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day 141 trade and supply

Chinese HSK 7–9 in 193 days
unit 19 · trade and the economy

Talk about foreign trade, supply and demand and stock in the warehouse, and grant a point before your "but" with X是X，……

Tariffs, supply chains and overstock are in every business story: this is how people talk about the economy at work and over dinner.

words

word	pinyin	meaning	example
外贸	wàimào	foreign trade	她在一家外贸公司工作了二十年。 She has worked at a foreign-trade company for twenty years.
关税	guānshuì	tariff, customs duty	今年进口汽车的关税降低了。 The tariff on imported cars went down this year.
顺差	shùnchā	(trade) surplus	这个国家出口多，进口少，贸易顺差很大。 This country exports a lot and imports little: its trade surplus is large.
赤字	chìzì	deficit	这个城市的财政已经连续三年出现赤字。 The city's budget has been in deficit three years running.
差额	chāé	difference (in amount), balance	两个方案的价格差额有五万元。 The two plans differ in price by fifty thousand yuan.
壁垒	bìlěi	barrier; rampart	有的国家|用高关税给进口商品设置壁垒。 Some countries put up barriers to imports with high tariffs.
供	gōng	to supply, provide	这家工厂专门给几家大超市供货。 This factory supplies goods to a few big supermarkets.
供求	gōngqiú	supply and demand	价格是由供求关系决定的。 Prices are set by supply and demand.
供需	gōngxū	supply and demand	春节前，市场上水果的供需很紧张。 Before the Spring Festival, fruit is in tight supply.
供应链	gōngyìngliàn	supply chain	一个工厂出了问题，整条供应链都会受影响。 If one factory has a problem, the whole supply chain is affected.
产业链	chǎnyèliàn	industrial chain	这个小城已经形成了完整的服装产业链。 This small city now has a complete clothing industry chain.
产值	chǎnzhí	output value	去年全县的茶叶产值增长了百分之十。 Last year the county's tea output grew by ten per cent in value.
增产	zēngchǎn	to increase production	今年雨水好，茶叶大大增产。 There was good rain this year, and the tea harvest is way up.
增收	zēngshōu	to increase income	种茶让村里的农民增收不少。 Growing tea has raised the villagers' incomes quite a bit.

增速	zēngsù	growth rate; to speed up	今年出口的增速有所放慢。 Export growth has slowed somewhat this year.
物流	wùliú	logistics	现在物流很快，昨天买的东西今天就到了。 Logistics are fast now: what I bought yesterday arrived today.
物资	wùzī	goods and materials, supplies	大雪以后，政府马上给山区送去了物资。 After the heavy snow, the government quickly sent supplies to the mountains.
物力	wùlì	material resources	这个项目花了大量的人力、物力。 This project took a great deal of manpower and resources.
存货	cúnhuò	goods in stock; to stock goods	店里的存货不多了，得{dei3}赶快进货。 The shop is low on stock: we need to order more, fast.
库存	kùcún	inventory, stock	这个系统可以随时查看每个仓库的库存。 This system lets you check every warehouse's stock at any time.
储备	chǔbèi	reserve; to stockpile	国家储备了大量的粮食。 The state keeps large reserves of grain.
贮藏	zhùcáng	to store, keep (goods, food)	苹果在低温下可以贮藏好几个月。 Apples keep for months at low temperatures.
大宗	dàzōng	large quantity, bulk	煤、粮食和石油都是大宗商品。 Coal, grain and oil are all bulk commodities.
紧缺	jǐnquē	in short supply	春节前，快递员特别紧缺。 Before the Spring Festival, couriers are in very short supply.
过剩	guòshèng	surplus, excess	去年苹果种{zhong4}得太多，结果过剩了，价格很低。 Too many apples were grown last year: there was a glut, and prices were low.
内需	nèixū	domestic demand	出口不好的时候，就要靠扩大内需。 When exports are weak, the economy has to rely on boosting domestic demand.
拉动	lādòng	to drive, boost (growth)	旅游拉动了当地的经济。 Tourism has boosted the local economy.
投放	tóufàng	to put on the market, release	春节前，超市投放了大量新鲜蔬菜。 Before the Spring Festival, supermarkets put lots of fresh vegetables on sale.
效益	xiàoyì	returns, (economic) benefit	这几年公司的效益越来越好。 The company's returns have been improving in recent years.
盈利	yínglì	profit; to make a profit	这家店开了三年才开始盈利。 The shop only started making a profit after three years.
营利	yínglì	to seek profit, be for profit	这是一家不以营利为{wei2-5b}目的的组织。 This is a non-profit organisation.
暴利	bàolì	huge (unfair) profits	有人趁东西紧缺卖高价，想赚暴利。 Some people jack up prices when goods are scarce, hoping to make a killing.
亏本	kuīběn	to lose money (on a deal)	这批货卖得太便宜，我们亏本了。 We sold this batch too cheaply and lost money.

停业	tíngyè	to close (for business), suspend business	这家饭店装修期间停业一个月。 The restaurant is closed for a month during the renovation.
开张	kāizhāng	to open for business	楼下新开张了一家面包店。 A new bakery has opened downstairs.

pattern x是x，……: x it is, but …

X | **（倒）是** | **X（了）** | **，可是 / 就是 / 不过** | **the real point**

Say a word, then 是, then the same word again: you grant the point (“good it is”) and get ready for the “but”. 好是好，就是贵 is “it’s good, all right, but it’s expensive”. Add 倒 for a stronger contrast (便宜倒是便宜), and 了 or 了一点儿 after an adjective (贵是贵了一点儿).

这个系统好是好，就是太贵了。 **zhège xìtǒng hǎo shì hǎo jiùshì tài guì le** The system is good, sure, but it’s far too expensive.

便宜倒是便宜，可是质量不太好。 **piányi dàoshì piányi kěshì zhìliàng bú tài hǎo** It’s cheap enough, but the quality isn’t great.

物流快是快了，不过运费也涨了。 **wùliú kuài shì kuài le búguò yùnfèi yě zhǎng le** Delivery is faster, all right, but shipping costs have gone up too.

dialogue tea, tariffs and a full warehouse

ms zhang 安娜，多吃一点儿！最近我忙得连做饭的时间都没有，今天的菜都是小明的爸爸做的。

Ānnà duō chī yìdiǎnr zuìjìn wǒ máng de lián zuòfàn de shíjiān dōu méiyǒu jīntiān de cài dōu shì Xiǎomíng de bàba zuò de · Anna, eat up! I've been so busy lately I haven't even had time to cook: today it's all Xiaoming's dad's work.

dr li 做是做了，就是盐放多了一点儿。

zuò shì zuò le jiùshì yán fàng duō le yìdiǎnr · I made it, all right, but I put in a bit too much salt.

anna 很好吃啊！阿姨，您最近在忙什么？

hěn hǎochī a āyí nín zuìjìn zài máng shénme · It's delicious! What's been keeping you so busy?

ms zhang 还不是外贸那些事。今年有几个国家提高了茶叶的关税，有的还设置了新的贸易壁垒，我们的订单少了一大半。

hái bú shì wàimào nàxiē shì jīnnián yǒu jǐ gè guójiā tígāo le cháyè de guānshuì yǒude hái shèzhì le xīn de màoyì bìlěi wǒmen de dìngdān shǎo le yí dà bàn · The usual foreign-trade headaches. A few countries raised their tariffs on tea this year, some even put up new trade barriers, and our orders have halved.

xiaoming 可是新闻上说，我们国家的贸易顺差还在增加。

kěshì xīnwén shàng shuō wǒmen guójiā de màoyì shùnchā hái zài zēngjiā · But the news says the country's trade surplus is still growing.

ms zhang 国家是国家，公司是公司。我们这个季度进出口的差额不太好看，财务说再这样下去，就要出现赤字了。

guójiā shì guójiā gōngsī shì gōngsī wǒmen zhège jìdù jìn chūkǒu de chāé bú tài hǎokàn cáiwù shuō zài zhèyàng xiàqù jiù yào chūxiàn chìzì le · The country is one thing, a company is another. Our import–export balance this quarter isn't pretty: finance says if this goes on, we'll be in the red.

anna 那卖不出去的茶怎么办？

nà mài bu chuqu de chá zěnme bàn · So what happens to the tea you can't sell?

ms zhang 这就是最头疼的。绿茶的库存过剩，仓库里的存货堆成了山；红茶却很紧缺，客户天天打电话催。

zhè jiùshì zuì tóu téng de lǜchá de kùcún guòshèng cāngkù lǐ de cúnhuò duī chéng le shān hóngchá què hěn jǐnquē kèhù tiān tiān dǎ diànhuà cuī · That's the biggest headache. We've got far too much green tea: the stock in the warehouse is piled sky-high. Black tea, on the other hand, is in short supply, and clients ring every day chasing it.

anna 怪不得最近红茶的行情这么好，价格一直在攀升。

guàibude zuìjìn hóngchá de hángqíng zhème hǎo jiàgé yìzhí zài pānshēng · No wonder the market for black tea is so strong lately: the price keeps climbing.

dr li 说白了，就是供求不平衡。

shuō bái le jiùshì gōngqiú bù pínghéng · In plain words: supply and demand are out of balance.

ms zhang 对。供需一乱，整条供应链都乱了。工厂想增产，原材料跟不上；物流也慢，有一批物资在港口等了两个星期。

duì gōngxū yí luàn zhěng tiáo gōngyìngliàn dōu luàn le gōngchǎng xiǎng zēngchǎn yuáncáiliào gēn bú shàng wùliú yě màn yǒu yì pī wùzī zài gǎngkǒu děng le liǎng gè xīngqī · Exactly. Once supply and demand go haywire, the whole supply chain goes haywire. The factory wants to produce more, but the raw materials can't keep up; logistics are slow too, and one shipment sat at the port for two weeks.

xiaoming 我们老家的县城也靠茶叶。现在有了完整的产业链，产值翻番了，种茶的农民也增收了。

wǒmen lǎojiā de xiàn chéng yě kào cháyè xiànzài yǒu le wánzhěng de chǎnyèliàn chǎnzhí fānfān le zhòng chá de nóngmín yě zēngshōu le · Our home county lives off tea too. Now it has a complete industry chain: output has doubled in value and the growers are earning more.

ms zhang 国内市场好是好，可是出口的增速今年明显放慢了。我们给国外几家超市供货，一家就占了三成。

guónèi shìchǎng hǎo shì hǎo kěshì chūkǒu de zēngsù jīnnián míngxiǎn fàng màn le wǒmen gěi guówài jǐ jiā chāoshì gōng huò yì jiā jiù zhàn le sān chéng · The home market is good, all right, but export growth has clearly slowed this year. We supply a few overseas supermarkets, and one of them alone is thirty per cent of our business.

anna 你们现在怎么管库存?

nǐmen xiànzài zěnme guǎn kùcún · How do you manage your stock at the moment?

ms zhang 说出来你别笑：还是用表格。三个仓库，有的贮藏茶叶，有的储备大宗原材料，每个月都要派人去数一遍。

shuō chulai nǐ bié xiào háishi yòng biǎogé sān gè cāngkù yǒude zhùcáng cháyè yǒude chǔbèi dàzōng yuáncáiliào měi gè yuè dōu yào pài rén qù shǔ yí biàn · Don't laugh: we still use spreadsheets. Three warehouses, some storing tea, some holding bulk raw materials, and every month we send people to count everything.

anna 这太费人力物力了！我们公司做过一个物流系统，可以随时看到每个仓库的库存。

zhè tài fèi rénlì wùlì le wǒmen gōngsī zuò guo yí gè wùliú xìtǒng kěyǐ suíshí kàn dào měi gè cāngkù de kùcún · That's a huge waste of manpower and resources! My company built a logistics system that shows every warehouse's stock at any moment.

ms zhang 真的？好是好，就是不知道贵不贵。今年我们的效益不好，哪儿还敢挥霍?

zhēn de hǎo shì hǎo jiùshì bù zhīdào guì bu guì jīnnián wǒmen de xiàoyì bù hǎo nǎr hái gǎn huīhuò · Really? Sounds good, but I wonder what it costs. Our returns are poor this year: we can't afford to throw money around.

anna 贵倒是不贵。而且存货一少，钱就省下来了。

guì dàoshì bú guì érqiě cúnhuò yì shǎo qián jiù shěng xiàlái le · It's not expensive, actually. And once your stock goes down, you save money.

ms zhang 那就好。系统要是划得来，我就订购。

nà jiù hǎo xìtǒng yàoshi huádelái wǒ jiù dìnggòu · Good. If the system is worth it, I'll order it.

dr li 安娜的公司也要盈利的，你别让人家做亏本的买卖。

Ānnà de gōngsī yě yào yínglì de nǐ bié ràng rénjia zuò kuīběn de mǎimai · Anna's company needs to make a profit too: don't make her do a deal at a loss.

xiaoming 妈妈，现在原材料紧缺，听说有的公司趁机涨价，赚了暴利。

māma xiànzài yuáncáiliào jǐnquē tīngshuō yǒude gōngsī chènjī zhǎngjià zhuàn le bàolì · Mum, raw materials are short right now, and I hear some companies have jacked up their prices and made a killing.

ms zhang 做生意当然要营利，可是靠暴利发财的公司走不远。楼下那家茶叶店就是这样，去年开张，今年就停业了。

zuò shēngyi dāngrán yào yínglì kěshì kào bàolì fācái de gōngsī zǒu bù yuǎn lóu xià nà jiā cháyè diàn jiùshì zhèyàng qùnián kāizhāng jīnnián jiù tíngyè le · Of course a business is there to make money, but companies that get rich on gouging don't last. Look at the tea shop downstairs: opened last year, closed this year.

anna 出口难，能不能多做国内市场？国家不是在拉动内需吗?

chūkǒu nán néng bu néng duō zuò guónèi shìchǎng guójiā bú shì zài lādòng nèixū ma · If exporting is hard, could you sell more at home? Isn't the government boosting domestic demand?

ms zhang 我们正有这个打算。下个月我们要在国内投放一批新茶，到时候还要去上海参加一个大的博览会。安娜，系统的事你帮我问问！

wǒmen zhèng yǒu zhège dǎsuàn xià gè yuè wǒmen yào zài guónèi tóufàng yì pī xīn chá dào shíhou hái yào qù Shànghǎi cānjiā yí gè dà de bólǎnhuì Ānnà xìtǒng de shì nǐ bāng wǒ wèn wen · That's exactly our plan. Next month we're launching a new tea at home, and then we're off to a big expo in Shanghai. Anna, please ask about the system for me!

write it trace the grey, then write your own

贮
zhù
store

good to know · Trade pairs to learn together: 顺差 surplus / 逆差 deficit (in trade); 盈利 profit / 亏本 loss; 过剩 surplus / 紧缺 shortage; 开张 open / 停业 close. In X是X, the second X can grow: 贵是贵了一点儿, 做是做了. The part after 可是 / 就是 is always what you really want to say.

Tariffs, supply chains and stock: you can now follow a business conversation over Sunday lunch.
Do this day interactively, with audio and games, free at **wishyou.today/learning**

day 142 taxes and shares

Talk about taxes, market share, cash flow and profit-sharing in a business deal, using 别看…… and 无A可B.

Every contract comes down to the same questions: who pays what, who takes which share, and what the taxman gets.

words

word	pinyin	meaning	example
税收	shuìshōu	tax revenue	旅游业给这个小城带来了不少税收。 Tourism has brought this little town a good deal of tax revenue.
税务	shuìwù	tax affairs, taxation	公司的税务问题，我们请专业的人来处理。 We get a professional to handle the company's tax matters.
纳税	nàshuì	to pay taxes	依法纳税是每个公民的义务。 Paying taxes according to the law is every citizen's duty.
纳税人	nàshuìrén	taxpayer	政府花的每一分钱都是纳税人的钱。 Every cent the government spends is taxpayers' money.
缴	jiǎo	to pay (a fee); to hand over	这个月的电费还没缴。 This month's electricity bill hasn't been paid yet.
缴纳	jiǎonà	to pay (formally)	公司每个月都按时为员工缴纳社会保险。 The company pays its staff's social insurance on time every month.
交纳	jiāonà	to pay (fees, dues)	参加这次比赛的人要交纳二百元报名费。 Everyone taking part pays an entry fee of two hundred yuan.
征收	zhēngshōu	to levy, collect (taxes)	政府对进口汽车征收关税。 The government levies a tariff on imported cars.
减免	jiǎnmiǎn	to reduce or waive (taxes, fees)	小企业可以减免一部分税。 Small businesses can have part of their tax reduced or waived.
高额	gāoé	high (amount), large	为了还{huan2}高额的贷款，他每天加班。 He works overtime every day to pay off a huge loan.
巨额	jùé	huge (sum)	这家公司投资失败，损失了巨额资金。 The company's investment failed and it lost a huge sum.
额度	édù	quota, limit (of money)	我的信用卡额度是五万元。 My credit card limit is fifty thousand yuan.
份额	fèné	share (of a market)	这家公司在国内市场的份额越来越大。 The company's share of the domestic market keeps growing.
分成	fēnchéng	to split (profits) by percentage	卖出去的钱，我们三七分成。 We split the sales money 30/70.

巨头	jùtóu	giant (company), magnate	几家网络巨头占了这个市场的大部分。 A few internet giants hold most of this market.
投机	tóujī	to speculate; opportunistic	他买房子不是为了住，而是为了投机。 He didn't buy the flat to live in: he bought it to speculate.
周转	zhōuzhuǎn	to turn over (funds); cash flow	公司最近资金周转不开，工资晚发了几天。 The company has had cash-flow problems lately, and wages came a few days late.
冻结	dòngjié	to freeze (assets, talks)	因为一场官司，公司的账户被冻结了。 Because of a lawsuit, the company's account has been frozen.
折合	zhéhé	to convert into, amount to	一百美元折合人民币七百多|元。 A hundred US dollars comes to just over seven hundred yuan.
换取	huànqǔ	to get in exchange for	他用休息时间换取更高的收入。 He trades his free time for a higher income.
挂钩	guàgōu	to link (to), tie in with; hook	这份工作的工资跟销量挂钩。 Pay in this job is linked to sales.
网点	wǎngdiǎn	outlet, branch (of a network)	这家银行在全国|有一万多个网点。 This bank has over ten thousand branches across the country.
连锁	liánsuǒ	chain (stores); chain (reaction)	这家连锁超市在本市开了三十家店。 This supermarket chain has thirty stores in the city.
造价	zàojià	cost (of building, making)	这座大桥的造价超过十亿元。 The bridge cost more than a billion yuan to build.
高昂	gāoáng	high (costs); high-spirited	在市中心开店，房租非常高昂。 Rent for a shop in the city centre is extremely high.
收支	shōuzhī	income and expenses	这个月家里的收支基本平衡。 The household budget roughly balanced this month.
调控	tiáokòng	to regulate, control (the economy)	政府出台了新政策来调控房价。 The government has brought in new policies to rein in house prices.

pattern 别看..... and 无a可b, back for business

别看 how it looks , how it really is

别看 A，B: "don't go by A": A is how things look, B is the truth, often with 可 or 却. 无A可B is "no A to B": 无话可说 (nothing to say), 无路可走 (nowhere left to go), 无家可归 (homeless). Both are handy when you argue a case at work.

别看这个系统简单，它能帮你们省下不少钱。 **biékàn zhège xìtǒng jiǎndān tā néng bāng nǐmen shěng xià bù shǎo qián** The system may look simple, but it can save you a lot of money.

别看合同只有三页，里面的问题可不少。 **biékàn hétóng zhǐyǒu sān yè lǐmiàn de wèntí kě bù shǎo** The contract may only be three pages, but there are plenty of problems in it.

要是再不改，我们在市场上就无路可走了。 **yàoshi zài bù gǎi wǒmen zài shìchǎng shàng jiù wú lù kě zǒu le** If we don't change now, we'll have nowhere left to go in the market.

价格、服务都让客户满意，对手也无话可说。 **jiàgé fúwù dōu ràng kèhù mǎnyì duìshǒu yě wúhuà kěshuō** Price and service both keep the clients happy: even our rivals can't say a thing.

dialogue who pays, who shares

manager liu 张女士，欢迎！安娜跟我说了，你们想做一个物流系统。
Zhāngnǚshì huānyíng Ānnà gēn wǒ shuō le nǐmen xiǎng zuò yí gè wùliú xìtǒng · Ms Zhang, welcome! Anna has told me you're looking for a logistics system.

ms zhang 对。别看我们公司不大，在国内的茶叶市场上，我们的份额可不小。可是这几年几家巨头越做越大，我们压力很大。
duì biékàn wǒmen gōngsī bú dà zài guónèi de cháyè shìchǎng shàng wǒmen de fèné kě bù xiǎo kěshì zhè jǐ nián jǐ jiā jùtóu yuè zuò yuè dà wǒmen yālì hěn dà · Yes. We may look small, but our share of the tea market at home is anything but. Still, the big players keep growing, and we're under a lot of pressure.

manager liu 现在供求变化很快，供应链一定要可靠。我们先说价格吧。系统的造价是这样：软件一部分，每年的服务一部分。
xiànzài gōngqiú biànhuà hěn kuài gōngyìngliàn yídìng yào kěkào wǒmen xiān shuō jiàgé ba xìtǒng de zàojià shì zhèyàng ruǎnjiàn yí bùfen měi nián de fúwù yí bùfen · Supply and demand are shifting fast these days: your supply chain has to be reliable. Let's start with the price. Here's what the system costs: one part for the software, one part for the service each year.

ms zhang 说实话，一次付这么多，我们的资金有点儿周转不开。上个月因为一场官司，我们有一笔钱被冻结了，到现在还没解决。
shuō shíhuà yí cì fù zhème duō wǒmen de zījīn yǒudiǎnr zhōuzhuǎn bu kāi shàng gè yuè yīnwèi yì chǎng guānsi wǒmen yǒu yì bǐ qián bèi dòngjié le dào xiànzài hái méi jiějué · To be honest, paying that much at once would squeeze our cash flow. Last month a lawsuit got some of our money frozen, and it still isn't sorted out.

anna 那我们可以换一种方式：先少收一点儿，以后系统帮你们省下来的钱，我们二八分成。
nà wǒmen kěyǐ huàn yì zhǒng fāngshì xiān shǎo shōu yìdiǎnr yǐhòu xìtǒng bāng nǐmen shěng xiàlái de qián wǒmen èrbā fēnchéng · Then we could do it another way: we charge less up front, and whatever the system saves you, we take twenty per cent of.

manager liu 这样我们的收入跟你们的效益挂钩。你们省得越多，我们拿得越多。
zhèyàng wǒmen de shōurù gēn nǐmen de xiàoyì guàgōu nǐmen shěng de yuè duō wǒmen ná de yuè duō · That way our income is linked to your returns. The more you save, the more we earn.

ms zhang 这个办法好！我们宁可少赚一点儿，也要换取长期的合作。
zhège bànfǎ hǎo wǒmen nìngkě shǎo zhuàn yìdiǎnr yě yào huànqǔ chángqī de hézuò · I like it! We'd rather earn a little less in exchange for a long-term partnership.

ms zhang 我们在全国有二十多个销售网点，还给一家连锁超市供货。这几年房租越来越高昂，每个月的收支只能勉强平衡，再这样下去就是赤字了。
wǒmen zài quán guó yǒu èrshí duō gè xiāoshòu wǎngdiǎn hái gěi yì jiā liánsuǒ chāoshì gōng huò zhè jǐ nián fángzū yuè lái yuè gāoáng měi gè yuè de shōuzhī zhǐ néng miǎnqiǎng pínghéng zài zhèyàng xiàqù jiùshì chìzì le · We have over twenty sales outlets around the country, and we supply a supermarket chain. Rents keep getting steeper, and each month we barely break even: if this goes on, we'll be in deficit.

manager liu 那税务的问题呢？孙律师，你来说说吧。
nà shuìwù de wèntí ne Sūnlǜshī nǐ lái shuō shuo ba · What about the tax side? Mr Sun, over to you.

lawyer sun 这笔服务费要依法纳税。好消息是，张女士的公司是小企业，可以减免一部分税。
zhè bǐ fúwù fèi yào yīfǎ nàshuì hǎo xiāoxi shì Zhāngnǚshì de gōngsī shì xiǎo qǐyè kěyǐ jiǎnmiǎn yí bùfen shuì · The service fee has to be taxed according to the law. The good news is that Ms Zhang's company is a small business, so it can have part of the tax reduced or waived.

ms zhang 那太好了。我们县城的税收，有一大半来自茶叶，茶叶的产值每年都在增加。我们是纳税人，当然按时缴税。
nà tài hǎo le wǒmen xiàn chéng de shuìshōu yǒu yí dà bàn láizì cháyè cháyè de chǎnzhí měi nián dōu zài zēngjiā wǒmen shì nàshuìrén dāngrán ànshí jiǎo shuì · That's great. Over half of our county's tax revenue comes from tea, and tea output grows every year. We're taxpayers: of course we pay on time.

lawyer sun 还有，你们公司为员工缴纳的社会保险，也要在合同里写清楚。去博览会要交纳的费用，也是一样。

hái yǒu nǐmen gōngsī wèi yuángōng jiǎonà de shèhuì bǎoxiǎn yě yào zài hétóng lǐ xiě qīngchu qù bólǎnhuì yào jiāonà de fèiyong yě shì yíyàng · Also, the social insurance your company pays for its staff should be written clearly into the contract. Same for the fees you pay to go to the expo.

anna 国外的客户付美元，合同里要不要写怎么折合成人民币？

guówài de kèhù fù měi yuán hétóng lǐ yào búyào xiě zěnme zhéhé chéng rénmínbì · Your overseas clients pay in dollars: should the contract say how that converts into yuan?

lawyer sun 要写。别看这是小事，出了问题，到时候大家就无话可说了。

yào xiě biékàn zhè shì xiǎo shì chū le wèntí dào shíhou dàjiā jiù wúhuà kěshuō le · Yes. It may look like a small thing, but if something goes wrong, nobody will have a leg to stand on.

ms zhang 还有一件事：有的国家对我们的茶征收高额关税，有人劝我们做投机生意，赚快钱。我不干。

hái yǒu yí jiàn shì yǒude guójiā duì wǒmen de chá zhēngshōu gāoé guānshuì yǒu rén quàn wǒmen zuò tóujī shēngyi zhuàn kuài qián wǒ bú gàn · One more thing: some countries charge high tariffs on our tea, and people have told us to speculate and make a quick buck. I won't do it.

manager liu 您说得对。我见过一家公司投机失败，亏了巨额的资金，最后无路可走。

nín shuō de duì wǒ jiàn guo yì jiā gōngsī tóujī shībài kuī le jùé de zījīn zuìhòu wú lù kě zǒu · You're right. I've seen a company lose a fortune speculating, until it had nowhere left to go.

ms zhang 银行给我们的贷款额度也不高。不过国家最近在调控市场，拉动内需，对小公司有一些好政策。

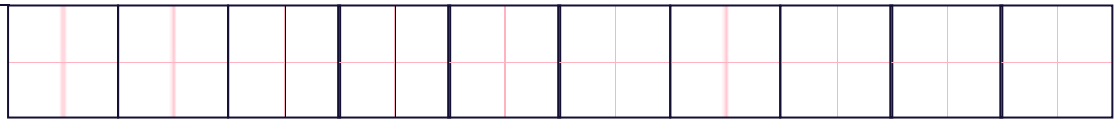
yínháng gěi wǒmen de dàikuǎn édù yě bù gāo búguò guójiā zuìjìn zài tiáokòng shìchǎng lādòng nèixū duì xiǎo gōngsī yǒu yìxiē hǎo zhèngcè · The bank won't lend us much either. But the government has been regulating the market and boosting domestic demand lately, and there are some good policies for small companies.

manager liu 那就这么定了。安娜，你把方案和合同准备好，下个星期我们签字。

nà jiù zhème dìng le Ānnà nǐ bǎ fāngàn hé hétóng zhǔnbèi hǎo xià gè xīngqī wǒmen qiānzì · Then it's settled. Anna, get the plan and the contract ready, and we'll sign next week.

write it trace the grey, then write your own

缴
jiǎo
to pay (a fee); to hand over



good to know · Splitting money: 三七分成 is 30/70, 二八分成 20/80, 对半分 fifty-fifty. Say whose share comes first, or it's easy to get confused. Paying tax: 纳税 (formal, to pay tax), 缴纳 / 交纳 (to pay a fee or tax), 减免 (reduce or waive), 征收 (the state levies).

Price, tax and shares: you can now sit at the table when a deal is made.
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day 143 rise and fall

Describe how prices, markets and industries rise and fall, and explain a chain of causes with 由于……，加上……，所以…… and 虽说……

Ups and downs are the language of the economy: news reports, company meetings and charts all speak in soaring, falling and bouncing back.

words

word	pinyin	meaning	example
飙升	biāoshēng	to soar, shoot up	去年海运价格飙升了好几倍。 Shipping prices shot up several times over last year.
递增	dìzēng	to increase step by step	公司的销量逐年递增。 The company's sales rise year after year.
激增	jīzēng	to surge, increase sharply	放假期间，游客人数激增。 Visitor numbers surge during the holidays.
高涨	gāozhǎng	to rise (prices); to run high (feelings)	大家参加活动的热情很高涨。 Everyone is very keen to take part.
起伏	qǐfú	to rise and fall; ups and downs	这几年茶叶的价格起伏很大。 Tea prices have gone up and down a lot in recent years.
波动	bōdòng	to fluctuate	汇率波动对外贸公司影响很大。 Exchange-rate swings hit foreign-trade companies hard.
浮动	fúdòng	to float, vary (within a range)	这份工作的工资在八千到一万之间浮动。 The pay for this job varies between eight and ten thousand.
反弹	fǎntán	to rebound, bounce back	价格跌了半年以后，开始反弹了。 After falling for six months, prices have started to bounce back.
回归	huíguī	to return (to)	过了节，价格慢慢回归正常。 After the holiday, prices slowly went back to normal.
倒退	dàotuì	to go backwards	这样做只会让这个行业倒退十年。 Doing that would only set the industry back ten years.
退步	tuìbù	to fall behind, get worse	他这学期的成绩退步了。 His marks have slipped this term.
退化	tuìhuà	to degenerate, wither (skills, organs)	很久不写字，写字的能力就退化了。 If you don't write by hand for a long time, the skill withers.
衰减	shuāijiǎn	to weaken, decay	手机用了三年，电池的电量衰减了很多。 After three years, my phone's battery holds much less charge.
衰落	shuāiluò	to decline, go downhill	这个老港口曾经很热闹，后来慢慢衰落了。 This old port was once bustling, then slowly went into decline.
减退	jiǎntuì	to diminish, fade	年纪大了，记忆力减退了。 With age, my memory has faded.

萎缩	wěisuō	to shrink, wither	这几年，传统书店的市场不断萎缩。 The market for traditional bookshops has kept shrinking in recent years.
没落	mòluò	to decline, fall (of a family, class)	这个家族到了清朝末年开始没落。 This family began to decline at the end of the Qing dynasty.
低谷	dīgǔ	low point, trough	公司走出了最困难的低谷，现在终于好起来了。 The company has come through its worst slump and is finally doing better.
落差	luòchā	gap, drop	刚毕业的时候，理想和现实的落差让他很失望。 Just after graduating, the gap between his dreams and reality left him disappointed.
缩减	suōjiǎn	to reduce, cut back	公司今年缩减了广告费用。 The company has cut its advertising spending this year.
削减	xuējiǎn	to cut (a budget, numbers)	因为经费紧张，学校削减了一些活动。 Short of funds, the school has cut some activities.
削弱	xuēruò	to weaken	高关税削弱了我们产品的价格优势。 High tariffs have weakened our products' price advantage.
缩水	suōshuǐ	to shrink (in the wash); to lose value	这件毛衣洗了一次就缩水了。 This sweater shrank after one wash.
收缩	shōusuō	to contract, pull back	很多公司正在收缩海外业务。 Many companies are scaling back their overseas business.
扩	kuò	to expand, enlarge	这个公园又往东扩了一大片。 The park has been extended eastwards by a big stretch.
扩充	kuòchōng	to expand, augment	图书馆今年扩充了很多新书。 The library has added a lot of new books this year.
扩张	kuòzhāng	to expand (business, territory)	这家公司扩张得太快，资金跟不上了。 The company expanded too fast and its money couldn't keep up.
扩散	kuòsàn	to spread, diffuse	这条消息很快在网上扩散开了。 The news spread quickly online.
蔓延	mànyán	to spread (fire, disease, mood)	大火很快蔓延到了旁边的房子。 The fire quickly spread to the house next door.
拓宽	tuòkuān	to widen, broaden	这条路拓宽以后，就不怎么堵车了。 Since the road was widened, there are hardly any traffic jams.
拓展	tuòzhǎn	to expand, develop (a market)	公司计划把业务拓展到|南美{==South America}。 The company plans to expand its business into South America.
壮大	zhuàngdà	to grow stronger; strong	我们的团队从五个人发展壮大到五十个人。 Our team has grown from five people to fifty.
兴盛	xīngshèng	flourishing, prosperous	唐朝的时候，丝绸之路|上的贸易非常兴盛。 In the Tang dynasty, trade along the Silk Road flourished.
蓬勃	péngbó	vigorous, booming	这几年，网上购物蓬勃发展。 Online shopping has boomed in recent years.

盛行	shèngxíng	to be in vogue, prevail	现在盛行在直播里卖东西。 Selling through livestreams is all the rage right now.

pattern chains of cause and effect, and 虽说…… back again

由于 **cause 1** ，加上 **cause 2** ，所以 **result** ，因此 **further result**

Economics loves chains: 由于 A，加上 B，所以 C，因此 D: two causes, one result, then the result of that result. Follow it link by link. 虽说 A，但 / 可 B is the spoken cousin of 虽然: “granted, A, but still B”.

由于国外需求突然增加，加上很多工厂停产，所以订单激增，因此运费也跟着涨了。
yóuyú guówài xūqiú tūrán zēngjiā jiāshàng hěn duō gōngchǎng tíng chǎn suǒyǐ dìngdān jīzēng yīncǐ yùnfèi yě gēn zhe zhǎng le Because overseas demand suddenly jumped and many factories stopped work, orders surged, and so freight costs went up with them.

由于汇率波动，加上关税提高，所以利润缩水了，因此公司削减了广告费用。 **yóuyú huìlǜ bōdòng jiāshàng guānshuì tígāo suǒyǐ lìrùn suōshuǐ le yīncǐ gōngsī xuējiǎn le guǎnggào fèiyong** Exchange rates swung and tariffs went up, so profits shrank, and the company cut its advertising budget as a result.

虽说海外市场在萎缩，但国内的需求还在递增。 **suīshuō hǎiwài shìchǎng zài wěisuō dàn guónèi de xūqiú hái zài dìzēng** The overseas market may be shrinking, but demand at home is still rising steadily.

dialogue three years on a roller coaster

editor lin 张女士，谢谢您接受采访。我在写一篇文章，讲这几年茶叶出口的起伏。
Zhāngnǚshì xièxie nín jiēshòu cǎifǎng wǒ zài xiě yì piān wénzhāng jiǎng zhè jǐ nián cháyè chūkǒu de qǐfú · Ms Zhang, thank you for the interview. I'm writing a piece on the ups and downs of tea exports in recent years.

ms zhang 起伏太大了！三年前海运价格飙升了好几倍，一个集装箱的运费从两千美元涨到了一万多。
qǐfú tài dà le sān nián qián hǎiyùn jiàgé biāoshēng le hǎo jǐ bèi yí gè jízhuāngxiāng de yùnfèi cóng liǎngqiān měi yuán zhǎng dào le yí wàn duō · Huge ups and downs! Three years ago shipping prices shot up several times over: freight for one container went from two thousand dollars to over ten thousand.

anna 那时候订单是不是也激增了？
nà shíhou dìngdān shì bu shì yě jīzēng le · Did orders surge at that time too?

ms zhang 对。由于国外的需求突然增加，加上很多工厂停产，所以订单激增，因此运费也跟着涨。那时候大家热情高涨，都在扩张。
duì yóuyú guówài de xūqiú tūrán zēngjiā jiāshàng hěn duō gōngchǎng tíng chǎn suǒyǐ dìngdān jīzēng yīncǐ yùnfèi yě gēn zhe zhǎng nà shíhou dàjiā rèqíng gāozhǎng dōu zài kuòzhāng · Yes. Overseas demand suddenly jumped and lots of factories had stopped work, so orders surged, and freight costs rose with them. Everyone was fired up then, and everyone was expanding.

editor lin 后来呢？
hòulái ne · And then?

ms zhang 后来需求慢慢回归正常。今年海外市场萎缩，很多公司都在收缩海外业务。我们也缩减了一部分计划，削减了广告费用。
hòulái xūqiú màn màn huíguī zhèngcháng jīnnián hǎiwài shìchǎng wěisuō hěn duō gōngsī dōu zài shōusuō hǎiwài yèwù wǒmen yě suōjiǎn le yí bùfen jìhuà xuējiǎn le guǎnggào fèiyong · Then demand slowly went back to normal. This year the overseas market is shrinking and many companies are pulling back their overseas business. We've scaled down some plans too and cut our advertising budget.

editor lin 那你们的收支还平衡吗？
nà nǐmen de shōuzhī hái pínghéng ma · So do your income and expenses still balance?

ms zhang 勉强平衡。国家减免了一部分税，帮了我们不少。
miǎnqiǎng pínghéng guójiā jiǎnmiǎn le yí bùfen shuì bāng le wǒmen bù shǎo · Just about. The state waived part of our tax, which helped a lot.

editor lin 汇率的波动对你们影响大吗？
huìlǜ de bōdòng duì nǐmen yǐngxiǎng dà ma · How much do exchange-rate swings affect you?

ms zhang 很大。我们的价格跟着汇率在一定的范围里浮动。人民币一涨，我们的利润就缩水；再加上高额关税，我们的价格优势被削弱了不少。
hěn dà wǒmen de jiàgé gēn zhe huìlǜ zài yídìng de fànwéi lǐ fúdòng rénmínbì yì zhǎng wǒmen de lìrùn jiù suōshuǐ zài jiāshàng gāoé guānshuì wǒmen de jiàgé yōushì bèi xuēruò le bù shǎo · A lot. Our prices float within a certain range with the exchange rate. When the yuan goes up, our profits shrink; add the high tariffs, and our price advantage has been badly weakened.

anna 虽说出口不好，可国内的网上销售蓬勃发展，对吧？
suīshuō chūkǒu bù hǎo kě guónèi de wǎngshang xiāoshòu péngbó fāzhǎn duì ba · Exports may be poor, but online sales at home are booming, right?

ms zhang 对，现在盛行在直播里卖茶。我们网上的销量每个月都在递增，上个月价格也反弹了一点儿。
duì xiànzài shèngxíng zài zhíbō lǐ mài chá wǒmen wǎngshang de xiāoliàng měi gè yuè dōu zài dìzēng shàng gè yuè jiàgé yě fǎntán le yìdiǎnr · Right: selling tea on livestreams is all the rage now. Our online sales grow every month, and last month prices bounced back a little too.

editor lin 我听说您老家有个茶叶小镇，以前很兴盛？
wǒ tīngshuō nín lǎojiā yǒu gè cháyè xiǎo zhèn yǐqián hěn xīngshèng · I hear your home town is a tea town that used to be very prosperous?

ms zhang 是啊。唐朝的时候，那里的茶叶生意就很兴盛。后来交通变了，小镇慢慢衰落；到了清朝末年，那些有名的大家族也都没落了。
shì a Tángcháo de shíhou nàlǐ de cháyè shēngyi jiù hěn xīngshèng hòulái jiāotōng biàn le xiǎo zhèn màn màn shuāiluò dào le Qīngcháo mò nián nàxiē yǒumíng de dà jiāzú yě dōu mòluò le · Yes. In the Tang dynasty the tea trade there was already flourishing. Then the trade routes changed and the town slowly declined; by the end of the Qing dynasty its famous old families had all come down in the world.

anna 那十年前呢?
nà shí nián qián ne · And ten years ago?

ms zhang 十年前是最低谷：年轻人都走了，老茶园没人管，种茶的老手艺也在退化。城里和山里的收入，落差太大了。
shí nián qián shì zuì dīgǔ niánqīng rén dōu zǒu le lǎo chá yuán méi rén guǎn zhòng chá de lǎo shǒuyì yě zài tuìhuà chéng lǐ hé shān lǐ de shōurù luòchā tài dà le · Ten years ago was the very bottom: the young people had all left, nobody looked after the old tea gardens, and the old tea-growing skills were dying out. The income gap between the city and the hills was just too wide.

editor lin 后来是怎么好起来的?
hòulái shì zěnme hǎo qǐlai de · So how did things turn around?

ms zhang 政府拓宽了上山的路，我们也把生意拓展到了网上。我们的团队从十个人发展壮大到一百多人，仓库也扩了两个，销售网点也多了，今年还扩充了产品，开始卖茶点。
zhèngfǔ tuòkuān le shàng shān de lù wǒmen yě bǎ shēngyi tuòzhǎn dào le wǎngshang wǒmen de tuánduì cóng shí gè rén fāzhǎn zhuàngdà dào yìbǎi duō rén cāngkù yě kuò le liǎng gè xiāoshòu wǎngdiǎn yě duō le jīnnián hái kuòchōng le chǎnpǐn kāishǐ mài chádiǎn · The government widened the road up the mountain, and we took the business online. Our team has grown from ten people to over a hundred, we've added two warehouses and more sales outlets, and this year we've broadened our range and started selling tea snacks.

editor lin 有人说，传统外贸在倒退。您同意吗?
yǒu rén shuō chuántǒng wàimào zài dàotuì nín tóngyì ma · Some people say traditional foreign trade is going backwards. Do you agree?

ms zhang 我不同意。它不是在倒退，是在变。要是我们不学新东西，那才是真的退步。
wǒ bù tóngyì tā bú shì zài dàotuì shì zài biàn yàoshi wǒmen bù xué xīn dōngxi nà cái shì zhēn de tuìbù · I don't. It isn't going backwards, it's changing. If we stopped learning new things, that would be real backsliding.

anna 您现在最担心什么?
nín xiànzài zuì dānxīn shénme · What worries you most at the moment?

ms zhang 坏消息扩散得太快。去年网上有人说我们的茶不安全，那是假的，可是大家的担心一下子就蔓延开了。我的记忆力减退了，可那几天的事我忘不了。
huài xiāoxi kuòsàn de tài kuài qùnián wǎngshang yǒu rén shuō wǒmen de chá bù ānquán nà shì jiǎ de kěshì dàjiā de dānxīn yíxià zi jiù mànyán kāi le wǒ de jìyì lì jiǎntuì le kě nà jǐ tiān de shì wǒ wàng bu liǎo · Bad news spreads so fast. Last year someone online claimed our tea wasn't safe. It was false, but people's worry spread like wildfire. My memory isn't what it was, but I'll never forget those few days.

editor lin 网上的热度总是衰减得很快，可是信任丢了就很难找回来。这一点我一定写进文章里。
wǎngshang de rèdù zǒngshì shuāijiǎn de hěn kuài kěshì xìnrèn diū le jiù hěn nán zhǎo huilai zhè yìdiǎn wǒ yídìng xiě jìn wénzhāng lǐ · Online buzz always dies down fast, but lost trust is hard to win back. I'll definitely put that in the piece.

write it trace the grey, then write your own

飙
biāo
whirlwind

good to know · Going up: 飙升 (shoot up), 激增 (surge), 递增 (rise step by step), 反弹 (bounce back). Going down: 萎缩 (shrink), 缩水 (lose value), 衰落 (decline), 没落 (fall from glory). 缩减 and 削减 both mean “cut”: 削减 sounds tougher and is used for budgets and jobs; 削弱 is to weaken.

Soaring, slumping, bouncing back: you can now read the business page and tell the story behind the chart.
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day 144 results and foundations

Chinese HSK 7–9 in 193 days
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Talk about results, what works and what a business is built on, and play things down with 无非……罢了 and 自A自B.

Every project ends in a review: did it work, who benefited, and what foundation does it leave for the next step?

words

word	pinyin	meaning	example
产物	chǎnwù	product, outcome (of a process)	网上购物是互联网时代的产物。 Online shopping is a product of the internet age.
硕果	shuòguǒ	great achievement (rich fruit)	经过十年的研究，他们终于结出了硕果。 After ten years of research, their work finally bore fruit.
丰硕	fēngshuò	rich, fruitful	这次合作取得了丰硕的成果。 This partnership has produced rich results.
得失	déshī	gains and losses	做决定的时候，不能只看眼前的得失。 When you decide, you can't look only at what you gain or lose right now.
得手	déshǒu	to succeed (in a scheme), pull it off	小偷还没得手，就被警察抓住了。 The thief was caught by the police before he could get away with anything.
得益	déyì	to benefit (from)	他的好身体得益于每天跑步。 He owes his good health to running every day.
受益	shòuyì	to benefit, profit (from)	这个政策让很多小企业受益。 This policy has benefited many small businesses.
见效	jiànxiào	to take effect, show results	这种药吃了三天就见效了。 This medicine started working after three days.
奏效	zòuxiào	to prove effective, work	这个办法很快就奏效了。 The method soon worked.
效力	xiàolì	effect, force; to serve (a team)	合同签字以后才有法律效力。 A contract only has legal force once it is signed.
管用	guǎnyòng	useful, effective (spoken)	这个方法真管用！ That trick really works!
建树	jiànshù	achievement, contribution	他在经济学研究方面很有建树。 He has made a real contribution to economic research.
长足	chángzú	considerable (progress)	这几年，中国的物流业取得了长足的进步。 China's logistics industry has made great strides in recent years.
良性	liángxìng	benign, virtuous (circle)	顾客多了，收入多了，服务也更好了，这就是良性循环。 More customers, more income, better service: that's a virtuous circle.

长效	chángxiào	long-term, long-acting	光靠罚款不够，要建立长效的机制。 Fines alone aren't enough: we need a mechanism that works in the long term.
达标	dábiāo	to reach the standard	这批茶叶的质量全部达标。 This whole batch of tea meets the quality standard.
到位	dàowèi	to be in place; spot on	这家酒店的服务很到位。 The service at this hotel is spot on.
过关	guòguān	to pass (a test, check)	新系统的测试过关了。 The new system has passed its tests.
攻关	gōngguān	to tackle a key problem	工程师们正在攻关最难的技术问题。 The engineers are tackling the toughest technical problem.
成型	chéngxíng	to take shape	我们的方案已经基本成型了。 Our plan has more or less taken shape.
奠定	diàndìng	to lay (a foundation), establish	这次合作|为以后奠定了基础。 This partnership has laid the foundation for the future.
根基	gēnjī	foundation, basis	公司的根基还不牢，不能扩张太快。 The company's foundations aren't solid yet: it can't expand too fast.
底子	dǐzi	foundation, basics; bottom	他的中文底子很好，学得很快。 He has a solid grounding in Chinese, so he learns fast.
支柱	zhīzhù	pillar, mainstay	茶叶是这个县的支柱产业。 Tea is this county's main industry.
生命线	shēngmìngxiàn	lifeline	对外贸公司来说，物流就是生命线。 For a foreign-trade company, logistics are a lifeline.
源泉	yuánquán	source, fountainhead	创新是企业发展的源泉。 Innovation is the wellspring of a company's growth.
源头	yuántóu	source (of a river, problem)	要解决问题，就要从源头找原因。 To solve a problem, you have to look for the cause at its source.
夯实	hāngshí	to consolidate, make solid	先把基础夯实，再谈发展。 Make the foundations solid first, then talk about growth.
扎根	zhāgēn	to take root	王老师在这个城市扎根三十年了。 Teacher Wang has put down roots in this city for thirty years.
立足	lìzú	to gain a foothold; be based on	一家小公司要在市场上立足，并不容易。 It isn't easy for a small company to gain a foothold in the market.
造就	zàojiù	to make, shape (people)	艰苦的环境造就了他坚强的性格。 A hard environment shaped his strong character.
促成	cùchéng	to help bring about	是陈教授促成了这次合作。 It was Professor Chen who made this partnership happen.
营造	yíngzào	to create (an atmosphere, setting)	我们要为员工营造一个好的工作环境。 We want to create a good working environment for our staff.

构建	gòujiàn	to build, construct (a system)	我们帮客户构建了一个新的物流系统。 We built a new logistics system for a client.
设	shè	to set up, establish	公司在上海设了一个办公室。 The company has set up an office in Shanghai.

pattern 无非……罢了 (nothing more than) and 自a自b

无非 / 不过 / 只是 **the plain fact** **罢了 / 而已**

无非 (or 不过, 只是) … 罢了 (or 而已) plays something down: “it’s nothing more than …”. Use it to be modest about your work, or to say a problem is smaller than it looks. 自A自B, back from the environment unit, means “by oneself, for oneself”: 自产自销 (make and sell your own), 自言自语 (talk to yourself).

我们做的无非是把三个仓库的数据连起来罢了。 **wǒmen zuò de wúfēi shì bǎ sān gè cāngkù de shùjù lián qǐlái bàle** All we did was connect the data from the three warehouses.

他说来说去，不过是想多要一点儿钱而已。 **tā shuō lái shuō qù búguò shì xiǎng duō yào yìdiǎnr qián éryǐ** For all his talk, he just wants a bit more money.

以前的茶园自产自销，规模很小。 **yǐqián de chá yuán zì chǎn zì xiāo guīmó hěn xiǎo** The old tea gardens sold what they grew themselves, on a very small scale.

张女士看着报表，高兴得自言自语起来。 **Zhāngnǚshì kàn zhe bào biǎo gāoxìng de zìyán zìyǔ qǐlái** Looking at the report, Ms Zhang was so pleased she started talking to herself.

dialogue the first month in numbers

ms zhang 系统用了一个月，效果比我想的还好：库存少了三成，客户的订单也都能按时发出去了。
xìtǒng yòng le yí gè yuè xiàoguǒ bǐ wǒ xiǎng de hái hǎo kùcún shǎo le sān chéng kèhù de dìngdān yě dōu néng ànshí fā chuqu le · One month in, and it's working better than I expected: stock is down thirty per cent, and every client's order goes out on time.

manager liu 这么快就见效了？
zhème kuài jiù jiànxiào le · Results that quickly?

ms zhang 对。以前只要订单激增，仓库就乱了；现在一点儿也不乱。
duì yǐqián zhǐyào dìngdān jīzēng cāngkù jiù luàn le xiànzài yìdiǎnr yě bú luàn · Yes. Before, whenever orders surged, the warehouses were chaos; now there's no chaos at all.

anna 其实我们做的无非是把三个仓库的数据连起来罢了。
qíshí wǒmen zuò de wúfēi shì bǎ sān gè cāngkù de shùjù lián qǐlái bàle · Honestly, all we did was link up the data from your three warehouses.

ms zhang 你太谦虚了。是你们帮我们构建了一个新的物流系统。工人们一开始不习惯，后来发现手机扫一下就行，都说真管用。
nǐ tài qiānxū le shì nǐmen bāng wǒmen gòujiàn le yí gè xīn de wùliú xìtǒng gōngrénmen yì kāishǐ bù xíguàn hòulái fāxiàn shǒujī sǎo yíxià jiù xíng dōu shuō zhēn guǎnyòng · You're too modest. You built us a whole new logistics system. The workers weren't used to it at first, then they found one scan with a phone does the job, and now they all say it really works.

anna 最难的是找到数据的源头。三个仓库的表格都不一样，我们的工程师攻关了整整两个星期，测试才过关。
zuì nán de shì zhǎo dào shùjù de yuántóu sān gè cāngkù de biǎogé dōu bù yíyàng wǒmen de gōngchéngshī gōngguān le zhěngzhěng liǎng gè xīngqī cèshì cái guòguān · The hardest part was tracking down where the data came from. All three warehouses used different spreadsheets: our engineers spent two solid weeks cracking it before the tests passed.

manager liu 现在每个环节都到位了吗？
xiànzài měi gè huánjié dōu dàowèi le ma · Is every link in the chain in place now?

ms zhang 基本到位了，质量检查也全部达标。上个星期有人想用假订单骗我们的货，系统一查就发现了，他没得手。
jīběn dàowèi le zhìliàng jiǎnchá yě quánbù dábiāo shàng gè xīngqī yǒu rén xiǎng yòng jiǎ dìngdān piàn wǒmen de huò xìtǒng yì chá jiù fāxiàn le tā méi déshǒu · More or less, and every quality check passes. Last week someone tried to cheat us out of a shipment with a fake order: the system spotted it straight away, so he didn't get away with it.

manager liu 看来我们的分成办法也奏效了：你们省得多，我们也受益。
kànlái wǒmen de fēnchéng bànfǎ yě zòuxiào le nǐmen shěng de duō wǒmen yě shòuyì · So our profit-sharing idea worked too: you save more, and we benefit as well.

ms zhang 受益最多的是工人，他们再也不用每个月去数货了。这次的成功，得益于你们的专业。
shòuyì zuì duō de shì gōngrén tāmen zài yě búyòng měi gè yuè qù shǔ huò le zhè cì de chénggōng déyì yú nǐmen de zhuānyè · The workers benefit most: they never have to count stock every month again. This success is down to your expertise.

anna 也得益于你们的底子好。三十年的外贸经验，才是公司真正的根基。
yě déyì yú nǐmen de dǐzi hǎo sānshí nián de wàimào jīngyàn cái shì gōngsī zhēnzhèng de gēnjī · And to your solid foundations. Thirty years of foreign-trade experience: that's the company's real bedrock.

manager liu 这么说，您老家的茶叶也走出低谷了。
zhème shuō nín lǎojiā de cháyè yě zǒu chū dīgǔ le · So the tea back in your home town has climbed out of its low point too.

ms zhang 说得对。茶叶是我们老家的支柱产业，以前的茶园自产自销，规模很小。现在有了物流，茶就能卖到全国。对我们来说，物流就是生命线。

shuō de duì cháyè shì wǒmen lǎojiā de zhīzhù chǎnyè yǐqián de chá yuán zì chǎn zì xiāo guīmó hěn xiǎo xiànzài yǒu le wùliú chá jiù néng mài dào quán guó duì wǒmen lái shuō wùliú jiùshì shēngmìngxiàn · That's true. Tea is the main industry back home, and the old tea gardens used to sell what they grew themselves, on a tiny scale. With proper logistics, our tea can sell across the country. For us, logistics are a lifeline.

manager liu 这一个月，我们两家公司的合作取得了长足的进步。这个系统就是合作的产物。

zhè yí gè yuè wǒmen liǎng jiā gōngsī de hézuò qǔdé le chángzú de jìnbù zhège xìtǒng jiùshì hézuò de chǎnwù · In just one month, our two companies have come a long way together. This system is the product of that partnership.

ms zhang 这次合作是安娜促成的。第一个月就有这么丰硕的成果，这是我们合作结出的第一个硕果！

zhè cì hézuò shì Ānnà cùchéng de dì yī gè yuè jiù yǒu zhème fēngshuò de chéngguǒ zhè shì wǒmen hézuò jié chū de dì yī gè shuòguǒ · It was Anna who made this partnership happen. Such rich results in the very first month: the first great fruit of our partnership!

anna 省下来的钱，你们可以再投进新产品，产品好了，客户就更多，这就是良性循环。

shěng xiàlái de qián nǐmen kěyǐ zài tóu jìn xīn chǎnpǐn chǎnpǐn hǎo le kèhù jiù gèng duō zhè jiùshì liángxìng xúnhuán · You can put the money you save into new products; better products bring more clients: a virtuous circle.

manager liu 不过市场总有波动，我们不能只看一时的得失，还要建立长效的办法，让系统一直有效力。

búguò shìchǎng zǒng yǒu bōdòng wǒmen bù néng zhǐ kàn yìshí de déshī hái yào jiànlì chángxiào de bànfǎ ràng xìtǒng yìzhí yǒu xiàolì · But markets always fluctuate: we can't just look at short-term gains and losses. We need something that lasts, so the system keeps working.

ms zhang 我同意。我们公司在这个县城扎根三十年了，是这些困难造就了今天的我们。先把国内的市场夯实，再立足国内，走向世界。

wǒ tóngyì wǒmen gōngsī zài zhège xiàn chéng zhāgēn sānshí nián le shì zhèxiē kùnnan zàojiù le jīntiān de wǒmen xiān bǎ guónèi de shìchǎng hāngshí zài lìzú guónèi zǒuxiàng shìjiè · I agree. Our company has had roots in this county for thirty years, and it's the hard times that made us what we are. First we make the home market solid, then, from a firm base at home, we go out into the world.

anna 下一步的计划已经基本成型了吧?

xià yí bù de jìhuà yǐjīng jīběn chéngxíng le ba · Your next plan has more or less taken shape, then?

ms zhang 对！我们打算在上海设一个小仓库，下个月就去参加博览会。这次合作为博览会奠定了基础。

duì wǒmen dǎsuàn zài Shànghǎi shè yí gè xiǎo cāngkù xià gè yuè jiù qù cānjiā bólǎnhuì zhè cì hézuò wèi bólǎnhuì diàndìng le jīchǔ · Yes! We plan to set up a small warehouse in Shanghai, and next month we're off to the expo. This partnership has laid the groundwork for it.

manager liu 我们也想去博览会。王老师常说，一个人要有建树，先要打好底子。公司也一样。

wǒmen yě xiǎng qù bólǎnhuì Wánglǎoshī cháng shuō yí gè rén yào yǒu jiànshù xiān yào dǎ hǎo dǐzi gōngsī yě yíyàng · We'd like to go to the expo too. Teacher Wang always says that if you want to achieve something, you first need solid basics. It's the same for a company.

ms zhang 好！客户的意见是我们改进的源泉，我们一起去听听。我们还要给员工营造一个好的工作环境，人永远是最重要的。

hǎo kèhù de yìjiàn shì wǒmen gǎijìn de yuánquán wǒmen yìqǐ qù tīng ting wǒmen hái yào gěi yuángōng yíngzào yí gè hǎo de gōngzuò huánjìng rén yǒngyuǎn shì zuì zhòngyào de · Great! Clients' feedback is where our improvements come from: let's go and hear it together. And we need to create a good working environment for our staff: people matter most.

write it trace the grey, then write your own

夯 hāng ram (earth)													

good to know · Did it work? 见效 / 奏效 (it worked), 管用 (spoken: it does the trick), 到位 (in place, spot on), 达标 (meets the standard), 过关 (passed). Foundations: 奠定基础 (lay the foundation), 夯实基础 (make it solid), 根基 / 底子 (the base you build on), 扎根 (put down roots), 立足 (gain a foothold).

You can now sum up a project's results, modestly or proudly, and say what the next step stands on. Do this day interactively, with audio and games, free at **wishyou.today/learning**

day 145 stop and control

Talk about stopping, curbing and controlling problems, ending deals and getting everything ready, and open a formal invitation with 值此……之际.

Before any big event something goes wrong: fakes, price wars, stuck deliveries. These are the words for stopping trouble and saying “we’re ready”.

words

word	pinyin	meaning	example
遏制	èzhì	to curb, contain	政府采取措施遏制房价上涨。 The government has taken steps to curb rising house prices.
制止	zhìzhǐ	to stop, prevent (an act)	有人在地铁上抽烟，乘客们马上制止了他。 Someone lit a cigarette on the underground, and the passengers stopped him at once.
制约	zhìyuē	to restrict, constrain	资金不足制约了公司的发展。 A lack of funds has held back the company’s growth.
杜绝	dùjué	to put an end to, stamp out	我们要杜绝浪费。 We must stamp out waste.
阻力	zǔlì	resistance, drag	这项改革遇到了很大的阻力。 This reform has met strong resistance.
阻挠	zǔnáo	to obstruct, thwart	有人想阻挠这个项目。 Someone is trying to block this project.
牵制	qiānzhì	to tie down, hold in check	小公司常常被大客户牵制。 Small companies are often held in check by their big clients.
束缚	shùfù	to bind, fetter	不要被旧观念束缚。 Don’t let old ideas tie you down.
支配	zhīpèi	to control, have at one’s disposal	周末的时间可以自由支配。 Weekends are yours to spend as you like.
主宰	zhǔzǎi	to dominate; master, ruler	要做自己命运的主宰。 Be the master of your own fate.
驾驭	jiàyù	to control, master (a horse, a team)	他能很好地驾驭这么大的团队。 He handles such a big team very well.
压制	yāzhì	to suppress, stifle	好的领导不会压制不同的意见。 A good leader doesn’t stifle different opinions.
压倒	yādǎo	to overwhelm, prevail over	这次比赛，他以压倒性的优势赢了。 He won this match by an overwhelming margin.
屈服	qūfú	to yield, give in	面对压力，他没有屈服。 He didn’t give in under pressure.
抗衡	kànghéng	to compete on equal terms, match	小公司很难跟巨头抗衡。 It’s hard for small firms to take on the giants.
强势	qiángshì	strong position; dominant	这家公司在市场上非常强势。 This company is very dominant in the market.

劣势	lièshì	disadvantage, weak position	我们的劣势是没有名气。 Our weakness is that nobody knows our name.
中止	zhōngzhǐ	to suspend, break off	因为下大雨，比赛中止了。 The match was suspended because of heavy rain.
终止	zhōngzhǐ	to terminate, end	双方决定终止合同。 Both sides decided to terminate the contract.
终结	zhōngjié	to end, bring to an end	这场比赛终结了他们的十连胜。 This match ended their ten-game winning streak.
完毕	wánbì	finished, completed	准备工作已经完毕。 The preparations are complete.
了结	liǎojié	to settle, wind up	这件事终于了结了。 The matter has finally been settled.
罢休	bàxiū	to give up, let it go (with a negative)	不弄清楚，他是不会罢休的。 He won't let it go until he gets to the bottom of it.
免除	miǎnchú	to exempt; to spare	他家里困难，学校免除|了他的学费。 His family is hard up, so the school waived his fees.
清除	qīngchú	to clear away, get rid of	大雪以后，工人们连夜清除路上的雪。 After the heavy snow, workers cleared the roads through the night.
去除	qùchú	to remove	这种办法可以去除衣服上的油。 This method gets grease out of clothes.
剔除	tīchú	to weed out, reject	我们把不合格的茶叶全部剔除了。 We weeded out all the tea that didn't pass.
破除	pòchú	to break down (old ideas)	我们要破除“女生学不好数学”的旧观念。 We must break down the old idea that girls can't do maths.
卡	qiǎ	to get stuck, jam; to block	我们的货在海关卡{qia3}了三天。 Our goods were stuck at customs for three days.
锁定	suǒdìng	to lock in, pin down	我们已经锁定了目标客户。 We've pinned down our target customers.
限定	xiàndìng	to restrict, limit to	这种茶每人限定买两盒。 This tea is limited to two boxes per person.
后备	hòubèi	reserve, backup	我们准备了一套后备方案。 We've prepared a backup plan.
备	bèi	to prepare, have ready	我给你备了一把伞。 I've got an umbrella ready for you.
预备	yùbèi	to prepare, get ready	各就各位，预备，跑！ On your marks, get set, go!
就绪	jiùxù	to be ready, in place	一切准备就绪，就等客人来了。 Everything's ready: we're just waiting for the guests.

pattern 值此……之际 (on the occasion of) and the prefixes 后- / 亲-

值此 **occasion** 之际, **greeting, thanks or invitation**

值此……之际 opens formal letters, speeches and notices: “on the occasion of …”. Put an event in the middle (开幕, 新年, 公司成立十周年) and follow with thanks, wishes or an invitation. Also back today: 后- “post-” (后工业时代, 后真相时代) and 亲- “close to” (亲水平台, a waterside deck where you can touch the water).

值此博览会开幕之际，我们真诚地邀请新老客户来品尝新茶。 **zhí cǐ bólǎnhuì kāimù zhījì wǒmen zhēnchéng de yāoqǐng xīn lǎo kèhù lái pǐncháng xīn chá** As the expo opens, we warmly invite all our clients, old and new, to taste our new tea.

值此新年到来之际，祝大家身体健康，万事如意。 **zhí cǐ xīnnián dàolái zhījì zhù dàjiā shēntǐ jiànkāng wàn shì rúyì** As the New Year arrives, we wish you all good health and every success.

进入后工业时代，很多老工厂变成了博物馆。 **jìnrù hòu gōngyè shídài hěn duō lǎo gōngchǎng biànchéng le bówùguǎn** In the post-industrial age, many old factories have become museums.

博览会旁边有一个亲水平台，可以在河边喝茶。 **bólǎnhuì pángbiān yǒu yí gè qīn shuǐ píngtái kěyǐ zài hé biān hē chá** Next to the expo there’s a waterside deck where you can drink tea by the river.

dialogue fakes, price cuts and a contract that binds

ms zhang 孙律师，出事了。网上有人用我们的牌子卖假茶，价格只有我们的一半。
Sūnlǜshī chū shì le wǎngshang yǒu rén yòng wǒmen de páizi mài jiǎ chá jiàgé zhǐyǒu wǒmen de yíbàn · Mr Sun, we've got trouble. Someone online is selling fake tea under our brand, at half our price.

lawyer sun 这种事必须马上制止。我今天就通知那几个网站，让他们清除这些假货的链接。
zhè zhǒng shì bìxū mǎshàng zhìzhǐ wǒ jīntiān jiù tōngzhī nà jǐ gè wǎngzhàn ràng tāmen qīngchú zhèxiē jiǎ huò de liànjiē · That has to be stopped at once. I'll notify those websites today and have them take down the links to the fakes.

ms zhang 不让他们停下来，我是不会罢休的。在这个“后真相时代”，假消息、假货太多了。
bú ràng tāmen tíng xialai wǒ shì bú huì bàxiū de zài zhège hòu zhēnxiàng shídài jiǎ xiāoxi jiǎ huò tài duō le · I won't rest until they stop. In this "post-truth age" there's far too much fake news and fake stuff.

lawyer sun 光删链接还不够，要从源头杜绝。以后每盒茶都加一个查真假的码，买的人一扫就知道。
guāng shān liànjiē hái búgòu yào cóng yuántóu dùjué yǐhòu měi hé chá dōu jiā yí gè chá zhēn jiǎ de mǎ mǎi de rén yì sǎo jiù zhīdào · Removing links isn't enough: we need to stamp it out at the source. From now on, every box gets a code to check if it's genuine: buyers just scan it.

anna 这个我们的系统可以做。不合格的、不知道从哪儿来的茶，系统都会自动剔除，只留下达标的茶。
zhège wǒmen de xìtǒng kěyǐ zuò bù hégé de bù zhīdào cóng nǎr lái de chá xìtǒng dōu huì zìdòng tīchú zhǐ liúxia dábiāo de chá · Our system can do that. Anything that fails a check or has no clear origin gets weeded out automatically, leaving only tea that meets the standard.

ms zhang 这个系统真管用，上次的假订单也是它发现的，骗子没得手。还有一件麻烦事：一家大公司在博览会前突然降价，想压倒我们这些小公司。
zhège xìtǒng zhēn guǎnyòng shàng cì de jiǎ dìngdān yě shì tā fāxiàn de piànzi méi déshǒu hái yǒu yí jiàn máfan shì yì jiā dà gōngsī zài bólǎnhuì qián tūrán jiàngjià xiǎng yādǎo wǒmen zhèxiē xiǎo gōngsī · That system really works: it spotted the fake order last time too, and the scammer didn't get away with it. And another headache: a big company has suddenly cut its prices just before the expo, to crush us smaller players.

manager liu 他们想用低价压制对手。小公司是很难跟巨头抗衡，可是我们也有自己的优势。
tāmen xiǎng yòng dījià yāzhì duìshǒu xiǎo gōngsī shì hěn nán gēn jùtóu kànghéng kěshì wǒmen yě yǒu zìjǐ de yōushì · They want to squeeze out their rivals with low prices. It's true small firms find it hard to take on the giants, but we have strengths of our own.

anna 他们在价格上很强势，我们的劣势是名气小。可是我们的茶质量好，物流也快，这是我们的根基。
tāmen zài jiàgé shàng hěn qiángshì wǒmen de lièshì shì míngqi xiǎo kěshì wǒmen de chá zhìliàng hǎo wùliú yě kuài zhè shì wǒmen de gēnjī · They're strong on price; our weak point is that people don't know our name. But our tea is better and our deliveries are faster: that's our bedrock.

lawyer sun 降价是人家的自由。不过，要是用低于成本的价格挤走对手，法律是要遏制的。
jiàngjià shì rénjia de zìyóu búguò yàoshi yòng dīyú chéngběn de jiàgé jǐ zǒu duìshǒu fǎlǜ shì yào èzhì de · Cutting prices is their right. But if they sell below cost to drive out rivals, the law is there to curb that.

ms zhang 还有那个大客户的合同。合同限定我们只能卖给他们一家，这一条束缚了我们好几年，资金不足也一直制约着我们的发展。
hái yǒu nàge dà kèhù de hétóng hétóng xiàndìng wǒmen zhǐ néng mài gěi tāmen yì jiā zhè yì tiáo shùfù le wǒmen hǎo jǐ nián zījīn bùzú yě yìzhí zhìyuē zhe wǒmen de fāzhǎn · Then there's that big client's contract. It limits us to selling only to them: that clause has tied our hands for years, and being short of money has held back our growth all along.

lawyer sun 上个月你们已经中止了跟他们的谈判。合同下个月到期，可以依法终止，不必再签。改合同会有阻力，可是他们阻挠不了。
shàng gè yuè nǐmen yǐjīng zhōngzhǐ le gēn tāmen de tánpàn hétóng xià gè yuè dàoqī kěyǐ yīfǎ zhōngzhǐ búbì zài qiān gǎi hétóng huì yǒu zǔlì kěshì tāmen zǔnáo bu liǎo · You broke off talks with them last month. The contract expires next month and can be ended lawfully: you don't have to sign again. There'll be resistance to changing it, but they can't block it.

ms zhang 我不想再被一个客户牵制，公司的钱怎么支配，要我们自己说了算。
wǒ bù xiǎng zài bèi yí gè kèhù qiānzhì gōngsī de qián zěnme zhīpèi yào wǒmen zìjǐ shuō le suàn · I don't want to be held back by one client any more: how we use our money should be our own call.

manager liu 对，要做自己的主宰。我们不能在压力面前屈服。
duì yào zuò zìjǐ de zhǔzǎi wǒmen bù néng zài yālì miànqián qūfú · Exactly: be your own master. We mustn't give in under pressure.

ms zhang 对。我们在这个县城扎根三十年了，不会这么容易倒下。
duì wǒmen zài zhège xiàn chéng zhāgēn sānshí nián le bú huì zhème róngyì dǎo xià · Right. We've had roots in this county for thirty years: we won't fall over that easily.

lawyer sun 好消息也有：上个月那场官司终于了结了，被冻结的钱下个星期就能回到账户里。
hǎo xiāoxi yě yǒu shàng gè yuè nà chǎng guānsi zhōngyú liǎojié le bèi dòngjié de qián xià gè xīngqī jiù néng huí dào zhànghù lǐ · There's good news too: last month's lawsuit is finally settled, and the frozen money will be back in your account next week.

ms zhang 太好了！这样的坏日子总会终结的。还有，博览会给小企业免除了一半的费用。
tài hǎo le zhèyàng de huài rìzi zǒng huì zhōngjié de hái yǒu bólǎnhuì gěi xiǎo qǐyè miǎnchú le yíbàn de fèiyong · Wonderful! Bad times like these always come to an end. And the expo has waived half the fees for small businesses.

manager liu 安娜，这么多事一起来，你能驾驭得了吗？
Ānnà zhème duō shì yìqǐ lái nǐ néng jiàyù de liǎo ma · Anna, with all this happening at once, can you keep it under control?

anna 没问题。我们已经锁定了几个目标客户，样品都备好了，旧包装上的标签也去除了。
méi wèntí wǒmen yǐjīng suǒdìng le jǐ gè mùbiāo kèhù yàngpǐn dōu bèi hǎo le jiù bāozhuāng shàng de biāoqiān yě qùchú le · No problem. We've pinned down a few target clients, the samples are ready, and the labels have been taken off the old packaging.

ms zhang 我们第一批运到上海的货在路上卡了一天，不过现在已经到了。
wǒmen dì yī pī yùn dào Shànghǎi de huò zài lùshang qiǎ le yì tiān búguò xiànzài yǐjīng dào le · Our first shipment to Shanghai got stuck on the road for a day, but it's arrived now.

anna 我们还准备了后备方案：要是货到不了，就用上海仓库的存货。所有的检查都已经完毕。
wǒmen hái zhǔnbèi le hòubèi fāngàn yàoshi huò dào bu liǎo jiù yòng Shànghǎi cāngkù de cúnhuò suǒyǒu de jiǎnchá dōu yǐjīng wánbì · And we have a backup plan: if any goods don't make it, we'll use the stock in the Shanghai warehouse. All the checks are done.

ms zhang 我写了一封邀请信，你们听听："值此博览会开幕之际，我们真诚地邀请新老客户来品尝新茶。"
wǒ xiě le yì fēng yāoqǐng xìn nǐmen tīng ting zhí cǐ bólǎnhuì kāimù zhījì wǒmen zhēnchéng de yāoqǐng xīn lǎo kèhù lái pǐncháng xīn chá · I've written an invitation, have a listen: "As the expo opens, we warmly invite all our clients, old and new, to come and taste our new tea."

manager liu 写得好。我们也要破除一个旧观念：小公司做不了大生意。
xiě de hǎo wǒmen yě yào pòchú yí gè jiù guānniàn xiǎo gōngsī zuò bu liǎo dà shēngyi · Nicely put. We need to break down an old idea too: that small companies can't do big business.

anna 那就这样：一切准备就绪，大家预备，去上海！
nà jiù zhèyàng yíqiè zhǔnbèi jiùxù dàjiā yùbèi qù Shànghǎi · Then that's it: everything's ready. Get set, everyone: Shanghai, here we come!

write it trace the grey, then write your own

遏 è check												

杜 dù block													

good to know · Stopping: 制止 stops an act on the spot; 遏制 curbs a trend; 杜绝 stamps something out for good; 制约 is a constraint that holds you back. Ending: 中止 is a pause (talks can restart); 终止 ends it (a contract); 了结 settles a matter; 完毕 means a task is finished.

Fakes, price wars, binding contracts: you can now talk your way through a crisis and declare "we're ready".
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day 146 putting things right

Chinese HSK 7–9 in 193 days
unit 19 · trade and the economy

Talk about fixing problems, winning back trust and getting things back to normal, with degree adverbs like 略, 极度, 越发 and X是X，……

Things go wrong the night before every big day. Saying how to put them right, calmly and precisely, is a real workplace skill.

words

word	pinyin	meaning	example
补救	bǔjiù	to remedy, make up for	现在补救还来得及。 There's still time to put it right.
挽回	wǎnhuí	to retrieve, win back	为了挽回损失，公司降价卖掉了库存。 To recover its losses, the company sold off its stock at lower prices.
挽救	wǎnjiù	to save, rescue	医生们挽救了他的生命。 The doctors saved his life.
复原	fùyuán	to restore; to recover (health)	专家们把这个古代花瓶复原了。 The experts restored this ancient vase.
复活	fùhuó	to come back to life, revive	这个老品牌又复活了。 This old brand has come back to life.
重返	chóngfǎn	to return to	伤好以后，他重返赛场。 Once his injury healed, he returned to competition.
重现	chóngxiàn	to reappear	老街上又重现了当年的热闹。 The old street is as lively as it used to be.
再现	zàixiàn	to recreate, reproduce	这部电影再现了唐朝长安的样子。 The film recreates Chang'an in the Tang dynasty.
化解	huàjiě	to resolve, defuse	他一句玩笑化解了紧张的气氛。 One joke from him defused the tension.
缓和	huǎnhé	to ease; mild	谈了一次以后，两个人的关系缓和了。 After one talk, things between the two of them eased.
平息	píngxī	to calm down, subside	这场风波很快就平息了。 The storm soon blew over.
平稳	píngwěn	smooth and steady, stable	飞机平稳地降落了。 The plane landed smoothly.
稳	wěn	steady, stable; to steady	新系统运行得很稳。 The new system runs very steadily.
稳固	wěngù	firm, stable; to consolidate	两家公司的合作关系很稳固。 The two companies have a solid partnership.
安定	āndìng	settled, stable; to stabilise	人们都希望过{guo4}安定的生活。 Everyone wants a settled life.
安宁	ānníng	peaceful, tranquil	搬到乡下以后，生活很安宁。 Life has been peaceful since we moved to the

			countryside.
安稳	ānwěn	safe and steady, secure	他只想找一份安稳的工作。 All he wants is a secure job.
均衡	jūnhéng	balanced, even	吃饭要营养均衡。 Your diet should be balanced.
常态	chángtài	normal state, the norm	在这家公司，加班已经成了常态。 At this company, overtime has become the norm.
顺畅	shùnchàng	smooth, unhindered	新系统用起来很顺畅。 The new system is smooth to use.
通畅	tōngchàng	unobstructed, clear	下了大雪，道路依然通畅。 Despite the heavy snow, the roads are still clear.
疏导	shūdǎo	to direct (traffic); to dredge	警察正在路口疏导交通。 The police are directing traffic at the junction.
调剂	tiáojì	to adjust, redistribute (supplies)	这个仓库缺货，可以从别的仓库调剂一些过来。 If this warehouse is short, we can move some stock over from another one.
填补	tiánbǔ	to fill (a gap)	这本书填补了这个领域的空白。 This book fills a gap in the field.
填充	tiánchōng	to fill up, stuff	箱子里空{kong4}的地方用旧报纸填充。 Fill the empty space in the box with old newspaper.
替换	tìhuàn	to replace, swap	坏了的灯要及时替换。 Broken lights should be replaced promptly.
交替	jiāotì	to alternate, take turns	夏天和秋天交替的时候，容易感冒。 It's easy to catch a cold when summer turns to autumn.
轮换	lúnhuàn	to rotate, take turns	开长途车的时候，我们三个人轮换着开。 On long drives, the three of us take turns at the wheel.
衔接	xiánjiē	to link up, join	两个系统的数据衔接得很好。 The data passes smoothly between the two systems.
接轨	jiēguǐ	to align with, integrate (standards)	我们的标准要跟国际接轨。 Our standards need to match international ones.
贯通	guàntōng	to link up, run through	这条地铁线全线贯通了。 The whole underground line is now connected.
相通	xiāngtōng	connected; to have in common	这两个房间是相通的。 These two rooms connect.
互补	hùbǔ	to complement each other	他们两个人的性格正好互补。 Their personalities complement each other perfectly.
呼应	hūyìng	to echo, work in concert	文章的开头和结尾互相呼应。 The beginning and end of the essay echo each other.
匹配	pǐpèi	to match, pair up	系统会自动匹配订单和库存。 The system automatically matches orders with stock.

pattern how much? 略, 颇, 极度, 越发 ... and x是x back again

略 / 稍稍 / 颇 / 尤为 / 极度 / 万分 / 越发 **adjective or feeling**

Written Chinese has a ladder of degree words. A little: 略, 略微, 稍稍, 微. Quite: 颇, 颇为. Especially: 尤为, 分外, 大为. Extremely: 极度, 万分. More and more: 越发, 愈加. Put one before an adjective or a feeling verb. X是X，可是…… grants a point before the “but”.

从杭州运过来，运费略高一些。 **cóng Hángzhōu yùn guolai yùnfèi lüè gāo yìxiē** Shipping it from Hangzhou costs a little more.

客户对新茶颇为满意，对包装尤为喜欢。 **kèhù duì xīn chá pō wèi mǎnyì duì bāozhuāng yóuwéi xǐhuan** The clients are quite pleased with the new tea, and they especially love the packaging.

雪停以后，晚上的上海分外安宁。 **xuě tíng yǐhòu wǎnshang de Shànghǎi fènwài ānníng** After the snow stopped, Shanghai was especially peaceful at night.

运费高是高了一点儿，可是能挽回客户的信任。 **yùnfèi gāo shì gāo le yìdiǎnr kěshì néng wǎnhuí kèhù de xìnrèn** Shipping costs a bit more, sure, but it wins back the client’s trust.

dialogue the night before

ms zhang 安娜，糟了！系统里的库存跟上海仓库的数字对不上，明天就开幕了！
Ānnà zāo le xìtǒng lǐ de kùcún gēn Shànghǎi cāngkù de shùzì duì bu shàng míngtiān jiù kāimù le · Anna, disaster! The stock in the system doesn't match the Shanghai warehouse, and we open tomorrow!

anna 别急，现在补救还来得及。我先跟小明视频一下，他是工程师。
bié jí xiànzài bǔjiù hái láidejí wǒ xiān gēn Xiǎomíng shìpín yíxià tā shì gōngchéngshī · Don't panic: there's still time to fix it. Let me video-call Xiaoming first: he's an engineer.

xiaoming 我看看……找到了：上海仓库的新系统跟你们老家的系统没有衔接好，所以订单和库存匹配不上。
wǒ kàn kan zhǎo dào le Shànghǎi cāngkù de xīn xìtǒng gēn nǐmen lǎojiā de xìtǒng méiyǒu xiánjiē hǎo suǒyǐ dìngdān hé kùcún pǐpèi bu shàng · Let me see… found it: the new Shanghai warehouse system wasn't properly linked to the one back home, so orders and stock don't match.

ms zhang 这个问题会不会影响明天的销售？
zhège wèntí huì bu huì yǐngxiǎng míngtiān de xiāoshòu · Will this problem hurt tomorrow's sales?

manager liu 数据能复原吗？
shùjù néng fùyuán ma · Can the data be restored?

xiaoming 能。我先把昨天的数据复原，再把两个系统接起来，让数据全部贯通。两个仓库的数据以后就是相通的。
néng wǒ xiān bǎ zuótiān de shùjù fùyuán zài bǎ liǎng gè xìtǒng jiē qǐlai ràng shùjù quánbù guàntōng liǎng gè cāngkù de shùjù yǐhòu jiùshì xiāngtōng de · Yes. I'll restore yesterday's data first, then connect the two systems so all the data runs through. From now on the two warehouses' data will be linked.

anna 我们的系统还要跟博览会的系统接轨，客户在博览会的网站上下单，我们马上就能看到。
wǒmen de xìtǒng hái yào gēn bólǎnhuì de xìtǒng jiēguǐ kèhù zài bólǎnhuì de wǎngzhàn shàng xiàdān wǒmen mǎshàng jiù néng kàn dào · Our system also needs to plug into the expo's system: when a client orders on the expo website, we'll see it straight away.

ms zhang 还有一件事：客户要的二百盒红茶，有一半在路上，高速公路因为大雪关了。
hái yǒu yí jiàn shì kèhù yào de èrbǎi hé hóngchá yǒu yíbàn zài lùshang gāosù gōnglù yīnwèi dà xuě guān le · One more thing: half of the two hundred boxes of black tea the client wants are on the road, and the motorway is closed because of snow.

anna 上海仓库的红茶不够，可以从杭州的仓库调剂一些过来。空出来的地方，就用绿茶填充。
Shànghǎi cāngkù de hóngchá búgòu kěyǐ cóng Hángzhōu de cāngkù tiáojì yìxiē guòlái kòng chulai de dìfang jiù yòng lǜchá tiánchōng · If the Shanghai warehouse is short of black tea, we can move some over from the Hangzhou warehouse. Any space left can be filled with green tea.

ms zhang 好是好，就是从杭州运过来，运费略高一些。
hǎo shì hǎo jiùshì cóng Hángzhōu yùn guolai yùnfèi lüè gāo yìxiē · That's fine, but shipping from Hangzhou costs a little more.

manager liu 运费高是高了一点儿，可是能挽回客户的信任，值得。红茶和绿茶的市场正好互补，这样库存也更均衡。
yùnfèi gāo shì gāo le yìdiǎnr kěshì néng wǎnhuí kèhù de xìnrèn zhídé hóngchá hé lǜchá de shìchǎng zhènghǎo hùbǔ zhèyàng kùcún yě gèng jūnhéng · Shipping costs a bit more, sure, but it wins back the client's trust: worth it. Black tea and green tea complement each other anyway, so the stock will be better balanced.

ms zhang 刚才一个老客户打电话来，很生气，因为上次我们的货晚了一个星期。我跟他道歉，还答应明天送他一盒新茶，他的气才平息了，关系也缓和了。
gāngcái yí gè lǎo kèhù dǎ diànhuà lái hěn shēngqì yīnwèi shàng cì wǒmen de huò wǎn le yí gè xīngqī wǒ gēn tā dàoqiàn hái dāying míngtiān sòng tā yì hé xīn chá tā de qì cái píngxī le guānxì yě huǎnhé le · An old client just rang, very angry because our last delivery was a week late. I apologised and promised him a box of the new tea tomorrow: only then did he calm down, and things eased between us.

anna 您一句话就化解了问题，这件事总算了结了。
nín yí jù huà jiù huàjiě le wèntí zhè jiàn shì zǒngsuàn liǎojié le · You defused the whole thing in one sentence: that's finally settled.

ms zhang 还有好消息：五年前离开我们的一个大客户，这次说要重返我们的客户名单。
hái yǒu hǎo xiāoxi wǔ nián qián líkāi wǒmen de yí gè dà kèhù zhè cì shuō yào chóngfǎn wǒmen de kèhù míngdān · And some good news: a big client who left us five years ago says he wants to come back to us.

manager liu 太好了。明天的摊位怎么布置？样品都备好了吗？
tài hǎo le míngtiān de tānwèi zěnme bùzhì yàngpǐn dōu bèi hǎo le ma · Excellent. How are we setting up the stand tomorrow? Are the samples ready?

ms zhang 我们要让老家一个清朝的老品牌复活：摊位上再现一百年前老街卖茶的样子，让当年的热闹重现。新茶的包装也跟老品牌互相呼应。
wǒmen yào ràng lǎojiā yí gè Qīngcháo de lǎo pǐnpái fùhuó tānwèi shàng zàixiàn yìbǎi nián qián lǎo jiē mài chá de yàngzi ràng dāngnián de rènao chóngxiàn xīn chá de bāozhuāng yě gēn lǎo pǐnpái hùxiāng hūyìng · We're bringing an old Qing-dynasty brand from back home back to life: the stand recreates a tea street from a hundred years ago, so its old bustle comes alive again. The new tea's packaging echoes the old brand too.

anna 这个想法颇有意思，可以填补市场上的一个空白。
zhège xiǎngfǎ pō yǒu yìsi kěyǐ tiánbǔ shìchǎng shàng de yí gè kòngbái · That's quite an idea: it could fill a gap in the market.

xiaoming 好了！系统重新运行了，数据传得很顺畅，比以前还稳。坏了的那台手机也替换掉了。
hǎo le xìtǒng chóngxīn yùnxíng le shùjù chuán de hěn shùnchàng bǐ yǐqián hái wěn huài le de nà tái shǒujī yě tìhuàn diào le · Done! The system is running again, the data is flowing smoothly, and it's steadier than before. The broken phone has been replaced too.

anna 太好了，故障全部清除了！
tài hǎo le gùzhàng quánbù qīng chúle · Brilliant: the faults are all cleared!

ms zhang 小明，这次多亏你挽救了我们。我刚才极度紧张，现在心里越发踏实了。
Xiǎomíng zhè cì duōkuī nǐ wǎnjiù le wǒmen wǒ gāngcái jídù jǐnzhāng xiànzài xīnlǐ yuèfā tāshi le · Xiaoming, you saved us this time. I was incredibly nervous a moment ago, and now I feel calmer and calmer.

manager liu 今天晚上大家轮换休息，两个人一组，交替检查系统，再准备一台后备电脑。以后每天检查一次数据，要成为常态。
jīntiān wǎnshang dàjiā lúnhuàn xiūxi liǎng gè rén yì zǔ jiāotì jiǎnchá xìtǒng zài zhǔnbèi yì tái hòubèi diànnǎo yǐhòu měi tiān jiǎnchá yí cì shùjù yào chéngwéi chángtài · Tonight let's take turns to rest, two to a team, checking the system in shifts, and have a backup computer ready. From now on, a daily data check has to be the norm.

anna 外面的雪停了，警察在路口疏导交通，路已经通畅了。
wàimiàn de xuě tíng le jǐngchá zài lùkǒu shūdǎo jiāotōng lù yǐjīng tōngchàng le · The snow outside has stopped, the police are directing traffic at the junction, and the roads are clear again.

ms zhang 雪停以后，晚上的上海分外安宁。这一年公司的收入很平稳，客户关系也更稳固了。我希望大家都能过安定、安稳的日子。
xuě tíng yǐhòu wǎnshang de Shànghǎi fènwài ānníng zhè yì nián gōngsī de shōurù hěn píngwěn kèhù guānxì yě gèng wěngù le wǒ xīwàng dàjiā dōu néng guò āndìng ānwěn de rìzi · Now that the snow has stopped, Shanghai is especially peaceful tonight. Our income has been steady this year, and our client relationships are stronger. I hope everyone can have a settled, secure life.

write it trace the grey, then write your own

衔
xián
hold in the mouth

good to know · Putting things right: 补救 (remedy), 挽回 (win back: trust, losses), 挽救 (save: a life, a company), 复原 (restore), 化解 (defuse), 平息 (calm down). Pairs that look alike: 重现 (reappear, by itself) and 再现 (recreate, on purpose); 交替 (alternate) and 轮换 (take turns); 顺畅 (smooth) and 通畅 (unblocked).

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chapter 1 chapter 1: opening morning

anna （读）“博览会通知：值此博览会开幕之际，欢迎各位来上海。本届博览会为期三天，参加的有外贸公司、物流公司、连锁超市和几家网络巨头，大宗商品和茶叶在二楼。

dú bólǎnhuì tōngzhī zhí cǐ bólǎnhuì kāimù zhījì huānyíng gèwèi lái Shànghǎi běn jiè bólǎnhuì wéiqī sān tiān cānjiā de yǒu wàimào gōngsī wùliú gōngsī liánsuǒ chāoshì hé jǐ jiā wǎngluò jùtóu dàzōng shāngpǐn hé cháyè zài èr lóu · (reading) “Expo notice: as the expo opens, we welcome you all to Shanghai. This year’s expo runs for three days, with foreign-trade companies, logistics firms, supermarket chains and several internet giants taking part. Bulk commodities and tea are on the second floor.

anna 一楼设有服务台，介绍关税、税务和减免政策；小企业可以减免一半的费用，纳税人的问题也可以在这里咨询。各位需要交纳的费用，请在开幕前缴纳完毕。

yì lóu shè yǒu fúwù tái jièshào guānshuì shuìwù hé jiǎnmiǎn zhèngcè xiǎo qǐyè kěyǐ jiǎnmiǎn yíbàn de fèiyong nàshuìrén de wèntí yě kěyǐ zài zhèlǐ zīxún gèwèi xūyào jiāonà de fèiyong qǐng zài kāimù qián jiǎonà wánbì · There is a service desk on the ground floor with information on tariffs, tax and relief policies; small businesses can have half their fees waived, and taxpayers can ask their questions here too. Please pay any fees you owe before the opening.

anna 为了杜绝假货，所有的商品都要有查真假的码，不合格的商品一律剔除。博览会期间，外面的道路由警察疏导，请大家注意安全。

wèile dùjué jiǎ huò suǒyǒu de shāngpǐn dōu yào yǒu chá zhēn jiǎ de mǎ bù hégé de shāngpǐn yílǜ tīchú bólǎnhuì qījiān wàimiàn de dàolù yóu jǐngchá shūdǎo qǐng dàjiā zhùyì ānquán · To stamp out fakes, every product must carry a code to check that it’s genuine, and anything that fails will be removed. During the expo the police will direct traffic outside: please take care.

anna 今年博览会的主题是：减少贸易壁垒，让物资和供应链更通畅。”

jīnnián bólǎnhuì de zhǔtí shì jiǎnshǎo màoyì bìlěi ràng wùzī hé gōngyìngliàn gèng tōngchàng · This year’s theme is: fewer trade barriers, and goods and supply chains that flow more freely.”

ms zhang 听见了吗？小企业可以免除一半的费用。来是来晚了一点儿，不过一切准备就绪。

tīngjiàn le ma xiǎo qǐyè kěyǐ miǎnchú yíbàn de fèiyong lái shì lái wǎn le yìdiǎnr búguò yíqiè zhǔnbèi jiùxù · Did you hear that? Small businesses can have half their fees waived. We got here a bit late, true, but everything’s ready.

manager liu 张女士，你们的摊位真好看！再现了一百年前老街卖茶的样子。

Zhāngnǚshì nǐmen de tānwèi zhēn hǎokàn zàixiàn le yìbǎi nián qián lǎo jiē mài chá de yàngzi · Ms Zhang, your stand looks wonderful! It recreates an old tea street from a hundred years ago.

ms zhang 这个老品牌在清朝很兴盛，后来没落了，今天终于复活了。包装跟老品牌互相呼应，旁边还有一个小摊位卖茶点。

zhège lǎo pǐnpái zài Qīngcháo hěn xīngshèng hòulái mòluò le jīntiān zhōngyú fùhuó le bāozhuāng gēn lǎo pǐnpái hùxiāng hūyìng pángbiān hái yǒu yí gè xiǎo tānwèi mài chádiǎn · This old brand flourished in the Qing dynasty, then fell from glory, and today it’s finally back to life. The packaging echoes the old brand, and there’s a little counter next to it selling tea snacks.

anna 系统也准备好了：上海、杭州和老家三个仓库的库存都是相通的，客户一下单，系统就自动匹配订单和库存。

xìtǒng yě zhǔnbèi hǎo le Shànghǎi Hángzhōu hé lǎojiā sān gè cāngkù de kùcún dōu shì xiāngtōng de kèhù yí xiàdān xìtǒng jiù zìdòng pǐpèi dìngdān hé kùcún · The system’s ready too: the stock in all three warehouses, Shanghai, Hangzhou and back home, is linked, and as soon as a client orders, the system matches the order with the stock automatically.

ms zhang 上海仓库里储备了两千盒新茶，贮藏的温度也由系统控制。上个月我们在国内投放了一批新茶，杭州的新店也开张了。

Shànghǎi cāngkù lǐ chǔbèi le liǎngqiān hé xīn chá zhùcáng de wēndù yě yóu xìtǒng kòngzhì shàng gè yuè wǒmen zài guónèi tóufàng le yì pī xīn chá Hángzhōu de xīn diàn yě kāizhāng le · The Shanghai warehouse holds two thousand boxes of new tea, and the system controls the storage temperature too. Last month we launched a new tea at home, and our new shop in Hangzhou opened.

manager liu 昨天晚上的问题补救得及时，今天数据传得很顺畅，运行得也很稳。
zuótiān wǎnshang de wèntí bǔjiù de jíshí jīntiān shùjù chuán de hěn shùnchàng yùnxíng de yě hěn wěn · Last night's problem was fixed in time: today the data is flowing smoothly and the system is running steadily.

ms zhang 多亏了小明。我们还准备了后备方案：要是哪种茶紧缺，就从别的仓库调剂。
duōkuī le Xiǎomíng wǒmen hái zhǔnbèi le hòubèi fāngàn yàoshi nǎ zhǒng chá jǐnquē jiù cóng biéde cāngkù tiáojì · Thanks to Xiaoming. And we've got a backup plan: if any tea runs short, we'll move some over from another warehouse.

anna 大家预备，开幕了！
dàjiā yùbèi kāimù le · Get set, everyone: we're open!

chapter 2 chapter 2: editor lin at the stand

editor lin 张女士，我来了！上次的文章发了以后，很多读者想知道你们后来怎么样了。
Zhāngnǚshì wǒ lái le shàng cì de wénzhāng fā le yǐhòu hěn duō dúzhě xiǎng zhīdào nǐmen hòulái zěnmeyàng le · Ms Zhang, here I am! After my last piece came out, lots of readers wanted to know how you got on.

ms zhang 这一年起伏很大。由于海外市场萎缩，加上几个国家提高了关税，所以出口的增速放慢了，因此我们收缩了海外业务。
zhè yì nián qǐfú hěn dà yóuyú hǎiwài shìchǎng wěisuō jiāshàng jǐ gè guójiā tígāo le guānshuì suǒyǐ chūkǒu de zēngsù fàng màn le yīncǐ wǒmen shōusuō le hǎiwài yèwù · It's been a year of ups and downs. The overseas market shrank and several countries raised their tariffs, so export growth slowed, and as a result we scaled back our overseas business.

editor lin 三年前海运价格飙升，订单激增，大家热情高涨，都在扩张。现在呢？
sān nián qián hǎiyùn jiàgé biāoshēng dìngdān jīzēng dàjiā rèqíng gāozhǎng dōu zài kuòzhāng xiànzài ne · Three years ago shipping prices shot up, orders surged, everyone was fired up and expanding. And now?

ms zhang 现在运费回归正常了，上个月价格还反弹了一点儿。不过高关税削弱了我们的价格优势，所以我们缩减了一些计划，削减了广告费用，把钱用来扩充产品，仓库也扩了一个。
xiànzài yùnfèi huíguī zhèngcháng le shàng gè yuè jiàgé hái fǎntán le yìdiǎnr búguò gāo guānshuì xuēruò le wǒmen de jiàgé yōushì suǒyǐ wǒmen suōjiǎn le yìxiē jìhuà xuējiǎn le guǎnggào fèiyong bǎ qián yònglái kuòchōng chǎnpǐn cāngkù yě kuò le yí gè · Freight is back to normal now, and last month prices even bounced back a little. But high tariffs have weakened our price advantage, so we scaled back some plans and cut advertising, put the money into broadening our range, and added a warehouse.

editor lin 可是我听说，你们今年的效益反而好了？
kěshì wǒ tīngshuō nǐmen jīnnián de xiàoyì fǎnér hǎo le · But I hear your returns have actually improved this year?

ms zhang 虽说出口难，可国内的网上销售蓬勃发展。现在盛行在直播里卖茶，我们的销量每个月都在递增。
suīshuō chūkǒu nán kě guónèi de wǎngshang xiāoshòu péngbó fāzhǎn xiànzài shèngxíng zài zhíbō lǐ mài chá wǒmen de xiāoliàng měi gè yuè dōu zài dìzēng · Exporting may be hard, but online sales at home are booming. Selling tea on livestreams is all the rage, and our sales grow every month.

anna 以前绿茶的库存过剩，红茶却很紧缺。现在供需平衡多了，存货少了三成。
yǐqián lǜchá de kùcún guòshèng hóngchá què hěn jǐnquē xiànzài gōngxū pínghéng duō le cúnhuò shǎo le sān chéng · Before, there was a glut of green tea and a shortage of black tea. Now supply and demand are much better balanced, and stock is down thirty per cent.

editor lin 这么快就见效了？
zhème kuài jiù jiànxiào le · Results that quickly?

anna 其实我们做的无非是把三个仓库的数据连起来罢了，工程师攻关了两个星期，测试才过关。
qíshí wǒmen zuò de wúfēi shì bǎ sān gè cāngkù de shùjù lián qǐlái bàle gōngchéngshī gōngguān le liǎng gè xīngqī cèshì cái guòguān · Honestly, all we did was link up the data from the three warehouses. The engineers spent two weeks cracking it before the tests passed.

ms zhang 她太谦虚了。对我们来说，物流就是生命线。这个系统让我们省了很多人力物力，工人们也受益了。
tā tài qiānxū le duì wǒmen lái shuō wùliú jiùshì shēngmìngxiàn zhège xìtǒng ràng wǒmen shěng le hěn duō rénlì wùlì gōngrénmen yě shòuyì le · She's too modest. For us, logistics are a lifeline. The system has saved us a lot of manpower and resources, and the workers have benefited too.

editor lin 你们老家的茶叶小镇呢？
nǐmen lǎojiā de cháyè xiǎo zhèn ne · And your home town, the tea town?

ms zhang 十年前是最低谷，现在茶叶是县里的支柱产业，有了完整的产业链，产值翻了一番，种茶的农民也增收了。我们的团队也从十个人发展壮大到一百多人。
shí nián qián shì zuì dīgǔ xiànzài cháyè shì xiàn lǐ de zhīzhù chǎnyè yǒu le wánzhěng de chǎnyèliàn chǎnzhí

fān le yì fān zhòng chá de nóngmín yě zēngshōu le wǒmen de tuánduì yě cóng shí gè rén fāzhǎn zhuàngdà dào yìbǎi duō rén · Ten years ago was rock bottom. Now tea is the county's main industry, with a complete industry chain: output has doubled in value and the growers earn more. Our team has grown from ten people to over a hundred.

editor lin 有人说，老茶镇衰落了，传统外贸在倒退。

yǒu rén shuō lǎo chá zhèn shuāiluò le chuántǒng wàimào zài dàotuì · Some people say the old tea towns are in decline and traditional foreign trade is going backwards.

ms zhang 不是倒退，是在变。现在城里和山里收入的落差在变小，年轻人回来了，老手艺也没有退化。今年全国的贸易顺差还在增加，可是小公司要靠自己找路。

bú shì dàotuì shì zài biàn xiànzài chéng lǐ hé shān lǐ shōurù de luòchā zài biàn xiǎo niánqīng rén huílái le lǎo shǒuyì yě méiyǒu tuìhuà jīnnián quán guó de màoyì shùnchā hái zài zēngjiā kěshì xiǎo gōngsī yào kào zìjǐ zhǎo lù · It isn't going backwards: it's changing. The income gap between the city and the hills is narrowing, young people are coming back, and the old skills haven't died out. The national trade surplus is still growing this year, but small companies have to find their own way.

editor lin 那你们为什么还要来博览会？

nà nǐmen wèi shénme hái yào lái bólǎnhuì · Then why come to the expo at all?

ms zhang 先立足国内，再把生意拓展到全世界。国家在拉动内需，我们也要拓宽自己的路。

xiān lìzú guónèi zài bǎ shēngyi tuòzhǎn dào quán shìjiè guójiā zài lādòng nèixū wǒmen yě yào tuòkuān zìjǐ de lù · Gain a firm foothold at home first, then expand our business to the whole world. The government is boosting domestic demand, and we need to widen our own road too.

editor lin 好，这句话我写进文章里。网上的热度衰减得快，好的故事能留下来。

hǎo zhè jù huà wǒ xiě jìn wénzhāng lǐ wǎngshang de rèdù shuāijiǎn de kuài hǎo de gùshi néng liú xialai · Great, that line goes in my piece. Online buzz fades fast, but a good story stays.

chapter 3 chapter 3: the price war

manager liu 张女士，对面那家大公司又降价了，价格只有你们的六成。
Zhāngnǚshì duìmiàn nà jiā dà gōngsī yòu jiàngjià le jiàgé zhǐyǒu nǐmen de liù chéng · Ms Zhang, the big company opposite has cut its prices again: they're at sixty per cent of yours.

ms zhang 他们想用低价压倒我们这些小公司。他们在价格上很强势，我们的劣势是名气小。
tāmen xiǎng yòng dījià yādǎo wǒmen zhèxiē xiǎo gōngsī tāmen zài jiàgé shàng hěn qiángshì wǒmen de lièshì shì míngqi xiǎo · They want to crush us small players with low prices. They're strong on price; our weakness is that nobody knows our name.

anna 便宜倒是便宜，可是他们的茶是从仓库里拿出来的旧货，我们的是今年的新茶。
piányi dàoshì piányi kěshì tāmen de chá shì cóng cāngkù lǐ ná chulai de jiù huò wǒmen de shì jīnnián de xīn chá · Cheap, all right, but their tea is old stock out of a warehouse; ours is this year's new tea.

manager liu 小公司很难跟巨头抗衡，可是我们不能屈服。价格可以在一定范围里浮动，可质量不能退步。
xiǎo gōngsī hěn nán gēn jùtóu kànghéng kěshì wǒmen bù néng qūfú jiàgé kěyǐ zài yídìng fànwéi lǐ fúdòng kě zhìliàng bù néng tuìbù · It's hard for small firms to take on the giants, but we can't give in. Prices can float within a range, but quality can't slip.

manager liu 他们想压制对手，还想阻挠我们签新客户。可是阻力再大，我们也能驾驭。公司的命运要自己主宰。
tāmen xiǎng yāzhì duìshǒu hái xiǎng zǔnáo wǒmen qiān xīn kèhù kěshì zǔlì zài dà wǒmen yě néng jiàyù gōngsī de mìngyùn yào zìjǐ zhǔzǎi · They want to suppress their rivals and block us from signing new clients. But however strong the resistance, we can handle it. A company has to be master of its own fate.

ms zhang 我们已经锁定了几个大客户，样品也都备好了。
wǒmen yǐjīng suǒdìng le jǐ gè dà kèhù yàngpǐn yě dōu bèi hǎo le · We've already pinned down a few big clients, and the samples are all ready.

ms zhang 还有一件事：有一个摊位在卖用我们牌子的假茶。
hái yǒu yí jiàn shì yǒu yí gè tānwèi zài mài yòng wǒmen páizi de jiǎ chá · And there's another thing: one of the stands is selling fake tea under our brand.

lawyer sun （在电话里）我已经通知博览会了，他们马上就会制止。这种事必须从源头遏制，不弄清楚，我们是不会罢休的。
zài diànhuà lǐ wǒ yǐjīng tōngzhī bólǎnhuì le tāmen mǎshàng jiù huì zhìzhǐ zhè zhǒng shì bìxū cóng yuántóu èzhì bú nòng qīngchu wǒmen shì bú huì bàxiū de · (on the phone) I've already told the expo, and they'll stop it at once. This sort of thing has to be curbed at the source: we won't let it go until we get to the bottom of it.

anna 坏消息扩散得很快，要是大家的担心蔓延开来，就麻烦了。
huài xiāoxi kuòsàn de hěn kuài yàoshi dàjiā de dānxīn mànyán kāi lái jiù máfan le · Bad news spreads fast: if people's worries take hold, we're in trouble.

ms zhang 所以我们要把真假码放在最前面，买的人一扫就知道。
suǒyǐ wǒmen yào bǎ zhēn jiǎ mǎ fàng zài zuì qiánmiàn mǎi de rén yì sǎo jiù zhīdào · That's why we'll put the authenticity code right at the front: buyers just scan it and they'll know.

lawyer sun （一个小时以后）假货已经清除了，那个摊位也停业了。事情了结了。
yí gè xiǎoshí yǐhòu jiǎ huò yǐjīng qīngchú le nàge tānwèi yě tíngyè le shìqing liǎojié le · (an hour later) The fakes have been cleared away and that stand has been closed. The matter's settled.

ms zhang 那个人想骗买茶的人，结果没得手。我们旧包装上的标签也全部去除了，换成了新的码。
nà gè rén xiǎng piàn mǎi chá de rén jiéguǒ méi déshǒu wǒmen jiù bāozhuāng shàng de biāoqiān yě quánbù qùchú le huàn chéng le xīn de mǎ · That man wanted to cheat tea buyers, and he didn't get away with it. We've taken all the labels off our old packaging too and swapped in the new codes.

manager liu 还有，那个大客户的合同下个月就终止了吧？以后我们不会再被一个客户牵制了。
hái yǒu nàge dà kèhù de hétóng xià gè yuè jiù zhōngzhǐ le ba yǐhòu wǒmen bú huì zài bèi yí gè kèhù qiānzhì le · And the big client's contract ends next month, doesn't it? Then we won't be held back by one client any more.

lawyer sun 上个月你们已经中止了跟他们的谈判。被一个客户牵制的日子，总算终结了。

shàng gè yuè nǐmen yǐjīng zhōngzhǐ le gēn tāmen de tánpàn bèi yí gè kèhù qiānzhì de rìzi zǒngsuàn zhōngjié le · You broke off talks with them last month. The days of being held back by one client are finally over.

ms zhang 对。那份合同限定我们只能卖给他们一家，束缚了我们好几年，资金不足也一直制约着我们。以后公司的钱怎么支配，我们自己说了算。

duì nà fèn hétóng xiàndìng wǒmen zhǐ néng mài gěi tāmen yì jiā shùfù le wǒmen hǎo jǐ nián zījīn bùzú yě yìzhí zhìyuē zhe wǒmen yǐhòu gōngsī de qián zěnme zhīpèi wǒmen zìjǐ shuō le suàn · Yes. That contract limited us to selling only to them and tied our hands for years, and the lack of money held us back all along. From now on, how we use our money is our own call.

anna 这次我们要破除一个旧观念：小公司做不了大生意。

zhè cì wǒmen yào pòchú yí gè jiù guānniàn xiǎo gōngsī zuò bu liǎo dà shēngyi · This time we're going to break down an old idea: that small companies can't do big business.

chapter 4 chapter 4: the deals

ms zhang 三天，我们签了十二个订单！还有一家连锁超市，在全国有三百多个网点，想让我们长期给他们供货。

sān tiān wǒmen qiān le shíèr gè dìngdān hái yǒu yì jiā liánsuǒ chāoshì zài quán guó yǒu sānbǎi duō gè wǎngdiǎn xiǎng ràng wǒmen chángqī gěi tāmen gōng huò · Three days, and we've signed twelve orders! And a supermarket chain with over three hundred outlets around the country wants us to supply them long-term.

manager liu 这次合作取得了丰硕的成果，这十二个订单就是我们结出的第一批硕果。

zhè cì hézuò qǔdé le fēngshuò de chéngguǒ zhè shíèr gè dìngdān jiùshì wǒmen jié chū de dì yī pī shuòguǒ · This partnership has produced rich results: these twelve orders are its first great harvest.

anna 五年前离开的那个大客户也重返了。他说，这次是我们的服务很到位，他才回来的。

wǔ nián qián líkāi de nàge dà kèhù yě chóngfǎn le tā shuō zhè cì shì wǒmen de fúwù hěn dàowèi tā cái huílái de · And the big client who left five years ago has come back. He says it's because our service was spot on this time.

ms zhang 这些订单折合成人民币有八百多万。不过国外的客户付美元，汇率一波动，利润就会缩水。

zhèxiē dìngdān zhéhé chéng rénmínbì yǒu bābǎi duō wàn búguòguówài de kèhù fù měi yuán huìlǜ yì bōdòng lìrùn jiù huì suōshuǐ · These orders come to over eight million yuan. But overseas clients pay in dollars, so when the exchange rate swings, the profit shrinks.

ms zhang 我们宁可少赚一点儿，也要换取长期的合作。我们不做投机生意，不赚暴利，也不做亏本的买卖。

wǒmen nìngkě shǎo zhuàn yìdiǎnr yě yào huànqǔ chángqī de hézuò wǒmen bú zuò tóujī shēngyi bú zhuàn bàolì yě bú zuò kuīběn de mǎimai · We'd rather earn a bit less in exchange for long-term partnerships. We don't speculate, we don't gouge, and we don't sell at a loss.

lawyer sun 今年有的国家降低了贸易壁垒，可还有几个国家对茶叶征收高额关税。这几年有的公司投机失败，亏了巨额的资金。

jīnnián yǒude guójiā jiàngdī le màoyì bìlěi kě hái yǒu jǐ gè guójiā duì cháyè zhēngshōu gāoé guānshuì zhè jǐ nián yǒude gōngsī tóujī shībài kuī le jùé de zījīn · Some countries lowered their trade barriers this year, but a few still charge high tariffs on tea. In recent years some companies have lost fortunes speculating.

lawyer sun 所以合同里要写清楚汇率。别看这是小事，出了问题，到时候大家就无话可说了。还有，这些收入都要依法纳税。

suǒyǐ hétóng lǐ yào xiě qīngchu huìlǜ biékàn zhè shì xiǎo shì chū le wèntí dào shíhou dàjiā jiù wúhuà kěshuō le hái yǒu zhèxiē shōurù dōu yào yīfǎ nàshuì · So the contract has to spell out the exchange rate. It may look minor, but if something goes wrong, nobody will have a leg to stand on. And all this income has to be taxed according to the law.

manager liu 国家在调控市场，对小企业的税收政策也变好了。银行给你们的贷款额度也提高了吧？

guójiā zài tiáokòng shìchǎng duì xiǎo qǐyè de shuìshōu zhèngcè yě biàn hǎo le yínháng gěi nǐmen de dàikuǎn édù yě tígāo le ba · The government is regulating the market, and tax policy for small businesses has improved. Has the bank raised your credit limit too?

ms zhang 提高了。我们按时缴税，信用好。今年我们在国内茶叶市场的份额第一次超过了百分之五。

tígāo le wǒmen ànshí jiǎo shuì xìnyòng hǎo jīnnián wǒmen zài guónèi cháyè shìchǎng de fèné dì yī cì chāoguò le bǎi fēn zhī wǔ · It has. We pay our taxes on time and have a good credit record. This year our share of the domestic tea market went over five per cent for the first time.

lawyer sun 签了字的合同才有法律效力，明天上午我们一起签。

qiān le zì de hétóng cái yǒu fǎlǜ xiàolì míngtiān shàngwǔ wǒmen yìqǐ qiān · A contract only has legal force once it's signed: let's sign together tomorrow morning.

manager liu 我们两家的分成也是一样：系统帮你们省下来的钱，我们二八分成。我们的收入跟你们的效益挂钩。

wǒmen liǎng jiā de fēnchéng yě shì yíyàng xìtǒng bāng nǐmen shěng xiàlái de qián wǒmen èrbā fēnchéng

wǒmen de shōurù gēn nǐmen de xiàoyì guàgōu · Same for our split: of whatever the system saves you, we take twenty per cent. Our income is linked to your returns.

ms zhang 被冻结的钱也回来了，资金终于能周转开了。今年的收支第一次有了盈利，不再是赤字了。

bèi dòngjié de qián yě huílái le zījīn zhōngyú néng zhōuzhuǎn kāi le jīnnián de shōuzhī dì yī cì yǒu le yínglì bú zài shì chìzì le · The frozen money is back too, so our cash flow finally works. For the first time this year, the books show a profit, not a deficit.

anna 省下来的钱再投进新产品，客户就更多，这就是良性循环。

shěng xiàlái de qián zài tóu jìn xīn chǎnpǐn kèhù jiù gèng duō zhè jiùshì liángxìng xúnhuán · Put the savings into new products and you get more clients: a virtuous circle.

manager liu 不过不能只看一时的得失。我们要建立长效的办法，先把基础夯实。

búguò bù néng zhǐ kàn yìshí de déshī wǒmen yào jiànlì chángxiào de bànfǎ xiān bǎ jīchǔ hāngshí · But we can't just look at short-term gains and losses. We need something that lasts, and to make the foundations solid first.

ms zhang 我同意。三十年的外贸经验是我们的根基，是这些困难造就了今天的我们。我们打算在上海再设一个小仓库。

wǒ tóngyì sānshí nián de wàimào jīngyàn shì wǒmen de gēnjī shì zhèxiē kùnnan zàojiù le jīntiān de wǒmen wǒmen dǎsuàn zài Shànghǎi zài shè yí gè xiǎo cāngkù · I agree. Thirty years in foreign trade is our bedrock, and it's the hard times that made us who we are. We're planning to set up another small warehouse in Shanghai.

anna 上海的房租很高昂，新仓库的造价也不低。不过有了我们构建的系统，一个小仓库就够用了。

Shànghǎi de fángzū hěn gāoáng xīn cāngkù de zàojià yě bù dī búguò yǒu le wǒmen gòujiàn de xìtǒng yí gè xiǎo cāngkù jiù gòu yòng le · Rent in Shanghai is steep, and a new warehouse isn't cheap to build. But with the system we built, one small warehouse is enough.

ms zhang 公司当然要营利，可是也要给员工营造一个好的工作环境。员工的想法是我们改进的源泉。

gōngsī dāngrán yào yínglì kěshì yě yào gěi yuángōng yíngzào yí gè hǎo de gōngzuò huánjìng yuángōng de xiǎngfǎ shì wǒmen gǎijìn de yuánquán · Of course a company has to make money, but it also has to create a good place to work. Our staff's ideas are where our improvements come from.

manager liu 这次的成功得益于你们的底子好。我们的分成办法也奏效了，真管用。

zhè cì de chénggōng déyì yú nǐmen de dǐzi hǎo wǒmen de fēnchéng bànfǎ yě zòuxiào le zhēn guǎnyòng · This success is down to your solid foundations. And our profit-sharing idea worked too: it really does the trick.

anna 这次合作是怎么促成的，您还记得吗？

zhè cì hézuò shì zěnme cùchéng de nín hái jìde ma · Do you remember how this partnership came about?

ms zhang 当然记得！一顿午饭，小明的爸爸做的菜，好吃是好吃，就是盐放多了一点儿。

dāngrán jìde yí dùn wǔfàn Xiǎomíng de bàba zuò de cài hǎochī shì hǎochī jiùshì yán fàng duō le yìdiǎnr · Of course! One lunch: Xiaoming's dad's cooking, tasty, sure, but a bit too much salt.

chapter 5 chapter 5: by the river

anna 博览会旁边这个亲水平台真舒服。晚上的上海分外安宁。
bólǎnhuì pángbiān zhège qīn shuǐ píngtái zhēn shūfu wǎnshang de Shànghǎi fènwài ānníng · This waterside deck by the expo is lovely. Shanghai is especially peaceful at night.

ms zhang 这三天我极度紧张，现在心里越发踏实了。安娜，谢谢你们。
zhè sān tiān wǒ jídù jǐnzhāng xiànzài xīnlǐ yuèfā tāshi le Ānnà xièxie nǐmen · I've been incredibly tense these three days, and now I feel calmer and calmer. Anna, thank you all.

anna 累是累了一点儿，可是我学到了很多：关税、供应链、税务、分成……
lèi shì lèi le yìdiǎnr kěshì wǒ xué dào le hěn duō guānshuì gōngyìngliàn shuìwù fēnchéng · Tired, sure, but I've learned so much: tariffs, supply chains, tax, profit shares…

manager liu 你们这次化解了好几个问题：数据对不上，红茶在路上卡住，对面降价，还有假货。
nǐmen zhè cì huàjiě le hǎo jǐ gè wèntí shùjù duì bu shàng hóngchá zài lùshang qiǎ zhù duìmiàn jiàngjià hái yǒu jiǎ huò · You defused quite a few problems this time: data that didn't match, black tea stuck on the road, the price cuts opposite, and the fakes.

anna 那天晚上，小明先把数据复原，再把两个系统衔接起来，坏了的手机也替换了。
nà tiān wǎnshang Xiǎomíng xiān bǎ shùjù fùyuán zài bǎ liǎng gè xìtǒng xiánjiē qǐlai huài le de shǒujī yě tìhuàn le · That night Xiaoming restored the data first, then linked the two systems, and replaced the broken phone as well.

manager liu 红茶不够，就从杭州调过来；空出来的地方用绿茶填充。现在三个仓库的库存终于均衡了。
hóngchá búgòu jiù cóng Hángzhōu diào guolai kòng chulai de dìfang yòng lǜchá tiánchōng xiànzài sān gè cāngkù de kùcún zhōngyú jūnhéng le · When black tea ran short, we brought some over from Hangzhou and filled the empty space with green tea. Now the stock in all three warehouses is finally balanced.

ms zhang 那个老客户的气也平息了，我们的关系缓和了，比以前更稳固。
nàge lǎo kèhù de qì yě píngxī le wǒmen de guānxì huǎnhé le bǐ yǐqián gèng wěngù · And that old client has calmed down: things between us have eased, and the relationship is stronger than before.

anna 这一年，您的公司从低谷走出来，又挽回了客户的信任。
zhè yì nián nín de gōngsī cóng dīgǔ zǒu chulai yòu wǎnhuí le kèhù de xìnrèn · This year your company has climbed out of the slump and won back its clients' trust.

anna 当年老街卖茶的热闹又重现了，还填补了市场上的一个空白。
dāngnián lǎo jiē mài chá de rènao yòu chóngxiàn le hái tiánbǔ le shìchǎng shàng de yí gè kòngbái · The bustle of the old tea street has come back to life, and it fills a gap in the market.

manager liu 这个系统是我们两家合作的产物。几个月以前，方案才刚刚成型；现在测试全部达标，合作也取得了长足的进步。安娜，你在物流方面也开始有建树了。
zhège xìtǒng shì wǒmen liǎng jiā hézuò de chǎnwù jǐ gè yuè yǐqián fāngàn cái gānggāng chéngxíng xiànzài cèshì quánbù dábiāo hézuò yě qǔdé le chángzú de jìnbù Ānnà nǐ zài wùliú fāngmiàn yě kāishǐ yǒu jiànshù le · This system is the product of our two companies working together. A few months ago the plan had only just taken shape; now every test meets the standard and the partnership has come a long way. Anna, you're starting to make your mark in logistics too.

ms zhang 是你们帮我们挽救了一个老品牌。我只希望公司以后平稳一点儿，工人们能过安定、安稳的日子。
shì nǐmen bāng wǒmen wǎnjiù le yí gè lǎo pǐnpái wǒ zhǐ xīwàng gōngsī yǐhòu píngwěn yìdiǎnr gōngrénmen néng guò āndìng ānwěn de rìzi · You helped us save an old brand. All I want now is for the company to have a steadier time, so the workers can have a settled, secure life.

manager liu 以后每天检查一次数据，要成为常态。两个团队轮换着做，交替检查。
yǐhòu měi tiān jiǎnchá yí cì shùjù yào chéngwéi chángtài liǎng gè tuánduì lúnhuàn zhe zuò jiāotì jiǎnchá · From now on, a daily data check has to be the norm. The two teams will take turns, checking in shifts.

anna 我们两家公司正好互补：你们懂茶，我们懂数据。
wǒmen liǎng jiā gōngsī zhènghǎo hùbǔ nǐmen dǒng chá wǒmen dǒng shùjù · Our two companies complement each other perfectly: you know tea, we know data.

ms zhang 下一步，我们的系统还要跟国外客户的系统接轨，让整条供应链都贯通。
xià yí bù wǒmendexìtǒngháiyàogēnguówài kèhù de xìtǒng jiēguǐ ràng zhěng tiáo gōngyìngliàn dōu guàntōng · Next, our system has to plug into our overseas clients' systems, so the whole supply chain is connected.

manager liu 这次合作为以后奠定了基础。明年的博览会，我们一起再来！
zhè cì hézuò wèi yǐhòu diàndìng le jīchǔ míngnián de bólǎnhuì wǒmen yìqǐ zài lái · This partnership has laid the foundation for what comes next. Next year's expo: we'll come back together!

Three days at an expo, from the notice on the wall to the deals on the table: all in Chinese.
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