

讲义

## The sports business

体育商业

## Ball is life

球即生命

American leagues are more **egalitarian** and **lucrative** than European ones

美国联赛比欧洲联赛更平等，更吸金

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The 2023 finals of America's National Basketball Association (NBA) and Europe's football Champions League were both history-making events, in rather different ways. On June 12<sup>th</sup> the basketball contest **crowned** a small-city team that had never before won a **championship**, the Denver Nuggets. They defeated an unlikely challenger in the Miami Heat, the last-**seeded** team among the eight **playoff** teams in its **conference**.

2023 年美国职业篮球联赛总决赛和欧洲足球冠军联赛总决赛都是历史性的事件，但其呈现方式却大不相同。在 6 月 12 日的比赛中，一支来自小城市的从未赢得过总冠军的丹佛掘金队获得了冠军。他们击败了一个不太可能获胜的对手——迈阿密热火队。迈阿密热火队是该联赛八支季后赛球队中的最后一支种子球队。

## 【词汇】

1. **egalitarian** /i,gæli'terɪən/ adj. GRE/专八 based on, or holding, the belief that everyone is equal and should have the same rights and opportunities 主张人人平等的；平等主义的

例：an egalitarian society

一个人人平等的社会

2. **lucrative** /'lu:krətɪv/ adj. 雅思/GRE/专八 producing a large amount of money; making a large profit 赚大钱的；获利多的

例：Had the plan worked it would have proved highly lucrative.

如果该计划奏效，那将证明是非常有利可图的。

<同义替换> profitable

3. **crown** /kraʊn/ v. to give someone a title for winning a competition 为...封冠

例：She was crowned Wimbledon champion.

她封冠温布尔登网球锦标赛。

4. **championship** /'tʃæmpiənʃɪp/ n. the position of being a champion 冠军地位

例：They've held the championship for the past two years.

他们在过去的两年里一直保持着冠军地位。

5. **seeded** /'si:di:d/ adj. (especially of a tennis player 尤指网球运动员) given a number showing that they are one of the best players in a particular competition 确定为种子选手的

例：a seeded player

种子选手

6. **playoff** /'pleɪ ɔ:f/ n. 专八 a match, or a series of them, between two players or teams with equal points or scores to decide who the winner is (平局后决出胜负的) 附加赛；季后赛

例：They lost to Chicago in the play-offs.

在季后赛中他们负于芝加哥队。

7. **conference** /'kɒ:nfərəns/ n. a group of sports teams that play against each other in a league 体育协会（或联合会）

例：Southeast Conference football champions

东南部联盟的橄榄球联赛

Had Miami won, that would have been a first for such a **lowly** side. Meanwhile, the **UEFA** Champions League final, held on June 10th, **featured** a **powerhouse** from Britain, Manchester City, defeating a **mainstay** of European football, Italy's Inter Milan.

如果迈阿密热火队赢了，对于这样一支籍籍无名的球队来说，将是他们的首胜。与此同时，在6月10日举行的欧冠决赛中，英国曼城力克欧洲足球的中流砥柱——意大利国米。

### 【词汇】

1. **lowly** /'ləʊli/ adj. low in status or importance 地位低的；不重要的；无足轻重的

例：How should I know? I'm just a lowly employee.

我怎么知道？我只是一个低下的员工。

<同义替换> humble

2. **feature** /'fi:tʃər/ v. 四级/雅思/考研 to include or show something as a special or important part of something, or to be included as an important part 以...为特色，是...的特征；是...的重要组成部分

例：A study of language should feature in an English literature course.

语言学习应当成为英语文学课的重要组成部分。

3. **powerhouse** /'paʊərhaʊs/ n. a group or an organization that is strong and effective in its activities 强大的集团（或组织）

例：China has been described as an 'emerging economic powerhouse'.

中国被称为“崛起中的经济强国”。

4. **mainstay** /'meɪnstet/ n. 专八 a person or thing that is the most important part of something and enables it to exist or be successful 支柱；中流砥柱

例：He is the mainstay of our theatre group.

他是我们剧组的台柱。

### 【背景信息】

1. **UEFA** : Union of European Football Associations 欧足联；欧洲足球协会联合会

European and British football leagues generally let teams spend as much as they want on players, as long as they do not lose too much money. More successful sides tend to earn more money, and so have more cash to **splurge** on star players—which in turn **translates** into more success on the **pitch**, and so on. The week before its Champions League triumph, **Man City** **snatched** the **English FA Cup**, beating **Manchester United**, another **deep-pocketed** team. Man United and Man City have won 20 out of the past 31 English Premier League **titles**; the Champions League (or its **predecessor**, the European Cup) has been won by **Real Madrid** and **AC Milan**, Inter's **arch-rival**, 21 out of 68 times.

一般来说，欧洲和英国的足球联盟允许球队砸重金引进球员，只要他们不会损失太多钱。更成功的球队往往会赚更多的钱，也就有更多的钱可以挥霍在明星球员身上——这反过来又会在球场上斩获更多荣誉，以此循环往复。在赢得冠军联赛冠军的前一周，曼城击败了另一支实力雄厚的球队——曼联，夺得了英格兰足总杯。过去31个英超联赛冠军中，曼联和曼城赢得了其中的20个冠军。皇家马德里和AC米兰（国米的主要竞争对手）赢得了欧洲冠军联赛（前身是“欧洲冠军杯”）68个冠军中的21个。

### 【词汇】

1. **splurge** /splɜːrdʒ/ v. GRE to spend a lot of money on something that you do not really need 乱花（钱）；糟蹋（钱）；

挥霍

例：He splurged his whole week's wages on a champagne dinner.

整整一周的工资，他一顿香槟晚餐就挥霍得一干二净。

<同义替换> squander

2. **translate** /trænz'leit/ v. to change something into a different form; to lead to a particular result (使) 转变，变为

例：I hope all the hard work will translate into profits.

我希望所有的辛勤劳动都会有回报。

3. **pitch** /pitʃ/ n. an area of ground specially prepared and marked for playing a sports game (体育比赛的) 场地；球场

例：an artificial pitch

人工球场

4. **snatch** /snætʃ/ v. GRE/考研/专八 to take somebody/something away from a person or place, especially by force  
夺去；抢走；偷窃

例：The baby was snatched from its parents' car.

婴儿是从父母的车上被抢走的。

5. **deep-pocketed** /,di:p 'pɑ:kɪtɪd/ adj. having a large amount of money to spend 财力雄厚

例：deep-pocketed companies

财力雄厚的公司

<同义替换> wealthy

6. **title** /'taɪtl/ n. the position of being the winner of a competition, especially a sports competition (竞赛、体育比赛的) 冠军

例：She has won three world titles.

她赢得了三个世界冠军。

7. **predecessor** /'predesəsə/ n. a person who did a job before somebody else 前任

例：The new president reversed many of the policies of his predecessor.

新任总统彻底改变了其前任的许多政策。

8. **arch-rival** /,ɑ:rtʃ 'raɪvl/ n. a person's main opponent 主要竞争对手；主要敌手

例：I scored the winning goal in soccer against our arch-rival.

我在足球比赛中踢进了制胜一球，打败了我们的劲敌。

### 【背景信息】

1. **Man City**：曼彻斯特城足球俱乐部（Manchester City F.C.），简称“曼城”，绰号“蓝月亮”，是一家位于英国曼

彻斯特的足球俱乐部。

2. **English FA Cup**：英格兰足总杯（FA Cup，简称足总杯），是由英格兰足球协会命名并主办的一项男子淘汰制足球杯赛。

3. **Manchester United**：曼彻斯特联足球俱乐部（Manchester United F.C.，中文简称“曼联”，英文简称“Man Utd”或“MUFC”）是一家位于英国西北区大曼彻斯特郡曼彻斯特市的足球俱乐部

4. **Real Madrid**：皇家马德里足球俱乐部（Real Madrid CF），简称“皇马”，是一家位于西班牙首都马德里的足球俱乐部，球队成立于1902年3月6日，前称马德里足球队。

5. **AC Milan**：AC米兰足球俱乐部（A.C. Milan），前身为1899年12月16日成立的米兰板球和足球俱乐部，创始人为阿尔弗雷德·爱德华兹。此后历经了百年风风雨雨，AC米兰发展成为世界上最伟大的球队之一。

Across the Atlantic, meanwhile, the sports world's most lucrative competition, the National Football League (NFL, which involves the non-soccer variety) has a hard salary cap, leading to more parity among teams. The top two squads have won only 12 of 56 Super Bowls, the annual tournament's final round. The penalty for breaking the NBA's current \$124m salary cap was bumped up in 2011 and again this year in a revenue-sharing deal negotiated between the players' union and owners. "The new deal is basically trying to prevent superteams," says Brian Windhorst of ESPN, a television network. And it seems to be working. The Economist's analysis of NBA data shows that a broader set of teams have indeed made it to the playoffs in recent history. In the five years to 2023, 29 of the NBA's 30 squads made the league's knockout stage at least once (the Charlotte Hornets are the exception). That has not happened since the five years to 2008, itself an unusually competitive period.

与此同时，在大西洋彼岸，体育界最吸金的比赛——美国国家橄榄球联盟（NFL，包括非足球项目）强制规定了最高薪资额，这使得球队之间更加平等。前两名球队只赢得了56场“超级碗”比赛中的12场，“超级碗”是年度锦标赛的最后一场。目前，NBA的最高薪资是1.24亿美元，在2011年上调了超过最高薪资的罚款金额。今年，又再一次上调了针对球员工会和老板之间谈判的收入分成协议的罚款金额。ESPN电视网的布莱恩·温德霍斯特（Brian Windhorst）说：“基本上，这些新规就是为了管制超级球队。”它似乎起作用了。《经济学人》对NBA数据的分析表明，从近期的数据上来看，确实有更多的球队进入了季后赛。到2023年的五年期间，NBA的30支球队中有29支至少有一次进入了淘汰赛阶段（夏洛特黄蜂队是个例外）。到2008年的五年期间，这种情况从未发生过，而这个时间段当时本身就是一个竞争异常激烈的时期。

## 【词汇】

1. **parity** /'pærəti/ n. the state of being equal, especially the state of having equal pay or status (尤指薪金或地位) 平等, 相同, 对等

例: Prison officers are demanding pay parity with the police force.

狱警正要求与警察同工同酬。

2. **squad** /skwɑ:d/ n. 专八 (in sport 体育运动) a group of players, runners, etc. from which a team is chosen for a particular game or match 运动 (代表) 队

例: They still have not named their squad for the World Cup qualifier.

他们尚未确定参加世界杯预选赛的运动员名单。

3. **playoff** /'pleɪ ɔ:f/ n. a match, or a series of them, between two players or teams with equal points or scores to decide who the winner is (平局后决出胜负的) 附加赛; 季后赛

例: They lost to Chicago in the play-offs.

在季后赛中他们负于芝加哥队。

4. **knockout** /'nɔ:kəʊt/ n. a hard hit that makes an opponent fall to the ground and be unable to get up, so that he or she loses the fight 击败对手的一击; 击倒对手获胜

例: The match ended in knockout in the fifth round.

比赛在第五轮淘汰赛结束。

## 【短语】

1. **bump up**: to increase or raise something 增加; 提高

例: They bump up their prices in the summer months.

他们在夏季提高价格。

American sporting socialism, then, appears to lead to more competitive contests than Europe's winner-takes-all approach. But do more competitive leagues **make for** better business? Here the evidence is mixed. On the one hand, unpredictability may drive interest—why watch when you know who will win? The possibility of an **underdog**'s success might help small teams develop devoted fan bases. On the other hand, people love a

因此, 比欧洲的赢者通吃方式, 美国的体育社会主义似乎带来了更多的竞争。但竞争更激烈的联盟们会收获更丰厚的利润吗? 以下证据好坏参半。一方面, 不可预测性可能会激发人们的兴趣——既然你知道谁会赢, 为什么还要看呢? 不被看好的球队取胜的可能性也许会帮助不出名的球队建立起忠实的球迷基础。另一方

winner. Mr Windhorst notes that seasons in which big-name teams like the Boston Celtics have dominated were some of the NBA's most **money-making** years. In 2022, when the finals **pitted** the Celtics **against** San Francisco's Golden State Warriors, another star team, the league **raked in** record revenues of \$10bn.

面，人们喜欢冠军。温德霍斯特指出，像波士顿凯尔特人队这样的大牌球队统治的赛季是 NBA 最赚钱的几年。2022 年，当凯尔特人队在总决赛中对阵另一支明星球队旧金山金州勇士队时，联盟的收入达到了创纪录的 100 亿美元。

### 【词汇】

1. **underdog** /'ʌndərdɔ:g/ n. 专八 a person, team, country, etc. that is thought to be in a weaker position than others and therefore not likely to be successful, win a competition, etc. 处于劣势的人（或团队、国家等）；弱者；比赛前不被看好者

例：Before the game we were definitely the underdogs.

我们在赛前绝对不被看好。

2. **money-making** /'mʌnimeɪkɪŋ/ adj. (of a product, business, etc.) producing a large profit 赚钱：产生大量利润

例：a moneymaking movie

赢利颇丰的电影

### 【短语】

1. **make for** : to help to make something possible 促成

例：Constant arguing doesn't make for a happy marriage.

不断争吵不可能使婚姻幸福。

2. **pit against** : to test somebody or their strength, intelligence, etc. in a struggle or contest against somebody/something else 使竞争；使较量；使经受考验

例：Lawyers and accountants felt that they were being pitted against each other.

律师和会计师都觉得他们要一争高下。

3. **rake in** : to earn a lot of money, especially when it is done easily 赚大钱（尤指轻易地）

例：She's been raking it in since she started her new job.

她自从开始新的工作以来，已经赚了很多钱。

Another structural difference between American and European sport is easier to **correlate** with their **moneymaking** potential. Unlike European football, where

美国和欧洲体育之间有另一个结构性差异，这个差异更容易与他们吸金的潜力联系起来。欧洲足球球队可以在不同

teams can be promoted or relegated across various tiers of leagues, American sports tend to be “closed”—there is no way for new teams to accede to the top tournament. “The Europeans see this as fundamental to the organisation of team sports,” explains Stefan Szymanski of the University of Michigan, Ann Arbor. Count all the tiers, and more than 1,000 clubs across Europe hope to compete in the Champions League. The NBA’s 30 or the NFL’s 32 make for more concentrated markets. And concentration leads to riches. (That explains why the threat of a breakaway league of elite teams hangs over European football.)

级别的联赛中升降级，而与欧洲足球不同的是，美国体育往往是“封闭的”——新球队没有办法加入顶级联赛。“欧洲人认为这（升降级）是团队运动组织的基础，”密歇根大学安娜堡分校的 Stefan Szymanski 解释说。算上所有级别的比赛，欧洲总共有 1000 多家俱乐部想要参加冠军联赛。NBA 的 30 个球队或 NFL 的 32 个球队使得球类竞技市场更加集中化。而集中化会带来财富。（这就解释了为什么欧洲足球困于精英球队联盟分裂的不利局面之中。）

### 【词汇】

1. **correlate** /'kɔ:rəleɪt/ v. if two or more facts, figures, etc. correlate or if a fact, figure, etc. correlates with another, the facts are closely connected and affect or depend on each other 相互关联影响；相互依赖

例：The figures do not seem to correlate.

这些数字似乎毫不相干。

2. **relegate** /'reɪlɪgeɪt/ v. GRE/专八 to move a sports team from playing with one group of teams to playing in a lower group 使（运动队，尤指足球队）降级；使降组

例：We were relegated to the Fourth Division last year.

去年我们被降为丁级队。

3. **tier** /tɪr/ n. one of several levels in an organization or a system 阶层；等级

例：a two-tier system of management

两级管理制

4. **accede** /ə'k'si:d/ v. to become a member of an organization(正式)加入，参加

例：He acceded to demands for his resignation.

他同意要他辞职的要求。

5. **breakaway** /'breɪkəweɪ/ n. an occasion when members of a political party or an organization leave it in order to form a new party, etc. 脱离；独立

例：Sixteen members of Parliament have formed a breakaway group.



16 名国会议员分裂出来另外成立了一个团体。

### 【短语】

1. **hang over** : if something bad or unpleasant is hanging over you, you think about it and worry about it a lot because it is happening or might happen 使忧心忡忡；担心可能发生

例：The possibility of a court case is still hanging over her.

可能被告上法庭的阴影依然笼罩在她的心头。

### 【长难句】

Unlike European football, where teams can be promoted or relegated across various tiers of leagues, American sports tend to be “closed”—there is no way for new teams to accede to the top tournament.

句子的**主干部分**为 American sports tend to be “closed”。意思是：美国体育往往是“封闭的”

Unlike European football, where teams can be promoted or relegated across various tiers of leagues, 为**状语**，意思是：与欧洲足球不同，球队可以在不同级别的联赛中升降级

其中 where teams can be promoted or relegated across various tiers of leagues, 为**定语从句**，修饰欧洲球赛，意思是：球队可以在不同级别的联赛中升职或降职

there is no way for new teams to accede to the top tournament. 在破折号之后，对美国体育进行补充说明，意思是：新球队没有办法加入顶级联赛。

Last year the NFL’s revenues reached \$19bn, nearly three times as much as the English Premier League, which probably boasts more fans worldwide than all the American sports put together. As a result, American teams, which **partake** in the **bonanza**, **fetch** higher **valuations**. Over the past decade the value of the average NFL and NBA teams has grown by more than 300% and 600%, respectively, compared with a rise of 170% for America’s booming stockmarket. A willingness to **sacrifice** profits for participation makes Europe’s sport look European, after all.

去年，美国国家橄榄球联盟（NFL）的收入高达 190 亿美元，几乎是英超联赛的三倍之多，而英超联赛的全球球迷数量可能比美国所有体育项目的粉丝总和还要多。结果，参与这一“盛世”的美国球队获得了更高的估值。在过去的十年里，NFL 和 NBA 球队的平均价值分别上涨了 300% 和 600%，而繁荣的美国股票市场则增长了 170%。终究，想要参与却不得不牺牲利润的欧洲体育界让欧洲的体育看起来是名副其实的“欧式风格”。

### 【词汇】

1. **partake** /pɑːr'teɪk/ v. 专八 to take part in an activity 参加；参与

例：They preferred not to partake in the social life of the town.

他们不想参加这个镇的社交活动。

<同义替换> participate

2. **bonanza** /bə'nænzə/ n. 托福/GRE a situation in which people can make a lot of money or be very successful 发财（或成功）的机遇

例：a cash bonanza for investors

投资者的赚钱机会

3. **fetch** /fetʃ/ v. to be sold for a particular price 售得，卖得（某价）

例：The painting is expected to fetch \$10 000 at auction.

这幅画预计拍卖可得 10000 美元。

4. **valuation** /ˌvælju'eɪʃn/ n. a professional judgement about how much money something is worth; its estimated value（专业）估价；估定的价值；估值

例：Experts set a high valuation on the painting.

专家对这幅画估价很高。

5. **sacrifice** /'sækrɪfaɪs/ v. 四级/雅思/考研 to give up something that is important or valuable to you in order to get or do something that seems more important for yourself or for another person 牺牲；献出

例：She sacrificed everything for her children.

她为子女牺牲了一切。

### 【长难句】

Last year the NFL's revenues reached \$19bn, nearly three times as much as the English Premier League, which probably boasts more fans worldwide than all the American sports put together.

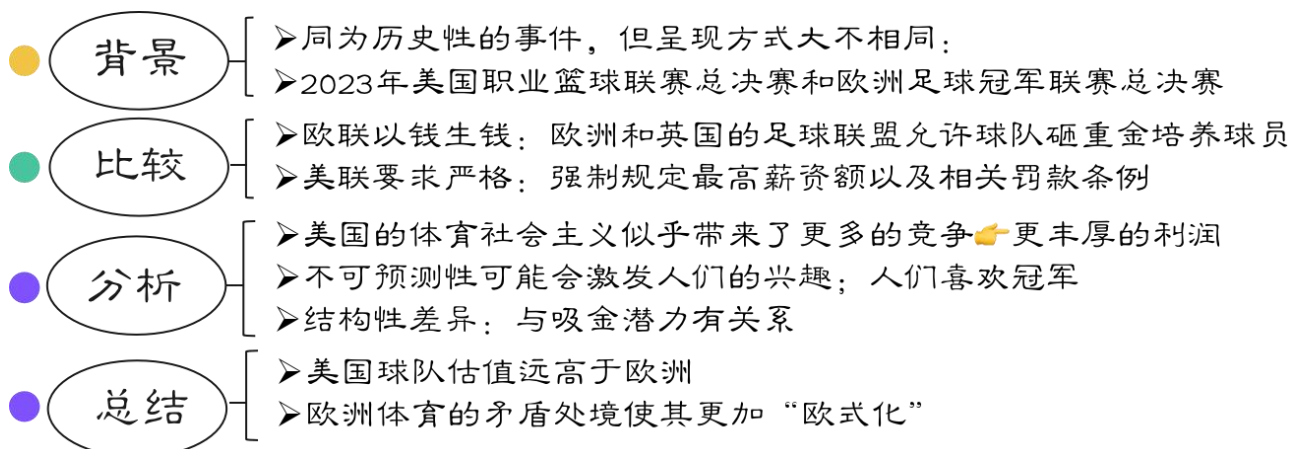
句子的主干部分为：Last year the NFL's revenues reached \$19bn，意思是：去年，美国国家橄榄球联盟的收入高达 190 亿美元

nearly three times as much as the English Premier League 为**比较状语**，对前一句进行补充说明。意思是：几乎是英超联赛的三倍之多

which probably boasts more fans worldwide than all the American sports put together.为**定语从句**，修饰英超联赛，意思是：而英超联赛的全球球迷数量可能比美国所有体育项目的粉丝总和还要多

## 总结

## 1) 文章架构



## 2) 同义替换

## ✓ 赚钱的

**money-making**

...seasons in which big-name teams like the Boston Celtics have dominated were some of the NBA's most money-making years.

...像波士顿凯尔特人队这样的大牌球队统治的赛季是 NBA 最赚钱的几年。

**lucrative**

American leagues are more egalitarian and lucrative than European ones

美国联赛比欧洲联赛更平等，更吸金

**其他：profitable**

例：a highly profitable business

一家赢利很高的企业

## ✓ 冠军

**champion**

...Europe's football Champions League...

...欧洲足球冠军联赛...

**title**

Man United and Man City have won 20 out of the past 31 English Premier League titles...

...过去 31 个英超冠军中，曼联和曼城赢得了其中的 20 个冠军。

其他：winner

例：an award winner

获奖者

### 3) 一词多义

#### ✓ accede

✓ 文章原句：...there is no way for new teams to accede to the top tournament. ...新球队没有办法加入顶级联赛。

✓ 释义：

① **to become a member of an organization (正式)加入，参加**

Albania acceded to the IMF in 1990.

阿尔巴尼亚于 1990 年加入国际货币基金组织。

② **to agree to a request, proposal, etc.同意（请求、建议等）**

He acceded to demands for his resignation.

他同意要他辞职的要求。

③ **to achieve a high position, especially to become king or queen 就任；就职；（尤指君主）**

即位

Queen Victoria acceded to the throne in 1837.

维多利亚女王于 1837 年即位。

#### ✓ translate

✓ 文章原句：...which in turn translates into more success on the pitch... ...这反过来又会在球场上斩获更多荣誉...

✓ 释义：

① **to change something into a different form; to lead to a particular result (使)转变，变为**

It's time to translate words into action.

是把言语化为行动的时候了。

② **to express the meaning of speech or writing in a different language** 翻译；译

He translated the letter into English.

他把这封信译成了英文。

③ **to be used in a new situation, or to make something do this** 改编，改写

It's amazing how well the play has been translated to film.

这个剧本拍成电影改编得这么好，真是令人称奇。

#### 4) 仿写训练

✓ 描述事物的好处/坏处

✓ 文章原句：

American sporting socialism, then, appears to lead to more competitive contests than Europe's winner-takes-all approach. But do more competitive leagues make for better business? Here the evidence is mixed. On the one hand, unpredictability may drive interest...On the other hand, people love a winner...

✓ 句型及表达：

...appears to... 似乎是...

But does/do...make for...? 但是...能...吗？

On the one hand...on the other hand... 一方面...另一方面...

✓ 仿写示例：

Drinking coffee appears to make you alert and focused. But does more coffee drinking make for a healthier body? Here the answer is "yes". On the one hand, higher coffee intake is found to be associated with a reduced risk of heart failure in the long term. On the other hand, coffee also appears to have an impact on brain health, particularly when it comes to the risk of developing Parkinson's disease.

✓ 仿写作业——描述食用添加糖的坏处

吃糖似乎会让我们感觉良好，并为我们提供快速的能量来源。但是多吃糖真的会让身体更健康吗？答案是否定的。一方面，糖有许多不同的形式，但任何形式的添加糖通常情况下

都是不健康的。另一方面，过量摄入添加糖对肥胖和糖尿病有不利影响。

## 5) 主题词总结

今日主题——体育	
1. tournament	联赛；锦标赛
2. league	联赛
3. championship	冠军
4. seeded player	种子选手
5. squad	运动代表队