；损人利己；比喻坏人之间互相攻击

例句：**It's a dog-eat-dog world.**

这真是一个竞争激烈的世界。

12.原文：Consumers can count on full bellies, **courtesy of** the gig firms.

词典：**courtesy of**承蒙……的好意；由于……

例句：**The pictures have been reproduced by courtesy of the British Museum.**

承蒙大英博物馆惠允，复制了这些画。

写作技巧：

1.Delivery hero has had a good **run** in the past couple of years. In August 2020 it ascended to the DAX, the stockmarket index of Germany's most valuable listed firms.

词汇：**run**v. 奔跑；跑步；参加（赛跑）；举行（比赛）；赛（狗、马等）；持球跑动进攻；跑垒；迅速做，赶快去；奔忙；做（跑腿差事）；管理，经营；（使）运转，（使）运行；开设（服务、课程等）；（使）（磁带或录像带）播放，放映；（使）行驶；n. 跑步，赛跑；旅程，航程；一段（幸运或倒霉的）时光，一系列（成功或失败）；连续上演（或放映）；尝试，努力；额定产量；抛售（美元、英镑等）；争购，抢购；（到银行）挤提，挤兑；（滑雪或其他运动项目中的）坡道，滑道；（板球或棒球比赛中的）一分；使用自由，出入自由（the run of）

本句中，**run**有两个词性：动词和名词。作动词时，常见“奔跑、跑步”之意，在本句中，很明显，**has had**为句子谓语动词，所以**run**在此处是名词，根据句意，此处应为“经营、运营”之意，**had a good run**表示“经营、运营很好”。

2.As a consequence, Delivery Hero has reversed its decision to leave the German market altogether, by **offloading** its domestic businesses, Foodora, Lieferheld and Pizza.de, to Takeaway.com (a Dutch firm that subsequently merged with Just Eat) in order to focus on fast-growing Asia.

词汇：**offload**v.t. 卸；出售；将…脱手；转让；倾诉；排遣；切换；卸下；卸货

adj. 卸载的
本句中，**offload**常见“卸下、卸货、卸载”之意，很明显，这些意思在此句中是

译文：现在，它的竞争对手有主导德国市场的Lieferando(隶属于Just Eat Takeaway.com)、今年4月成立的Uber Eats以及最近被DoorDash以70亿欧元收购的芬兰公司Wolt。

背景知识：

Delivery Hero 2011年成立于柏林，2017年在法兰克福证券交易所上市，并于2020年加入DAX（Der Dax德国领先的股票市场指数），在四大洲为约50个国家和地区提供服务。Delivery Hero曾于2018年以11亿美元出售德国地区业务，如今是在中断三年后重返德国，将业务扩张到家乡柏林及以外的城市。Delivery Hero日前在德国柏林发布一款名为Foodpanda的投递应用。在经过试点并逐步扩大规模后，Delivery Hero在德国的子公司（Foodpanda和Pandamarkets）已经将这个服务覆盖到德国首都的四个区，经过与当地商店的合作，以及Delivery Hero自有的Pandamarkets仓储，为客户提供食品和快消品配送服务。Delivery Hero首席执行官兼联合创始人Niklas Ostberg表示：“在对Foodpanda应用程序进行几个星期的测试后，公司有信心为德国市场引进这项服务。北京一带一路国际物流期待该服务在不久的将来进入到更多的德国城市，与当地的商店和餐厅合作，为客户带来超值体验。”

讲不通的。根据上下文和句意可知，此处涉及公司之间的交易，所以offload在此处应取其“出售”之意。

3. But such arguments are increasingly cutting less mustard.

词汇：mustard n. 芥末酱；芥末黄，深黄色；芥菜；强烈的兴趣

本句中，mustard常见“芥末酱；芥菜：”等之意，但在本句中，cut the mustard为一固定短语，意为“符合要求（或条件）；达到标准”，mustard意思也完全不同了，又如：act the mustard 达到标准；到达尺度；抵达标准；到达标准。