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day 155 meetings and deals

Chinese HSK 7–9 in 193 days
unit 21 · business and projects

Take part in a business meeting in Chinese: agendas, talks, contracts, agents and partners, and back up a point with 这不 and X得要命.

Meetings and deals have their own vocabulary: 磋商, 洽谈 and 协商 are all “negotiate”, but they are not used in quite the same way. Get them right and you sound like someone people want to sign with.

words

word	pinyin	meaning	example
会场	huìchǎng	meeting venue, conference hall	会场里已经坐满了人。 The venue was already packed.
议程	yìchéng	agenda	今天会议的议程一共有三项。 Today’s meeting has three items on the agenda.
议题	yìtí	topic for discussion, issue	这次会议的主要议题是明年的预算。 The main issue at this meeting is next year’s budget.
座谈	zuòtán	have an informal discussion	下午公司请几位老客户来座谈。 This afternoon the company has invited some long-time clients in for a discussion.
商讨	shāngtǎo	discuss, deliberate over	双方正在商讨合作的细节。 The two sides are discussing the details of the partnership.
商议	shāngyì	confer, talk over	这件事我得{dei3}跟家里人商议一下。 I need to talk this over with my family.
磋商	cuōshāng	consult, negotiate (formal)	经过几轮磋商，两家公司终于达成了协议。 After several rounds of talks, the two companies finally reached an agreement.
洽谈	qiàtán	talk business, negotiate	欢迎各位来我们公司洽谈业务。 You are all welcome to come and talk business with us.
协商	xiéshāng	negotiate, settle through talks	价格问题我们可以再协商。 We can negotiate the price again.
交涉	jiāoshè	take up a matter with, negotiate	他去跟商家交涉，要求退款。 He went to take it up with the shop and asked for a refund.
签约	qiānyuē	sign a contract	我们下周一正式签约。 We sign the contract officially next Monday.
签署	qiānshǔ	sign (an official document)	两国领导人签署了合作协议。 The leaders of the two countries signed a cooperation agreement.
签	qiān	slip (drawn as a lot); label	每个人从盒子里抽了一支签{qian1-7b}。 Everyone drew a slip from the box.
合约	héyuē	contract	这份合约明年三月到期。 This contract runs out next March.

承包	chéngbāo	contract for, undertake (a job)	这个工程由一家本地公司承包。 A local firm has the contract for this project.
承接	chéngjiē	take on (an order, a job)	我们工厂现在也承接小批量{liang4-5}的订单。 Our factory now takes small orders too.
招标	zhāobiāo	invite bids, put out to tender	市里正在为新的体育馆招标。 The city is putting the new sports hall out to tender.
合伙	héhuǒ	go into partnership	他和大学同学合伙开了一家咖啡店。 He opened a café in partnership with a university friend.
加盟	jiāméng	join (a group); take a franchise	现在很多年轻人选择加盟连锁店。 These days many young people choose to open a chain franchise.
双赢	shuāngyíng	win-win	这样的合作|对双方来说都是双赢。 A partnership like this is a win-win for both sides.
协同	xiétóng	coordinate, work in concert	这个项目需要几个部门协同完成。 Several departments need to work together to finish this project.
协作	xiézuò	cooperate, collaborate	团队协作比个人能力更重要。 Teamwork matters more than individual ability.
召集	zhàojí	call together, convene	经理召集大家开了一个短会。 The manager called everyone together for a short meeting.
拍板	pāibǎn	have the final say, give the go-ahead	这件事最后得{dei3}由老板拍板。 In the end the boss has to make the call on this.
授权	shòuquán	authorise	公司授权她代表我们签字。 The company has authorised her to sign on our behalf.
权限	quánxiàn	limits of authority; access rights	你没有权限打开这个文件。 You don't have permission to open this file.
所属	suǒshǔ	belonging to, under (a body)	他所属的部门最近特别忙。 The department he belongs to has been very busy lately.
附属	fùshǔ	attached, affiliated	她在一所大学的附属医院工作。 She works at a university teaching hospital.
分支	fēnzhī	branch	这家银行在全国|有几百个分支机构。 This bank has several hundred branches across the country.
办事处	bànshìchù	office (local or liaison)	公司在上海设了一个办事处。 The company has set up an office in Shanghai.
事务所	shìwùsuǒ	firm (law, accounting)	孙律师在一家律师事务所工作。 Lawyer Sun works at a law firm.
代理人	dàilǐrén	agent, representative	这位是我们在英国的代理人。 This is our agent in the UK.
公关	gōngguān	PR, public relations	公司新请了一位公关经理。 The company has hired a new PR manager.
保密	bǎomì	keep secret, confidential	合约的内容一定要保密。 The terms of the contract must stay confidential.

pattern 这不, “see? here’s a case in point” (and x得要命)

a claim。 **这不，** **a fresh example that proves it。**

这不 is spoken Chinese for “See? Here’s one right now”: you make a claim, then point to something that has just happened to prove it. It always comes after the claim. Back again too: X得要命 or X得要死, “terribly X”: 忙得要命, 急得要死.

张女士的公司最近生意特别好。这不，又在上海开了一个办事处。 **Zhāngnǚshì de gōngsī zuìjìn shēngyi tèbié hǎo zhè bù yòu zài Shànghǎi kāi le yí gè bànshìchù** Ms Zhang’s company is doing really well. See? It has just opened another office in Shanghai.

我们的台灯越来越受欢迎。这不，上周又有两家店来问能不能加盟。 **wǒmen de táidēng yuè lái yuè shòu huānyíng zhè bù shàng zhōu yòu yǒu liǎng jiā diàn lái wèn néng bu néng jiāméng** Our lamp is getting more and more popular. Case in point: two more shops asked last week about joining as franchises.

为了准备这次洽谈，安娜这几天累得要命。 **wèile zhǔnbèi zhè cì qiàtán Ānnà zhè jǐ tiān lèi de yàomìng** Getting ready for these talks has worn Anna out these last few days.

dialogue the first round of talks

manager liu 各位，今天召集大家，是要商讨跟张女士公司的合作。这次合作由安娜牵头。议程上一共有三个议题：价格、海外代理，还有保密。
gèwèi jīntiān zhàojí dàjiā shì yào shāngtǎo gēn Zhāngnǚshì gōngsī de hézuò zhè cì hézuò yóu Ānnà qiāntóu yìchéng shàng yígòng yǒu sān gè yìtí jiàgé hǎiwài dàilǐ hái yǒu bǎomì · Everyone, I've called you together to discuss our partnership with Ms Zhang's company. Anna is taking the lead on it. There are three items on the agenda: price, overseas agency and confidentiality.

anna 会场已经布置好了。张女士她们十点到，我们先座谈半个小时，再正式洽谈。
huìchǎng yǐjīng bùzhì hǎo le Zhāngnǚshì tāmen shí diǎn dào wǒmen xiān zuòtán bàn gè xiǎoshí zài zhèngshì qiàtán · The room is ready. Ms Zhang's team arrive at ten: we'll have half an hour of informal discussion first, then the formal talks.

manager liu 张女士的公司以茶叶著称，在行业里很有声望。
Zhāngnǚshì de gōngsī yǐ cháyè zhùchēng zài hángyè lǐ hěn yǒu shēngwàng · Ms Zhang's company is known for its tea, and it's highly respected in the trade.

ms zhang 我们公司在英国有一个办事处，是我们的分支机构。我们的销售网和你们的产品正好互补。我们想当你们在欧洲的代理人，把这款台灯卖到欧洲去。
wǒmen gōngsī zài Yīngguó yǒu yí gè bànshìchù shì wǒmen de fēnzhī jīgòu wǒmen de xiāoshòu wǎng hé nǐmen de chǎnpǐn zhènghǎo hùbǔ wǒmen xiǎng dāng nǐmen zài Ōuzhōu de dàilǐrén bǎ zhè kuǎn táidēng mài dào Ōuzhōu qù · Our company has an office in the UK, one of our branches. Our sales network and your product complement each other perfectly. We'd like to be your agent in Europe and sell this lamp there.

manager liu 我们的台灯在国内卖得不错。这不，上周又有两家店来问能不能加盟。
wǒmen de táidēng zài guó nèi mài de búcuò zhè bù shàng zhōu yòu yǒu liǎng jiā diàn lái wèn néng bu néng jiāméng · Our lamp is selling well at home. See? Last week two more shops asked whether they could join as franchises.

ms zhang 价格方面，我们还想再磋商一下。我们承接过很多海外订单，知道外国客户最看重什么：质量和信誉。
jiàgé fāngmiàn wǒmen hái xiǎng zài cuōshāng yíxià wǒmen chéngjiē guo hěn duō hǎiwài dìngdān zhīdào wàiguó kèhù zuì kànzhòng shénme zhìliàng hé xìnyù · On price, we'd like to talk a little more. We've handled a lot of overseas orders, and we know what foreign buyers care about most: quality and a good name.

anna 价格可以协商，我们也希望这次合作是双赢。台灯的底座去年招标，最后由我们所属集团的一家附属工厂承包，质量没有问题。
jiàgé kěyǐ xiéshāng wǒmen yě xīwàng zhè cì hézuò shì shuāngyíng táidēng de dǐ zuò qùnián zhāobiāo zuìhòu yóu wǒmen suǒshǔ jítuán de yì jiā fùshǔ gōngchǎng chéngbāo zhìliàng méiyǒu wèntí · We can negotiate on price; we want this to be a win-win too. Last year we put the lamp bases out to tender, and in the end a factory affiliated to our parent group won the contract, so the quality is sound.

ms zhang 卖到欧洲，台灯的标准要跟欧洲接轨，这一点很关键。
mài dào Ōuzhōu táidēng de biāozhǔn yào gēn Ōuzhōu jiēguǐ zhè yìdiǎn hěn guānjiàn · To sell in Europe, the lamp's standards have to match Europe's: that's key.

manager liu 放心，我们一开始就按欧洲的标准设计，这方面由首席工程师亲自负责。
fàngxīn wǒmen yì kāishǐ jiù àn Ōuzhōu de biāozhǔn shèjì zhè fāngmiàn yóu shǒuxí gōngchéngshī qīnzì fùzé · Don't worry: we designed it to European standards from the start, and our chief engineer handles that personally.

lawyer sun 我是孙律师，在一家律师事务所工作。公司已经授权我准备合约。签约以前，合约的内容请各位一定保密。
wǒ shì Sūnlǜshī zài yì jiā lǜshī shìwùsuǒ gōngzuò gōngsī yǐjīng shòuquán wǒ zhǔnbèi héyuē qiānyuē yǐqián héyuē de nèiróng qǐng gèwèi yídìng bǎomì · I'm Lawyer Sun, from a law firm. The company has authorised me to prepare the contract. Until it is signed, please keep its terms strictly confidential.

ms zhang 我有一个问题：我在这件事上的权限有限，价格最后还得由我们老板拍板。我回去跟他商议一下。
wǒ yǒu yí gè wèntí wǒ zài zhè jiàn shì shàng de quánxiàn yǒuxiàn jiàgé zuìhòu hái děi yóu wǒmen lǎobǎn pāibǎn wǒ huíqù gēn tā shāngyì yíxià · One thing: my authority on this is limited. The final say on price lies with my boss, so I'll go back and talk it over with him.

manager liu 没问题，我们不急。上次我们跟一家工厂交涉，前前后后谈了三个月，大家急得要死。
méi wèntí wǒmen bù jí shàng cì wǒmen gēn yì jiā gōngchǎng jiāoshè qiánqiánhòuhòu tán le sān gè yuè dàjiā jí de yào sǐ · No problem, we're in no hurry. Last time we took up an issue with a factory, it went on for three months and we were all frantic.

anna 还有公关方面的事宜：签署合约那天，公关部想请几位记者来。
hái yǒu gōngguān fāngmiàn de shìyí qiānshǔ héyuē nà tiān gōngguān bù xiǎng qǐng jǐ wèi jìzhě lái · And there are the PR matters: on the day the contract is signed, the PR department would like to invite a few journalists.

ms zhang 好。以后我们还可以合伙开一家网店，两个团队协作，一起做。
hǎo yǐhòu wǒmen hái kěyǐ héhuǒ kāi yì jiā wǎng diàn liǎng gè tuánduì xiézuò yìqǐ zuò · Fine. Later on we could also open an online shop in partnership, with our two teams working together.

anna 我们要在三个城市办发布会，先去哪儿呢？
wǒmen yào zài sān gè chéngshì bàn fābù huì xiān qù nǎr ne · We're holding launch events in three cities. Where should we go first?

ms zhang 抽签吧！这个盒子里有三支签，抽到哪儿就先去哪儿。
chōuqiān ba zhège hézi lǐ yǒu sān zhī qiān chōu dào nǎr jiù xiān qù nǎr · Let's draw lots! There are three slips in this box: wherever we draw, we go there first.

manager liu 好主意。今天谈得很顺畅，我们下次就签约！
hǎo zhǔyi jīntiān tán de hěn shùnchàng wǒmen xià cì jiù qiānyuē · Good idea. Today went very smoothly; next time, we sign!

write it trace the grey, then write your own

磋
cuō
polish, rub

good to know · 商讨 and 商议 are everyday "talk over"; 磋商 is formal (between governments or big firms); 洽谈 is talking business; 协商 aims at an agreement; 交涉 is arguing your case with the other side. 签约 is "sign a contract" (a verb-object word); 签署 is the formal verb before the document: 签署合约, 签署协议.

Agendas, agents, tenders and a win-win: you can now sit at the table when the deal is done in Chinese.
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day 156 plans, papers and checks

Chinese HSK 7–9 in 193 days
unit 21 · business and projects

Plan an event and handle its paperwork in Chinese (drafts, minutes, licences, checks and follow-ups), and sum up a list of points with 概括来说.

Every project runs on paper: memos, lists, certificates and approvals. And after the details, people want the one-line version: 概括来说 is how you give it.

words

word	pinyin	meaning	example
筹	chóu	raise (money); plan	他们正在为新项目筹钱。 They are raising money for the new project.
筹办	chóubàn	make arrangements for, organise	我们正在筹办下个月的发布会。 We're organising next month's launch event.
筹划	chóuhuà	plan and prepare	这次旅行他筹划了整整半年。 He spent a full six months planning this trip.
谋划	móuhuà	plan carefully, scheme	公司正在谋划进入海外市场。 The company is working out how to enter overseas markets.
统筹	tǒngchóu	plan as a whole, coordinate	整个活动由安娜统筹安排。 Anna is coordinating the whole event.
蓝图	lántú	blueprint, master plan	新城区的蓝图已经画好了。 The blueprint for the new district is ready.
图纸	túzhǐ	drawing, plan (on paper)	工程师正在看新楼的图纸。 The engineer is looking at the plans for the new building.
拟	nǐ	draft; intend to (formal)	公司拟于明年三月推出新产品。 The company plans to launch a new product next March.
拟定	nǐdìng	draw up, work out (a plan)	律师已经拟定了合同的条款。 The lawyer has drawn up the terms of the contract.
起草	qǐcǎo	draft (a text)	请你起草一封给客户的信。 Please draft a letter to the client.
备忘录	bèiwànglù	memo, memorandum	双方签了一份合作备忘录。 The two sides signed a memorandum of cooperation.
纪要	jìyào	minutes, summary (of a meeting)	会议纪要明天发给大家。 The minutes will go out to everyone tomorrow.
年报	niánbào	annual report	公司的年报显示，去年的利润增长了百分之十。 The annual report shows profits grew by ten per cent last year.
清单	qīngdān	list, checklist	出发以前，我列了一张清单。 Before leaving I made a checklist.

副本	fùběn	copy, duplicate	原件你留着，给我一份副本就行。 Keep the original; a copy is fine for me.
函	hán	letter (formal)	我们已经向对方发函，请他们说明原因。 We have written to them formally to ask for an explanation.
递交	dìjiāo	hand in, submit	他向公司递交了辞职信。 He handed in his letter of resignation.
出具	chūjù	issue (a document)	医院为他出具了一份证明。 The hospital issued him a certificate.
凭证	píngzhèng	proof, voucher	请保留好发票，这是报销的凭证。 Please keep the receipt: it's your proof for the expense claim.
认证	rènzhèng	certify; certification	这款产品已经通过了安全认证。 This product has passed its safety certification.
执照	zhízhào	licence, permit	开餐厅必须先拿到营业执照。 To open a restaurant you first need a business licence.
牌照	páizhào	licence plate; licence	在北京，汽车牌照很难拿到。 In Beijing, car number plates are hard to get.
注销	zhùxiāo	cancel, deregister	这家公司关门以后，执照也注销了。 After the company closed, its licence was cancelled.
审定	shěndìng	examine and approve	这本教材已经由专家审定。 This textbook has been examined and approved by experts.
审核	shěnhé	check and approve, audit	你的申请正在审核中。 Your application is being reviewed.
核查	héchá	check, verify	银行正在核查这笔钱的来源。 The bank is checking where this money came from.
核对	héduì	check against, verify	请核对一下你的姓名和电话。 Please check your name and phone number.
核实	héshí	verify, confirm as true	这个消息还没有核实，先别发出去。 This news hasn't been verified yet; don't send it out.
抽查	chōuchá	spot-check	工作人员每天抽查一百件产品。 The staff spot-check a hundred products every day.
排查	páichá	check one by one, investigate	工人正在排查电路的问题。 The workers are tracking down the problem in the wiring.
验收	yànshōu	check and accept (on delivery)	新楼下个月验收。 The new building will be inspected and handed over next month.
跟进	gēnjìn	follow up	这个客户以后由你来跟进。 From now on you'll follow up with this client.
督促	dūcù	urge, keep after	妈妈每天都督促孩子写作业。 Every day the mother makes sure her child does the homework.
通报	tōngbào	circulate a notice; bulletin	公司向全体员工通报了事故的原因。 The company informed all staff of the cause

			of the accident.
下达	xiàdá	issue (orders) to lower levels	上级已经下达了新的任务。 The higher-ups have handed down a new task.

pattern 概括来说, "to sum up"

point 1, point 2, point 3 …. **概括来说,** **the whole thing in one sentence.**

概括 is to summarise, so 概括来说 means "to sum up, in a nutshell". It comes after you have set out several points and introduces one sentence that holds them all. It is a little formal: reports, meetings and presentations. Close cousins: 总的来说 "overall" and 总之 "in short".

我们要拿到认证，要办好执照，还要找好场地。概括来说，发布会以前还有三件大事。
wǒmen yào ná dào rènzhèng yào bàn hǎo zhízhào hái yào zhǎo hǎo chǎngdì gàikuò lái shuō fābù huì yǐqián hái yǒu sān jiàn dàshì We need the certification, the licence and the venue. To sum up, there are three big jobs left before the launch.

有的部门负责审核，有的负责核实，有的负责抽查。概括来说，每份文件都要查三遍。
yǒude bùmén fùzé shěnhé yǒude fùzé héshí yǒude fùzé chōuchá gàikuò lái shuō měi fèn wénjiàn dōu yào chá sān biàn One department reviews, one verifies and one spot-checks. In short, every document is checked three times.

概括来说，这个方案好处多，问题少。 **gàikuò lái shuō zhège fāngàn hǎochù duō wèntí shǎo** All in all, this plan has a lot going for it and few problems.

dialogue the checklist

manager liu 安娜，跟张女士公司签的合作备忘录，副本我已经收到了。下一步就是筹办发布会，整个活动由你统筹，公关部会跟你协同工作。

Ānnà gēn Zhāngnǚshì gōngsī qiān de hézuò bèiwànglù fùběn wǒ yǐjīng shōudào le xià yí bù jiùshì chóubàn fābù huì zhěnggè huódòng yóu nǐ tǒngchóu gōngguān bù huì gēn nǐ xiétóng gōngzuò · Anna, I've received our copy of the memorandum we signed with Ms Zhang's company. The next step is organising the launch: you're coordinating the whole thing, and the PR department will work with you.

anna 好的。我已经筹划了一个初步方案，发布会拟在下个月十五号举行。这是场地的图纸，这是准备工作的清单。预算够了，不用另外筹钱。

hǎo de wǒ yǐjīng chóuhuà le yí gè chūbù fāngàn fābù huì nǐ zài xià gè yuè shíwǔ hào jǔxíng zhè shì chǎngdì de túzhǐ zhè shì zhǔnbèi gōngzuò de qīngdān yùsuàn gòu le búyòng lìngwài chóu qián · Sure. I've worked out an outline plan: the launch is set for the fifteenth of next month. Here are the plans of the venue and the checklist. The budget is enough, so we don't need to raise any more money.

manager liu 很好。公司正在谋划未来三年的发展，这次发布会是蓝图里的第一步，年底的年报里也要写进去。

hěn hǎo gōngsī zhèngzài móuhuà wèilái sān nián de fāzhǎn zhè cì fābù huì shì lántú lǐ de dì yī bù niándǐ de niánbào lǐ yě yào xiě jinqu · Good. The company is planning its next three years, and this launch is the first step in that blueprint. It will go in the annual report at the end of the year too.

anna 还有几件事要办：第一，台灯要通过安全认证，检测中心会给我们出具一份报告；第二，场地要有消防的凭证；第三，邀请函我今天起草，明天发出去。

hái yǒu jǐ jiàn shì yào bàn dì yī táidēng yào tōngguò ānquán rènzhèng jiǎncè zhōngxīn huì gěi wǒmen chūjù yí fèn bàogào dì èr chǎngdì yào yǒu xiāofáng de píngzhèng dì sān yāoqǐng hán wǒ jīntiān qǐcǎo míngtiān fā chuqu · There are a few more things to do. First, the lamp has to pass safety certification, and the testing centre will issue us a report. Second, the venue needs its fire-safety certificate. Third, I'm drafting the invitations today and sending them tomorrow.

lawyer sun （打电话）安娜，正式的合约我已经按双方协商的结果拟定好了，明天递交给你们公司审核。条款请你们再核对一遍。

dǎ diànhuà Ānnà zhèngshì de héyuē wǒ yǐjīng àn shuāngfāng xiéshāng de jiéguǒ nǐdìng hǎo le míngtiān dìjiāo gěi nǐmen gōngsī shěnhé tiáokuǎn qǐng nǐmen zài héduì yí biàn · (on the phone) Anna, I've drawn up the formal contract along the lines both sides agreed. I'll submit it to your company tomorrow for review. Please check the terms through once more.

anna 好的。签约那天，您也来吗？

hǎo de qiānyuē nà tiān nín yě lái ma · Will do. Are you coming on the day of the signing too?

lawyer sun 当然。我是你们公司授权的代理人，签约的时候要在场。

dāngrán wǒ shì nǐmen gōngsī shòuquán de dàilǐrén qiānyuē de shíhou yào zàichǎng · Of course. I'm the agent your company has authorised, so I have to be there for the signing.

anna 好的。合约里的每一个数字，我们都会一一核查。张女士公司的营业执照，我们也要核实一下。

hǎo de héyuē lǐ de měi yí gè shùzì wǒmen dōu huì yīyī héchá Zhāngnǚshì gōngsī de yíngyè zhízhào wǒmen yě yào héshí yíxià · Will do. We'll check every figure in the contract one by one, and we'll verify Ms Zhang's company's business licence too.

lawyer sun 对。另外，你们在杭州的那个旧办事处，执照注销了吗？

duì lìngwài nǐmen zài Hángzhōu de nàge jiù bànshìchù zhízhào zhùxiāo le ma · Right. And the old office you had in Hangzhou: has its licence been cancelled?

manager liu 上个月已经注销了。对了，发布会那天，嘉宾的汽车牌照要提前报给大楼的物业。那天车多，门口还要安排人疏导交通。

shàng gè yuè yǐjīng zhùxiāo le duì le fābù huì nà tiān jiābīn de qìchē páizhào yào tíqián bào gěi dà lóu de wùyè nà tiān chē duō ménkǒu hái yào ānpái rén shūdǎo jiāotōng · It was cancelled last month. Oh, and on the day, the guests' number plates have to be given to the building's management in advance. There'll be a lot of cars, so we need someone at the gate to direct the traffic.

anna 这件事我来跟进。物业说，那天他们会抽查进出的车辆。场地验收以前，电路也要排查一遍。发布会以前，我再召集各个部门开个会，商讨一下议程。
zhè jiàn shì wǒ lái gēnjìn wùyè shuō nà tiān tāmen huì chōuchá jìn chū de chēliàng chǎngdì yànshōu yǐqián diàn lù yě yào páichá yí biàn fābù huì yǐqián wǒ zài zhàojí gègè bùmén kāi gè huì shāngtǎo yíxià yìchéng · I'll follow that up. The management say they'll spot-check vehicles coming in and out that day. And before the venue is signed off, the wiring has to be checked from end to end. Before the launch, I'll call all the departments together again to go over the agenda.

manager liu 人手不够的话，市场部可以派两个人给你打下手。产品说明书请专家审定了吗?
rénshǒu búgòu dehuà shìchǎng bù kěyǐ pài liǎng gè rén gěi nǐ dǎ xiàshǒu chǎnpǐn shuōmíngshū qǐng zhuānjiā shěndìng le ma · If you're short of hands, the marketing department can send two people to help you out. Has an expert approved the user manual?

anna 已经审定了，会议纪要里也写了。下午我把纪要上报给总部。
yǐjīng shěndìng le huìyì jìyào lǐ yě xiě le xiàwǔ wǒ bǎ jìyào shàngbào gěi zǒngbù · Yes, it's approved; it's in the minutes too. This afternoon I'll send the minutes up to head office.

manager liu 还有，总部刚下达了通知：今年所有的大型活动都要提前通报。你别忘了，我会经常督促你的，哈哈。
hái yǒu zǒngbù gāng xiàdá le tōngzhī jīnnián suǒyǒu de dàxíng huódòng dōu yào tíqián tōngbào nǐ bié wàng le wǒ huì jīngcháng dūcù nǐ de hā hā · One more thing: head office has just sent down a notice that every big event this year has to be reported in advance. Don't forget: I'll be keeping after you, ha ha.

anna 没问题。概括来说，我们还有三件事：认证、合约和场地。这个星期都能办完。
méi wèntí gàikuò lái shuō wǒmen hái yǒu sān jiàn shì rènzhèng héyuē hé chǎngdì zhège xīngqī dōu néng bàn wán · No problem. To sum up, we have three things left: the certification, the contract and the venue. They can all be done this week.

manager liu 好。概括来说就是：时间紧，任务多，但是有办法。
hǎo gàikuò lái shuō jiùshì shíjiān jǐn rènwu duō dànshì yǒu bànfǎ · Good. In a nutshell: little time, lots to do, but we can manage.

write it trace the grey, then write your own

函
hán
letter
(formal)

good to know · Four kinds of checking: 核对 compare against a record, 核实 confirm it is true, 核查 investigate, 抽查 check a random sample. 审核 and 审定 add "and approve". 拟 is formal for "plan to": 公司拟于三月推出新产品. In speech, say 打算 or 准备.

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day 157 on the factory floor

Chinese HSK 7–9 in 193 days
unit 21 · business and projects

Follow a factory tour in Chinese (workshops, production lines, rejects, delivery and reorganisation), say “never”, “not necessarily” and “no need” with the advanced negative adverbs, and grumble with 真是的.

Factories, warehouses and supply chains are where a product becomes real. And 不见得, 绝不, 无须 and 勿 let you say no with precision, from a polite doubt to a sign on the door.

words

word	pinyin	meaning	example
车间	chējiān	workshop (in a factory)	车间里的机器正在运转。 The machines in the workshop are running.
生产线	shēngchǎnxiàn	production line	工厂今年新建了一条生产线。 The factory built a new production line this year.
开工	kāigōng	start work, start production	新工厂下个月开工。 The new factory starts production next month.
出厂	chūchǎng	leave the factory	每台机器出厂以前都要检查。 Every machine is checked before it leaves the factory.
成品	chéngpǐn	finished product	成品都放在这个仓库里。 All the finished goods are kept in this warehouse.
次品	cìpǐn	defective product, reject	这批货里有不少次品。 There are quite a few rejects in this batch.
规格	guīgé	specifications, size	这种纸有好几种规格。 This paper comes in several sizes.
特制	tèzhì	specially made	这是为孩子特制的小椅子。 This is a little chair made specially for children.
仿制	fǎngzhì	copy, imitate (a product)	有的小工厂专门仿制名牌包。 Some small factories do nothing but copy designer bags.
组装	zǔzhuāng	assemble	这台电脑是我自己组装的。 I built this computer myself.
纺织	fǎngzhī	spinning and weaving, textiles	这座城市以前以纺织业出名。 This city used to be famous for its textile industry.
木匠	mùjiàng	carpenter	我爷爷是个木匠，家里的桌子都是他做的。 My grandfather was a carpenter: he made all the tables in our house.
后勤	hòuqín	logistics, support services	后勤部门负责员工的吃饭和住宿。 The support department looks after the staff’s meals and housing.
调度	diàodù	dispatch, schedule; dispatcher	工厂每天要调度几十辆货车。 The factory dispatches dozens of lorries every day.

调	diào	tune, key; accent	这首歌的调{diao4-7}太高了，我唱不上去。 This song is pitched too high: I can't reach the notes.
派遣	pàiqiǎn	send, dispatch (people)	公司派遣了两名工程师去工厂。 The company sent two engineers to the factory.
移交	yíjiāo	hand over, transfer	这个项目下个月移交给新团队。 This project goes over to a new team next month.
交付	jiāofù	deliver, hand over	新房子年底交付。 The new flats will be handed over at the end of the year.
分发	fēnfā	distribute, hand out	老师把试卷分发给学生。 The teacher handed out the exam papers to the students.
演练	yǎnliàn	drill, rehearse	学校每学期都进行一次消防演练。 The school holds a fire drill every term.
演示	yǎnshì	demonstrate	工程师给我们演示了新机器的用法。 The engineer demonstrated how to use the new machine.
照办	zhàobàn	do as told, act accordingly	你说怎么做，我们就怎么照办。 Whatever you say, we'll do it just that way.
指令	zhǐlìng	instruction, command	机器人按照指令工作。 The robot works according to instructions.
下令	xiàlìng	give orders, order	老板下令暂停生产。 The boss ordered production to stop.
编制	biānzhì	draw up (a plan); staffing quota	财务部正在编制明年的预算。 The finance department is drawing up next year's budget.
组建	zǔjiàn	set up, form (a team)	公司组建了一个新的研发团队。 The company has formed a new R&D team.
开办	kāibàn	open, set up (a school, business)	她在老家开办了一所小学。 She set up a primary school in her home town.
重组	chóngzǔ	reorganise, restructure	公司重组以后，部门少了一半。 After the restructuring, the company had half as many departments.
整顿	zhěngdùn	overhaul, put in order	这家工厂关门|整顿了一个月。 The factory shut for a month to sort itself out.
整合	zhěnghé	integrate, bring together	我们把三个部门整合|成了一个。 We merged three departments into one.
精简	jīngjiǎn	streamline, cut down	公司精简了审批的步骤。 The company cut down the steps for approval.
运转	yùnzhuǎn	run, operate (a machine, a body)	机器二十四小时不停地运转。 The machines run round the clock.
运作	yùnzuò	operate, function	这个基金会已经运作了十年。 The foundation has been running for ten years.
职能	zhínéng	function (of a body or department)	每个部门都有自己的职能。 Every department has its own function.

pattern saying no precisely: 不见得, 绝不, 无从, 无须, 无可, 勿 (and 真是的)

不见得 / 绝不 / 无从 / 无须 / 勿 **+ verb**

Each of these says “no” in its own way: 不见得 “not necessarily”, 绝不 “absolutely never”, 无从 “there is no way to”, 无须 “there is no need to”, 无可 “nothing can be” (无可挑剔 flawless), and 勿 “do not” on signs and notices (请勿吸烟). And back from your first days: 真是的, the sigh of “honestly!” when someone annoys you.

仿制的台灯不见得便宜，质量也差得远。 **fǎngzhì de táidēng bújiàndé piányi zhìliàng yě chà de yuǎn** The copies aren’t necessarily cheaper, and the quality is far worse.

当年的记录都没有了，问题出在哪儿已经无从查起。 **dāngnián de jìlù dōu méiyǒu le wèntí chū zài nǎr yǐjīng wúcóng chá qǐ** The records from back then are gone, so there’s no way of finding out where the problem was.

这些都是自动的，你们无须担心。 **zhèxiē dōu shì zìdòng de nǐmen wúxū dānxīn** It’s all automatic: there’s no need to worry.

你真是的，又把帽子戴反了！ **nǐ zhēnshi de yòu bǎ màozi dài fǎn le** Honestly, you’ve put your cap on backwards again!

dialogue a tour of the lamp factory

manager liu 这家工厂以前是一家纺织厂。五年前重组的时候，整合了两家小厂，现在专门生产台灯。

zhè jiā gōngchǎng yǐqián shì yì jiā fǎngzhī chǎng wǔ nián qián chóngzǔ de shíhou zhěnghé le liǎng jiā xiǎo chǎng xiànzài zhuānmén shēngchǎn táidēng · This factory used to be a textile mill. When it was restructured five years ago it merged two small plants, and now it makes nothing but lamps.

xiaoming 对。我这次是被请来当技术顾问的。工厂精简了管理部门，后勤和调度合在了一起，还组建了一个设计团队。每个部门的职能都很清楚，运作得很好。

duì wǒ zhè cì shì bèi qǐng lái dāng jìshù gùwèn de gōngchǎng jīngjiǎn le guǎnlǐ bùmén hòuqín hé diàodù hé zài le yìqǐ hái zǔjiàn le yí gè shèjì tuánduì měi gè bùmén de zhínéng dōu hěn qīngchu yùnzuò de hěn hǎo · That's right; this time I've been brought in as technical adviser. The factory has streamlined its management, merged support services with scheduling and set up a design team. Every department knows its job, and it all works well.

anna 这家工厂的执照和各种凭证，我都核实过了。门口的牌子上写着“车间重地，闲人勿进”。我们能进去吗？

zhè jiā gōngchǎng de zhízhào hé gèzhǒng píngzhèng wǒ dōu héshí guo le ménkǒu de páizi shàng xiě zhe chējiān zhòng dì xián rén wù jìn wǒmen néng jìnqù ma · I've verified this factory's licence and all its certificates. The sign on the door says "Workshop: authorised staff only". Can we go in?

xiaoming 你们无须担心，我已经跟车间主任说好了。请戴上帽子……安娜，你真是的，怎么又把帽子戴反了！

nǐmen wúxū dānxīn wǒ yǐjīng gēn chējiān zhǔrèn shuō hǎo le qǐng dài shàng màozi Ānnà nǐ zhēnshi de zěnme yòu bǎ màozi dài fǎn le · Don't worry, I've cleared it with the workshop head. Please put on a cap … Anna, honestly, you've put it on backwards again!

anna 哈哈，不好意思。这条生产线真长！

hā hā bù hǎoyìsi zhè tiáo shēngchǎnxiàn zhēn cháng · Ha ha, sorry. What a long production line!

xiaoming 这条线去年才开工，机器二十四小时运转。灯罩用的布是工厂自己纺织的，底座是木匠师傅一个一个做的。工厂还在旁边开办了一所技术学校，培训刚上岗的年轻工人。

zhè tiáo xiàn qùnián cái kāigōng jīqì èrshísì xiǎoshí yùnzhuǎn dēng zhào yòng de bù shì gōngchǎng zìjǐ fǎngzhī de dǐ zuò shì mùjiàng shīfu yí gè yí gè zuò de gōngchǎng hái zài pángbiān kāibàn le yì suǒ jìshù xuéxiào péixùn gāng shànggǎng de niánqīng gōngrén · This line only started last year, and the machines run round the clock. The cloth for the shades is woven here, and the bases are made one by one by the carpenters. The factory has also opened a technical school next door to train young workers who have just started.

manager liu 工厂一共雇了多少人？每台台灯都是工人自己组装的吗？

gōngchǎng yígòng gù le duōshao rén měi tái táidēng dōu shì gōngrén zìjǐ zǔzhuāng de ma · How many people does the factory employ? Is every lamp assembled by hand?

xiaoming 工厂有两百多名雇员，很多是从外地来务工的。每台台灯都是他们自己组装的。按照规格，每台灯在出厂以前都要检查，最后还要抽查一遍。成品放在那边，次品放在这边，次品绝不出厂。

gōngchǎng yǒu liǎngbǎi duō míng gùyuán hěn duō shì cóng wàidì lái wùgōng de měi tái táidēng dōu shì tāmen zìjǐ zǔzhuāng de ànzhào guīgé měi tái dēng zài chūchǎng yīqián dōu yào jiǎnchá zuìhòu hái yào chōuchá yí biàn chéngpǐn fàng zài nàbiān cìpǐn fàng zài zhèbiān cìpǐn juébù chūchǎng · The factory has over two hundred employees, many of whom have come from other provinces to work. Every lamp is assembled by hand. Every lamp is checked against the specifications before it leaves the factory, and then there's a final spot-check. Finished lamps go over there, rejects over here, and rejects never leave.

manager liu 台灯已经通过安全认证了吗？

táidēng yǐjīng tōngguò ānquán rènzhèng le ma · Has the lamp passed its safety certification?

xiaoming 通过了，检测中心已经出具了报告。

tōngguò le jiǎncè zhōngxīn yǐjīng chūjù le bàogào · Yes, the testing centre has already issued its report.

anna 我听说市场上已经有人仿制我们的台灯了。

wǒ tīngshuō shìchǎng shàng yǐjīng yǒu rén fǎngzhì wǒmen de táidēng le · I hear someone is already copying

our lamp.

manager liu 仿制的不见得便宜，质量也差得远。我们这一批是为发布会特制的，底座上还刻着名字。
fǎngzhì de bújiàndé piányi zhìliàng yě chà de yuǎn wǒmen zhè yì pī shì wèi fābù huì tèzhì de dǐ zuò shàng hái kè zhe míngzi · The copies aren't necessarily cheaper, and the quality is far worse. This batch is specially made for the launch: the bases even have names carved on them.

xiaoming 刚才车间主任下令，下周搞一次安全演练。通知已经分发给每个工人了。
gāngcái chējiān zhǔrèn xiàlìng xià zhōu gǎo yí cì ānquán yǎnliàn tōngzhī yǐjīng fēnfā gěi měi gè gōngrén le · The workshop head has just ordered a safety drill for next week. The notice has gone out to every worker.

anna 交付的时间呢？按照备忘录，发布会以前我们需要五百台。
jiāofù de shíjiān ne ànzhào bèiwànglù fābù huì yǐqián wǒmen xūyào wǔbǎi tái · What about delivery? Under the memorandum, we need five hundred lamps before the launch.

xiaoming 后勤部门正在编制生产计划，调度说二十号以前可以交付。工厂会派遣两名工人去会场帮忙，到时候验收以后，把台灯直接移交给你们。
hòuqín bùmén zhèngzài biānzhì shēngchǎn jìhuà diàodù shuō èrshí hào yǐqián kěyǐ jiāofù gōngchǎng huì pàiqiǎn liǎng míng gōngrén qù huìchǎng bāngmáng dào shíhou yànshōu yǐhòu bǎ táidēng zhíjiē yíjiāo gěi nǐmen · The support department is drawing up the production plan, and scheduling says they can deliver before the twentieth. The factory will send two workers to the venue to help, and once the lamps are checked and accepted there, they'll hand them straight over to you.

manager liu 好。小明，给我们演示一下台灯的语音功能吧。
hǎo Xiǎomíng gěi wǒmen yǎnshì yíxià táidēng de yǔyīn gōngnéng ba · Good. Xiaoming, show us the lamp's voice control.

xiaoming 你说“开灯”，它就照办。不过指令要说清楚：上次有个工人对着它唱歌，调一高，它就无从听懂了。
nǐ shuō kāi dēng tā jiù zhàobàn búguò zhǐlìng yào shuō qīngchu shàng cì yǒu gè gōngrén duì zhe tā chàng gē diào yì gāo tā jiù wúcóng tīng dǒng le · Say "lights on" and it does just that. But the command has to be clear: last time a worker sang at it, and once he hit the high notes it had no way of understanding him.

anna 哈哈！整个工厂运转得这么好，管理真的无可挑剔。
hā hā zhěnggè gōngchǎng yùnzhuǎn de zhème hǎo guǎnlǐ zhēn de wúkě tiāoti · Ha ha! The whole factory runs so well: the management really is faultless.

manager liu 是啊。我们以前合作的那家工厂乱得很，管理不力，工人常常怠工，后来被要求关门整顿，耽误了我们好几个月，真是的！
shì a wǒmen yǐqián hézuò de nà jiā gōngchǎng luàn de hěn guǎnlǐ búlì gōngrén chángcháng dàigōng hòulái bèi yāoqiú guān mén zhěngdùn dānwu le wǒmen hǎo jǐ gè yuè zhēnshi de · It is. The factory we used to work with was a mess: the management was ineffective and the workers kept slacking. It was made to close for an overhaul, and that cost us months. Honestly!

write it trace the grey, then write your own

纺
fǎng
spin

good to know · 勿 belongs to signs and notices: 请勿吸烟 no smoking, 请勿拍照 no photos, 闲人勿进 staff only. In speech say 别 or 不要. 交付 is to deliver what was promised (a product, a flat); 移交 is to hand over responsibility; 分发 is to hand out to many people.

Workshops, rejects, drills and deliveries: you could now walk a factory floor in Chinese, and say no in six different ways.
Do this day interactively, with audio and games, free at **wishyou.today/learning**

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day 158 delays and detours

Chinese HSK 7–9 in 193 days
unit 21 · business and projects

Talk about delays, mistakes, missing items and hassle in Chinese, play a problem down with 无非/只是……罢了/而已, and recognise a blunt "take it or leave it" (爱A不A).

Every project hits delays, and how you talk about them matters. 无非……罢了 calms a room down; 爱要不要 tells you the other side has stopped being polite.

words

word	pinyin	meaning	example
耽搁	dānge	delay, hold up	路上耽搁了一会儿，所以来晚了。 I got held up on the way, so I'm late.
延误	yánwù	delay (and miss)	因为大雾，航班延误了三个小时。 Because of the fog, the flight was delayed by three hours.
延缓	yánhuǎn	postpone, slow down	多运动可以延缓衰老。 Exercise can slow down ageing.
延	yán	extend, prolong, put off	因为下雨，比赛往后延{yan2-7}了一天。 Because of the rain, the match was put back a day.
顺延	shùnyán	postpone (to the next slot)	如果下雨，活动顺延一天。 If it rains, the event moves to the next day.
逾期	yúqī	be overdue	逾期还书要交罚款。 You pay a fine if you return a book late.
掉队	diàoduì	fall behind	爬山的时候，他一直跟着大家，从不掉队。 On the hike he kept up with everyone and never fell behind.
走弯路	zǒuwānlù	take a detour, go the long way	有经验的人带着你，可以少走弯路。 With someone experienced to guide you, you waste less time.
差错	chācuò	mistake, slip	这份报告不能有一点差错。 This report can't have a single mistake.
错位	cuòwèi	out of place, misaligned	他摔倒了，骨头错位了。 He had a fall and dislocated a bone.
偏离	piānlí	deviate, stray from	我们的讨论已经偏离了主题。 Our discussion has drifted off the topic.
脱节	tuōjié	be out of touch, disconnected	学校教的东西不能和实际脱节。 What schools teach shouldn't lose touch with real life.
遗漏	yílòu	leave out, omit	名单上遗漏了两个人的名字。 Two people's names were left off the list.
遗失	yíshī	lose (a thing)	他在火车上遗失了钱包。 He lost his wallet on the train.
遗留	yíliú	be left over (from the past)	这是上一任经理遗留下来的问题。 This is a problem left over from the last manager.

欠缺	qiànquē	lack; shortcoming	他能力不错，就是欠缺经验。 He's capable; he just lacks experience.
缺失	quēshī	lack, absence; be missing	这份档案缺失了好几页。 Several pages are missing from this file.
贫乏	pínfá	poor, meagre (in content)	他的语言很贫乏，说来说去就是那几句话。 His language is thin: he keeps saying the same few things.
徒劳	túláo	futile, in vain	没有方向的努力往往是徒劳的。 Effort without direction is often wasted.
费劲	fèijìn	take effort, strenuous	搬这张桌子真费劲。 Moving this table is hard work.
费力	fèilì	take great effort	这件事做起来很费力，可是很值得。 It takes a lot of effort, but it's worth it.
吃力	chīlì	struggling, strenuous	爬到山顶，她觉得有点吃力。 Climbing to the top, she found it a bit of a struggle.
伤脑筋	shāngnǎojīn	troublesome, a headache	这个问题真伤脑筋。 This problem is a real headache.
没辙	méizhé	be at a loss, nothing to be done	钥匙丢了，我也没辙了。 The key is lost; I'm out of ideas.
折腾	zhēteng	toss about; do over and over	一年搬了三次家，真把我折腾坏了。 Moving house three times in a year has worn me out.
辗转	zhǎnzhuǎn	pass through many hands or places	这封信辗转了好几个城市才到我手里。 This letter went through several cities before it reached me.
卷入	juǎnrù	be drawn into	他不想卷入别人的争吵。 He doesn't want to get drawn into other people's quarrels.
牵扯	qiānchě	involve, drag in	这件事牵扯到好几个部门。 This matter involves several departments.
牵涉	qiānshè	involve, concern	这个问题牵涉到很多人的利益。 This issue touches on the interests of many people.
扰乱	rǎoluàn	disturb, disrupt	这些假消息扰乱了市场。 This fake news threw the market into confusion.
将就	jiāngjiu	make do, put up with	房间小了点，我们将就住一晚吧。 The room is a bit small, but let's make do for one night.
凑合	còuhe	make do; passable	这家饭馆的菜还凑合。 The food at this restaurant is passable.
绊脚石	bànjiǎoshí	stumbling block	骄傲是进步的绊脚石。 Pride is a stumbling block to progress.
碍事	àishì	be in the way; matter	箱子放在门口太碍事了。 The box is right in the way by the door.
累赘	léizhui	burden; cumbersome	出门旅行，行李太多就是累赘。 When you travel, too much luggage is just a burden.

pattern 无非/不过/只是……罢了/而已, "merely … that's all" (and 爱a不a)

无非 / 不过 / 只是 | something small | 罢了 / 而已

Put 无非, 不过 or 只是 in front and 罢了 or 而已 at the end to shrink a thing down to size: “it’s merely …, that’s all”. One half alone works too, but the pair sounds calm and reassuring. Also back today: 爱A不A, a blunt “take it or leave it”: 爱要不要, 爱信不信.

这无非是运输上的一点小问题罢了，别太担心。 **zhè wúfēi shì yùnshū shàng de yìdiǎn xiǎo wèntí bàle bié tài dānxīn** It’s only a small transport problem, that’s all: don’t worry too much.

发布会只是往后延了两天而已。 **fābù huì zhǐshì wǎnghòu yán le liǎng tiān éryǐ** The launch has only been put back two days, nothing more.

他们说新布要等两个星期，价格还更贵，爱要不要。 **tāmen shuō xīn bù yào děng liǎng gè xīngqī jiàgé hái gèng guì ài yào búyào** They say new cloth will take two weeks and cost more, take it or leave it.

dialogue one week to go

anna 刘经理，坏消息：运灯罩的货车在路上耽搁了三天，第一批布又遗失了一大包。
Liújīnglǐ huài xiāoxi yùn dēng zhào de huòchē zài lùshang dānge le sān tiān dì yī pī bù yòu yíshī le yí dà bāo · Manager Liu, bad news: the lorry with the lampshades was held up on the road for three days, and a big bundle of cloth from the first batch has gone missing.

manager liu 别急，还有补救的办法。这无非是运输上的一点小问题罢了。发布会能不能顺延？
bié jí hái yǒu bǔjiù de bànfǎ zhè wúfēi shì yùnshū shàng de yìdiǎn xiǎo wèntí bàle fābù huì néng bu néng shùnyán · Don't panic: there are still ways to put it right. It's only a small transport problem. Can the launch move back?

anna 场地的合同规定，逾期要多交钱。而且邀请函已经发出去了，再往后延，很多嘉宾就来不了了。
chǎngdì de hétóng guīdìng yúqī yào duō jiāo qián érqiě yāoqǐng hán yǐjīng fā chuqu le zài wǎnghòu yán hěn duō jiābīn jiù lái bu liǎo le · The venue contract says we pay extra if we run over. And the invitations have gone out: if we put it off again, a lot of guests won't be able to come.

xiaoming （打电话）工厂这边也出了差错：一批底座装错位了，得拆了重新组装，真费劲。还有，说明书上遗漏了一个步骤。这些问题会延缓生产，不过不会延误交付。
dǎ diànhuà gōngchǎng zhèbiān yě chū le chācuò yì pī dǐ zuò zhuāng cuòwèi le děi chāi le chóngxīn zǔzhuāng zhēn fèijìn hái yǒu shuōmíngshū shàng yílòu le yí gè bùzhòu zhèxiē wèntí huì yánhuǎn shēngchǎn búguò bú huì yánwù jiāofù · (on the phone) We've had slips at the factory too: a batch of bases was fitted out of line and has to be taken apart and reassembled, which is a real slog. And a step was left out of the manual. All this will slow production down, but it won't make delivery late.

anna 生产线现在还在运转吗？
shēngchǎnxiàn xiànzài hái zài yùnzhuǎn ma · Is the production line still running?

xiaoming 在。调度把夜班也安排上了。车间主任下令，次品一台也不能出厂。
zài diàodù bǎ yèbān yě ānpái shàng le chējiān zhǔrèn xiàlìng cìpǐn yì tái yě bù néng chūchǎng · Yes. Scheduling has added a night shift. The workshop head has ordered that not a single reject leaves the factory.

anna 这一周真把我折腾坏了。一个问题牵扯出另一个问题，牵涉到所有部门，大家都卷入进来了。
zhè yì zhōu zhēn bǎ wǒ zhēteng huài le yí gè wèntí qiānchě chū lìng yí gè wèntí qiānshè dào suǒyǒu bùmén dàjiā dōu juǎnrù jinlai le · This week has worn me out. One problem drags in another, it involves every department, and everyone has been pulled in.

manager liu 做项目最怕计划和实际脱节，最后偏离目标。不过我觉得，我们这只是走弯路而已，不是走错路。
zuò xiàngmù zuì pà jìhuà hé shíjì tuōjié zuìhòu piānlí mùbiāo búguò wǒ juéde wǒmen zhè zhǐshì zǒu wānlù éryǐ bú shì zǒu cuò lù · The worst thing in a project is when the plan loses touch with reality and you drift off target. But to me, we're just taking the long way round, not the wrong way.

ms zhang 安娜，给你们供应布的工厂怎么说？
Ānnà gěi nǐmen gōngyìng bù de gōngchǎng zěnme shuō · Anna, what does the supplier say?

anna 他们说，那包布辗转了好几个仓库，现在也找不到。新布要等两个星期，价格还更贵，爱要不要。我真没辙了。
tāmen shuō nà bāo bù zhǎnzhuǎn le hǎo jǐ gè cāngkù xiànzài yě zhǎo bu dào xīn bù yào děng liǎng gè xīngqī jiàgé hái gèng guì ài yào búyào wǒ zhēn méizhé le · They say the bundle went through several warehouses and now it can't be found. New cloth will take two weeks and cost more, take it or leave it. I'm out of ideas.

ms zhang 他们欠缺的是服务意识。我认识一家纺织厂，可以先调剂一些布给你们凑合一下，只是颜色有点不一样而已。
tāmen qiànquē de shì fúwù yìshí wǒ rènshi yì jiā fǎngzhī chǎng kěyǐ xiān tiáojì yìxiē bù gěi nǐmen còuhe yíxià zhǐshì yánsè yǒu diǎn bù yíyàng éryǐ · What they lack is any idea of service. I know a textile mill that can spare you some cloth to make do for now; the only thing is the colour is a little different.

manager liu 颜色不一样不碍事，嘉宾不见得看得出来。先将就用吧。
yánsè bù yíyàng bú àishì jiābīn bújiàndé kàn de chulai xiān jiāngjiu yòng ba · A different colour doesn't

matter; the guests won't necessarily notice. Let's make do for now.

anna 好，我马上通报各个部门，跟进这件事。还有一个遗留问题：去年的展示台又大又重，搬起来很吃力，带过去就是个累赘。

hǎo wǒ mǎshàng tōngbào gègè bùmén gēnjìn zhè jiàn shì hái yǒu yí gè yíliú wèntí qùnián de zhǎnshì tái yòu dà yòu zhòng bān qǐlai hěn chīlì dài guoqu jiùshì gè léizhui · OK, I'll let every department know right away and follow it up. There's one problem left over too: last year's display stand is big and heavy, a struggle to move. Taking it would just be a burden.

xiaoming 那就别带了。另外，工厂的检查记录有几页缺失了，我正在一页一页地核查，把缺的补上，很费力。

nà jiù bié dài le lìngwài gōngchǎng de jiǎnchá jìlù yǒu jǐ yè quēshī le wǒ zhèngzài yí yè yí yè de héchá bǎ quē de bǔ shàng hěn fèilì · Then don't take it. Also, a few pages of the factory's inspection records are missing. I'm checking them page by page and filling in the gaps; it's hard going.

manager liu 团队里有两个新人有点掉队，你多带带他们。我再从别的部门派两个人过来。别让这些小事扰乱了我们的计划。

tuánduì lǐ yǒu liǎng gè xīnrén yǒu diǎn diàoduì nǐ duō dài dai tāmen wǒ zài cóng biéde bùmén pài liǎng gè rén guòlái bié ràng zhèxiē xiǎo shì rǎoluàn le wǒmen de jìhuà · Two of the newcomers on the team are falling behind a bit, so give them extra help. I'll send over two people from another department. Don't let these little things throw our plan off.

anna 以前我觉得开发布会无非是请人、讲话、拍照罢了，现在才知道这么伤脑筋。

yǐqián wǒ juéde kāi fābù huì wúfēi shì qǐng rén jiǎnghuà pāizhào bàle xiànzài cái zhīdào zhème shāng nǎojīn · I used to think a launch was just inviting people, giving a speech and taking photos. Now I know what a headache it is.

manager liu 别灰心。真正的绊脚石不是困难，是办法贫乏。没有办法，再努力也是徒劳。

bié huīxīn zhēnzhèng de bànjiǎoshí bú shì kùnnan shì bànfǎ pínfá méiyǒu bànfǎ zài nǔlì yě shì túláo · Don't lose heart. The real stumbling block isn't the difficulty, it's running short of ideas. Without a plan, all the effort in the world is wasted.

write it trace the grey, then write your own

搁
gē
to put, leave (somewhere)

逾
yú
go beyond

good to know · 将就 and 凑合 both mean "make do"; 凑合 is more casual and also means "so-so": 这家饭馆还凑合. 耽搁 is a hold-up; 延误 is a delay that makes you miss something (flights, deliveries); 顺延 moves everything back in turn.

Delays, slips, missing pages and a stubborn supplier: you can now talk about trouble in Chinese, and make it sound smaller.
Do this day interactively, with audio and games, free at **wishyou.today/learning**

day 159 keeping it going

Talk about keeping something going under pressure (booms, shocks, rumours and quick fixes), and open a formal speech or letter with 值此……之际 and 向……致以……

When sales take off, the work really starts: you cope, handle, cool things down and keep going. And every Chinese speech, card and company letter seems to begin with 值此……之际: now you can write one.

words

word	pinyin	meaning	example
续	xù	continue; add more; extend	服务员，麻烦帮我续{xu4-7}一下水。 Excuse me, could you top up my water?
后续	hòuxù	follow-up, subsequent	后续的工作由小明负责。 Xiaoming is in charge of the follow-up work.
连绵	liánmián	continuous, unbroken	这几天阴雨连绵。 It has been grey and rainy for days on end.
间断	jiànduàn	be interrupted, break off	他学了十年中文，从来没有间断过。 He has studied Chinese for ten years without a break.
间歇	jiànxiē	intermittent; a break	工作间歇，大家一起喝杯茶。 In the break we all have a cup of tea.
流转	liúzhuǎn	circulate, pass around	文件在几个部门之间流转，要花一个星期。 It takes a week for a document to go round several departments.
脱离	tuōlí	break away from, get out of	病人已经脱离了危险。 The patient is out of danger.
脱落	tuōluò	come off, fall off	墙上的油漆开始脱落了。 The paint on the wall has started to peel off.
脱身	tuōshēn	get away, get free	会议一结束，他就找了个借口脱身。 As soon as the meeting ended, he found an excuse to slip away.
应付	yìngfu	cope with; do half-heartedly	一个人应付这么多客户，真不容易。 Handling so many clients on your own isn't easy.
对付	duìfu	deal with, handle; make do	这种小问题，我一个人就能对付。 I can handle a little problem like this on my own.
处置	chǔzhì	handle, dispose of	这批次品要尽快处置。 This batch of rejects must be dealt with quickly.
施加	shījiā	exert, apply (pressure)	父母不要给孩子施加太大的压力。 Parents shouldn't put too much pressure on their children.
承载	chéngzài	bear the weight of, carry	这座桥能承载很重的货车。 This bridge can carry very heavy lorries.
抵消	dǐxiāo	offset, cancel out	工资涨了一点，可是房租也涨了，正好抵消了。 My pay went up a little, but so did the rent, so it cancelled out.
淡化	dànhuà	play down; fade	时间会慢慢淡化痛苦。 Time slowly softens pain.

掩盖	yǎngài	cover up, hide	他想用笑来掩盖自己的紧张。 He tried to hide his nerves with a smile.
冷却	lěngquè	cool off, cool down	等机器冷却以后再检查。 Wait for the machine to cool down before you check it.
震	zhèn	shake, shock	楼上的音乐声震得窗户都在响。 The music upstairs is so loud the windows are rattling.
震荡	zhèndàng	shake, turbulence	最近股市震荡得很厉害。 The stock market has been very volatile lately.
震动	zhèndòng	shake; shock, stir	火车开过的时候，房子都在震动。 When a train goes by, the whole house shakes.
急剧	jíjù	rapid, sharp	这几年，城市人口急剧增加。 In recent years the city's population has shot up.
仓促	cāngcù	hasty, hurried	时间太仓促，我们来不及准备。 Time is too short: we can't get ready in time.
火爆	huǒbào	booming, red-hot	这家新开的餐厅生意特别火爆。 Business at this new restaurant is booming.
过头	guòtóu	overdo it, go too far	玩笑开过头了，她生气了。 The joke went too far, and she got angry.
滥用	lànyòng	abuse, misuse	抗生素不能滥用。 Antibiotics must not be overused.
耗	hào	use up, consume; waste (time)	这台旧空调很耗电。 This old air conditioner uses a lot of electricity.
废	fèi	waste, useless; abandon	这些废纸可以回收。 This waste paper can be recycled.
绝	jué	cut off; unique; absolutely	你这个主意真绝！ That idea of yours is brilliant!
缓	huǎn	delay; slow; recover	这件事不急，可以缓几天再说。 This isn't urgent; it can wait a few days.
护	hù	protect, shield	妈妈总是护着小儿子。 Mum always sticks up for her youngest son.
逆	nì	go against; contrary	我们逆着人流往外走。 We walked out against the flow of people.
顺应	shùnyìng	go along with, adapt to	企业要顺应市场的变化。 A business has to adapt to changes in the market.
破例	pòlì	make an exception	看你这么努力，老板破例给你放一天假。 Seeing how hard you've worked, the boss is making an exception and giving you a day off.
省事	shěngshì	save trouble, convenient	在网上买票省事多了。 Buying tickets online is much less hassle.

pattern 值此……之际, "on the occasion of …" (and 向……致以……)

值此 | occasion | 之际, | 向 someone 致以 thanks / greetings / respect

值此……之际 “on the occasion of …” opens speeches, letters and greetings. It is usually followed by 向……致以……, “to extend (thanks, greetings, congratulations) to …”: 向大家致以诚挚的感谢. Both belong to writing and ceremonies; with friends, just say 谢谢大家.

值此新品发布之际，我们向各位合作伙伴致以诚挚的感谢。 **zhí cǐ xīn pǐn fābù zhījì wǒmen xiàng gèwèi hézuò huǒbàn zhì yǐ chéngzhì de gǎnxiè** As we launch our new product, we extend our sincere thanks to all our partners.

值此春节之际，向全体员工和家人致以新年的问候。 **zhí cǐ Chūnjié zhījì xiàng quántǐ yuángōng hé jiārén zhì yǐ xīnnián de wènhòu** On the occasion of the Spring Festival, New Year greetings to all our staff and their families.

值此公司成立十周年之际，向一直支持我们的客户致以敬意。 **zhí cǐ gōngsī chénglì shí zhōunián zhījì xiàng yìzhí zhīchí wǒmen de kèhù zhì yǐ jìngyì** As the company turns ten, we pay tribute to the clients who have always supported us.

dialogue a boom, a rumour and a speech

anna 刘经理，预订开始才两天，订单就急剧增加，比我们想的火爆多了！
Liújīnglǐ yùdìng kāishǐ cái liǎng tiān dìngdān jiù jíjù zēngjiā bǐ wǒmen xiǎng de huǒbào duō le · Manager Liu, pre-orders opened only two days ago and orders have shot up: it's far busier than we expected!

manager liu 太好了。不过别高兴过头。卖得好以后，后续的服务才是真正的考验，发货千万不能延误。
tài hǎo le búguò bié gāoxìng guòtóu mài de hǎo yǐhòu hòuxù de fúwù cái shì zhēnzhèng de kǎoyàn fā huò qiānwàn bù néng yánwù · Wonderful. But don't get carried away. Once it sells well, the after-sales service is the real test, and deliveries must never be late.

anna 客服电话从早到晚没有间断过，我们三个人很吃力，快应付不过来了。有的订单发货可能要耽搁几天。
kèfú diànhuà cóng zǎo dào wǎn méiyǒu jiànduàn guo wǒmen sān gè rén hěn chīlì kuài yìngfu bu guolai le yǒude dìngdān fā huò kěnéng yào dānge jǐ tiān · The customer service phones haven't stopped from morning to night. The three of us are struggling and can barely cope. Some orders may be held up a few days before they ship.

manager liu 让后勤部再派两个人来帮忙，这个月我破例给他们加工资。
ràng hòuqín bù zài pài liǎng gè rén lái bāngmáng zhège yuè wǒ pòlì gěi tāmen jiā gōngzī · Get support services to send two more people. This month I'll make an exception and give them a pay rise.

editor lin 安娜，网上有人说你们的台灯掉漆，照片都发出来了，还在到处流转。有人怀疑你们想掩盖问题。
Ānnà wǎngshang yǒu rén shuō nǐmen de táidēng diào qī zhàopiàn dōu fā chulai le hái zài dàochù liúzhuǎn yǒu rén huáiyí nǐmen xiǎng yǎngài wèntí · Anna, someone online says the paint comes off your lamp. The photos are out and still going round, and people are wondering if you're covering something up.

anna 那是仿制的台灯！我们的底座是木头的，根本没有漆，哪来的脱落？
nà shì fǎngzhì de táidēng wǒmen de dǐ zuò shì mùtou de gēnběn méiyǒu qī nǎ lái de tuōluò · That's a copy! Our bases are wood, there's no paint at all, so how could it come off?

editor lin 那就好对付了。别想着淡化这件事，也别一直解释。把两张照片放在一起比一比，事情就会慢慢冷却，风波也会平息。
nà jiù hǎo duìfu le bié xiǎng zhe dànhuà zhè jiàn shì yě bié yìzhí jiěshì bǎ liǎng zhāng zhàopiàn fàng zài yìqǐ bǐ yi bi shìqing jiù huì màn màn lěngquè fēngbō yě huì píngxī · Then it's easy to deal with. Don't try to play it down, and don't keep explaining. Put the two photos side by side, and things will cool off and the fuss will die down.

manager liu 对，这件事要马上处置。我们不删别人的评论，也不向任何人施加压力，更不能滥用投诉。
duì zhè jiàn shì yào mǎshàng chǔzhì wǒmen bù shān biérén de pínglùn yě bú xiàng rènhé rén shījiā yālì gèng bù néng lànyòng tóusù · Right, we deal with this at once. We don't delete anyone's comments, we don't put pressure on anyone, and we certainly don't abuse the complaints system.

anna 好，我们不卷入网上的争吵，只把事实说清楚。
hǎo wǒmen bù juǎnrù wǎngshang de zhēngchǎo zhǐ bǎ shìshí shuō qīngchu · OK. We won't get drawn into arguments online; we'll just set out the facts.

ms zhang 最近股市震荡得厉害，有点坏消息，市场就震动不小。不过好的口碑能抵消这些影响。
zuìjìn gǔshì zhèndàng de lìhai yǒu diǎn huài xiāoxi shìchǎng jiù zhèndòng bù xiǎo búguò hǎo de kǒubēi néng dǐxiāo zhèxiē yǐngxiǎng · The stock market has been very jumpy lately: a bit of bad news shakes things up. But a good reputation can cancel that out.

anna 我们也不能因为这件事偏离原来的计划。
wǒmen yě bù néng yīnwèi zhè jiàn shì piānlí yuánlái de jìhuà · And we mustn't let this throw us off our original plan.

manager liu 做企业要顺应市场，不能逆着走。好在最难的阶段我们已经脱离了，现在一切都很平稳。

zuò qǐyè yào shùnyìng shìchǎng bù néng nì zhe zǒu hǎozài zuì nán de jiēduàn wǒmen yǐjīng tuōlí le xiànzài yíqiè dōu hěn píngwěn · A business has to go with the market, not against it. Luckily we're already past the hardest part, and everything is steady now.

anna 还有，昨天排练，音乐一开，整个舞台都在震。舞台能承载那么多设备吗?

hái yǒu zuótiān páiliàn yīnyuè yì kāi zhěnggè wǔtái dōu zài zhèn wǔtái néng chéngzài nàme duō shèbèi ma · And at yesterday's rehearsal the whole stage shook when the music started. Can it carry that much equipment?

manager liu 舞台没问题。不过那台旧音响太耗电，已经废了，换一台新的。这几天阴雨连绵，嘉宾出门不方便，我们派车去接，省事。

wǔtái méi wèntí búguò nà tái jiù yīnxiǎng tài hào diàn yǐjīng fèi le huàn yì tái xīn de zhè jǐ tiān yīn yǔ liánmián jiābīn chūmén bù fāngbiàn wǒmen pài chē qù jiē shěngshì · The stage is fine. But that old sound system eats electricity and it's had it, so get a new one. And with all this rain, it's hard for guests to get about, so we'll send cars for them: much less trouble.

anna 旧音响搬来搬去也是个累赘。好，我的开场白写好了：“值此新品发布之际，我们向各位合作伙伴、媒体朋友和用户致以诚挚的感谢……”

jiù yīnxiǎng bān lái bān qù yě shì gè léizhui hǎo wǒ de kāichǎngbái xiě hǎo le zhí cǐ xīn pǐn fābù zhījì wǒmen xiàng gèwèi hézuò huǒbàn méitǐ péngyou hé yònghù zhì yǐ chéngzhì de gǎnxiè · Lugging that old sound system around is a burden anyway. OK. My opening is ready: “As we launch our new product, we extend our sincere thanks to all our partners, friends in the media and users …”

editor lin 这句真绝！不过别说得太仓促，说完这句缓一缓，看看台下的人。

zhè jù zhēn jué búguò bié shuō de tài cāngcù shuō wán zhè jù huǎn yi huan kàn kan tái xià de rén · That line is perfect! But don't rush it: after that sentence, pause and look at the audience.

manager liu 我再续一句：向一直加班的团队致以敬意。中间休息的间歇，我请大家喝咖啡。大家也要护好自己的身体，别累病了。

wǒ zài xù yí jù xiàng yìzhí jiābān de tuánduì zhì yǐ jìngyì zhōngjiān xiūxi de jiànxiē wǒ qǐng dàjiā hē kāfēi dàjiā yě yào hù hǎo zìjǐ de shēntǐ bié lèi bìng le · Let me add one line: our respect to the team who have worked late all along. In the break, coffee is on me. And look after yourselves: don't work yourselves ill.

anna 谢谢！我还有一个会，先脱身了，晚上再改。

xièxie wǒ hái yǒu yí gè huì xiān tuōshēn le wǎnshang zài gǎi · Thanks! I've got another meeting, so I'll slip away now and edit it tonight.

good to know · 应付 is to cope (应付不过来 can't keep up), but also to do something half-heartedly; 对付 is to deal with a problem or an opponent; 处置 is formal: to handle or dispose of. 值此 is literary (值 “meet with”, 此 “this”): you'll see it on company cards, banners and speeches at every festival.

A sales boom, a rumour stopped in its tracks and a speech that opens like a pro's: you can now keep a project going in Chinese.
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day 160 talent and skill

Describe people's talents, skills, strengths and weaknesses in Chinese, grant a point and then push back with "X是X，……", and use the stock phrase 想X之所想，急X之所急.

Interviews, reviews and introductions are all about what people are good at. And "好是好，就是……" is how Chinese says "yes, but" without hurting anyone.

words

word	pinyin	meaning	example
才干	cáigàn	ability, competence	她很有才干，三年就当上了经理。 She is very able: she became a manager in three years.
能耐	néngnai	skill, ability (spoken)	你真有能耐，这么难的事都办成了。 You're really something: you pulled off something this hard.
能人	néngrén	capable person	他是我们村里有名的能人。 He's well known in our village as someone who can do anything.
两下子	liǎngxiàzi	real skill, a few tricks	你做饭还真有两下子！ You really know your way round a kitchen!
拿手	náshǒu	good at, a speciality	红烧鱼是我妈妈的拿手菜。 Braised fish is my mum's signature dish.
内行	nèiháng	expert; expert in a field	买电脑最好找个内行帮你看看。 When you buy a computer, it's best to get an expert to look at it.
外行	wàiháng	layman; amateurish	我对摄影完全是外行。 I'm a complete beginner at photography.
行家	hángjia	expert, connoisseur	他是品茶的行家。 He's a connoisseur of tea.
新手	xīnshǒu	novice, beginner	我是新手，请多指教。 I'm new at this; please show me the ropes.
专长	zhuāncháng	speciality, expertise	每个人都有自己的专长。 Everyone has their own area of expertise.
强项	qiángxiàng	strong point	数学一直是她的强项。 Maths has always been her strong point.
弱项	ruòxiàng	weak point	口语是我的弱项。 Speaking is my weak point.
天分	tiānfèn	natural gift, talent	这孩子很有音乐天分。 This child has a real gift for music.
天赋	tiānfù	talent, gift; be endowed with	天赋很重要，可是努力更重要。 Talent matters, but hard work matters more.
天生	tiānshēng	born, innate	他天生就是个乐观的人。 He was born an optimist.
天性	tiānxìng	nature, instinct	孩子爱玩是天性。 Children love to play: it's their nature.

本性	běnxìng	true nature, inherent nature	一个人的本性很难改变。 A person's true nature is hard to change.
资质	zīzhì	aptitude; qualifications	这家公司的资质符合招标的要求。 This company's qualifications meet the tender requirements.
智商	zhìshāng	IQ	智商高不一定就能成功。 A high IQ doesn't guarantee success.
情商	qíngshāng	EQ, emotional intelligence	他情商很高，跟谁都处{chu3}得来。 He has a high EQ: he gets on with everyone.
潜能	qiánnéng	potential	每个人都有很大的潜能。 Everyone has great potential.
功底	gōngdǐ	grounding, solid foundation	她的书法功底很深。 She has a very solid grounding in calligraphy.
基本功	jīběngōng	basic skills, the basics	学钢琴，基本功最重要。 When you learn the piano, the basics matter most.
过硬	guòyìng	up to standard, really solid	他的技术很过硬。 His technical skills are first-rate.
全能	quánnéng	all-round	她是个全能选手，什么都|会。 She's an all-rounder: she can do anything.
博学	bóxué	learned, erudite	陈教授是一位非常博学的老人。 Professor Chen is a very learned old man.
素养	sùyǎng	accomplishment, all-round quality	记者要有很好的职业素养。 A journalist needs real professionalism.
修养	xiūyǎng	self-cultivation, good manners	他说话很有修养，从来不骂人。 He speaks like a cultured man: he never swears at anyone.
得力	délì	capable, effective	她是经理最得力的助手。 She's the manager's most capable assistant.
施展	shīzhǎn	put to good use, show (one's skill)	新工作让他有机会施展自己的才干。 The new job gives him a chance to show what he can do.

pattern x(倒)是x(了)，……, "x, sure, but …" (and 想x之所想)

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

Say a word, then 是, then the same word again to grant a point before you push back: 好是好，就是太贵 "it's good, sure, but it's too expensive." 倒 makes the concession softer, and 了 often follows: 便宜倒是便宜了，可是…. Also back today: 想X之所想，急X之所急, "think what X thinks, worry about what X worries about", a stock phrase for putting people first.

他内行倒是内行，就是脾气不太好。 **tā nèiháng dàoshì nèiháng jiùshì píqi bú tài hǎo** He knows his stuff, all right, but his temper isn't great.

这个新手能干是能干，可是基本功还不够过硬。 **zhège xīnshǒu nénggàn shì nénggàn kěshì jīběngōng hái búgòu guòyìng** The new hire is capable enough, but the basics aren't solid yet.

好的服务，就是要想客户之所想，急客户之所急。 **hǎo de fúwù jiùshì yào xiǎng kèhù zhī suǒ xiǎng jí kèhù zhī suǒ jí** Good service means thinking what the customer thinks and worrying about what they worry about.

dialogue an interview over tea

manager liu 安娜，发布会上谁来演示产品？人选还没定。我们需要一个既懂产品、又会说话的人。

Ānnà fābù huì shàng shéi lái yǎnshì chǎnpǐn rénxuǎn hái méi dìng wǒmen xūyào yí gè jì dǒng chǎnpǐn yòu huì shuōhuà de rén · Anna, who's going to demonstrate the product at the launch? We haven't picked anyone yet. We need someone who knows it and can talk.

anna 我推荐小明的妹妹。她年轻倒是年轻，可是很有能耐。她现在一边上学，一边帮胡同里的一家老店做营销，做得很好。

wǒ tuījiàn Xiǎomíng de mèimei tā niánqīng dàoshì niánqīng kěshì hěn yǒu néngnai tā xiànzài yìbiān shàngxué yìbiān bāng hútòng lǐ de yì jiā lǎo diàn zuò yíngxiāo zuò de hěn hǎo · I'd suggest Xiaoming's sister. She's young, sure, but she's very capable. Besides her studies, she does marketing for an old shop in the hutong, and she's very good at it.

manager liu 那家老店最近生意很火爆，原来是她做的营销？她对这个行业是内行还是外行？

nà jiā lǎo diàn zuìjìn shēngyi hěn huǒbào yuánlái shì tā zuò de yíngxiāo tā duì zhège hángyè shì nèiháng háishi wàiháng · That old shop has been booming lately: so she's behind the marketing? Does she know this business, or is she an outsider?

little sister 刘经理好！说实话，技术方面我是新手，可是我学得快。我的专长是跟人打交道。说话是我的强项，数学是我的弱项。

Liújīnglǐ hǎo shuō shíhuà jìshù fāngmiàn wǒ shì xīnshǒu kěshì wǒ xué de kuài wǒ de zhuāncháng shì gēn rén dǎ jiāodao shuōhuà shì wǒ de qiángxiàng shùxué shì wǒ de ruòxiàng · Hello, Manager Liu! To be honest, I'm a beginner on the technical side, but I learn fast. My speciality is dealing with people. Talking is my strong point; maths is my weak point.

manager liu 做营销，最难对付的是什么？

zuò yíngxiāo zuì nán duìfu de shì shénme · In marketing, what's the hardest thing to deal with?

little sister 是网上的负面评论。不能掩盖，也不能淡化，要说实话。

shì wǎngshang de fùmiàn pínglùn bù néng yǎngài yě bù néng dànhuà yào shuō shíhuà · Negative reviews online. You can't cover them up or play them down: you have to tell the truth.

manager liu 哈哈，你倒是很诚实。负责设计的师傅是个资深的行家，以前是木匠，做木头的功底很深，基本功特别过硬。

hā hā nǐ dàoshì hěn chéngshí fùzé shèjì de shīfu shì gè zīshēn de hángjia yǐqián shì mùjiàng zuò mùtou de gōngdǐ hěn shēn jīběngōng tèbié guòyìng · Ha ha, you're honest, I'll give you that. The man who does our design is a seasoned expert: he used to be a carpenter, so his grounding in woodwork is deep and his basic skills are first-rate.

little sister 我知道！他做的台灯底座真有两下子。王老师说过，做手工要有天分，也要有耐心。

wǒ zhīdào tā zuò de táidēng dǐ zuò zhēn yǒu liǎngxiàzi Wánglǎoshī shuō guo zuò shǒugōng yào yǒu tiānfèn yě yào yǒu nàixīn · I know! The lamp bases he makes are really something. Teacher Wang once said handwork takes a gift, and patience too.

anna 王老师还常说，天赋是天生的，可是潜能要靠磨炼。

Wánglǎoshī hái cháng shuō tiānfù shì tiānshēng de kěshì qiánnéng yào kào móliàn · Teacher Wang also says talent is something you're born with, but potential has to be worked on.

manager liu 我们选人，不只看智商，也看情商和进取的精神，还要看职业素养和个人修养。

wǒmen xuǎn rén bù zhǐ kàn zhìshāng yě kàn qíngshāng hé jìnqǔ de jīngshén hái yào kàn zhíyè sùyǎng hé gèrén xiūyǎng · When we choose people, we look not just at IQ but at EQ and drive, and at professionalism and personal character too.

little sister 陈教授也说过，一个人再博学，也不一定是全能的。每个人的资质都不一样。

Chénjiàoshòu yě shuō guo yí gè rén zài bóxué yě bù yídìng shì quánnéng de měi gè rén de zīzhì dōu bù yíyàng · Professor Chen says however learned you are, you can't be good at everything. Everyone's aptitude is different.

manager liu 说得对。这样吧，你来公司实习，正好有机会施展一下你的才干。安娜手下正缺一个得力的帮手。

shuō de duì zhèyàng ba nǐ lái gōngsī shíxí zhènghǎo yǒu jīhuì shīzhǎn yíxià nǐ de cáigàn Ānnà shǒu xià zhèng

quē yí gè délì de bāngshou · Quite right. Tell you what: come and do an internship with us; it's a chance to show what you can do. Anna is short of a capable assistant.

anna 太好了！她做事很勤快，天性开朗，跟谁都聊得来。我们团队里能人很多，你可以跟大家学。

tài hǎo le tā zuò shì hěn qínkuai tiānxìng kāilǎng gēn shéi dōu liáo de lái wǒmen tuánduì lǐ néngrén hěn duō nǐ kěyǐ gēn dàjiā xué · Wonderful! She's hard-working, cheerful by nature and gets on with everyone. There are lots of capable people on our team, so you can learn from them.

little sister 我学东西很有劲头，遇到困难也不怕。我一定好好干，给家里争气。做产品就要想用户之所想，急用户之所急。

wǒ xué dōngxi hěn yǒu jìntóu yùdào kùnnan yě bú pà wǒ yídìng hǎohǎo gàn gěi jiā lǐ zhēngqì zuò chǎnpǐn jiù yào xiǎng yònghù zhī suǒ xiǎng jí yònghù zhī suǒ jí · I'm keen when I learn things, and I'm not scared of difficulties. I'll work hard and do my family proud. Making products means thinking what users think and worrying about what they worry about.

manager liu 说得好。人的本性很难改，你这么热情，千万别改。

shuō de hǎo rén de běnxìng hěn nán gǎi nǐ zhème rèqíng qiānwàn bié gǎi · Well said. People's nature is hard to change, and you're so full of enthusiasm: don't ever change.

little sister 我最拿手的是讲故事。发布会那天，我在台上讲讲这盏台灯的故事。

wǒ zuì náshǒu de shì jiǎng gùshi fābù huì nà tiān wǒ zài tái shàng jiǎng jiang zhè zhǎn táidēng de gùshi · What I do best is tell stories. On the day of the launch, I'll tell the story of this lamp on stage.

anna 好是好，就是你得先把说明书背下来！

hǎo shì hǎo jiùshì nǐ děi xiān bǎ shuōmíngshū bèi xiàlái · Good idea, but first you'll have to learn the manual by heart!

good to know · 内行 / 外行 are also adjectives: 他说话很内行 he talks like an expert; 这个问题问得太外行了 that's an amateur's question. 天分, 天赋, 天生 and 天性 all start with 天 "heaven, nature": a gift, a talent, inborn, and one's nature.

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A launch is a whole business in one afternoon: planning, paperwork, a factory, things going wrong, a speech, a deal and a summing-up. If you can follow this one, you can follow a working week in a Chinese company.

chapter 1 the invitation

anna （读）“邀请函。尊敬的各位来宾：值此我公司第一款智能台灯发布之际，我们诚挚地邀请您参加新品发布会。时间：本月十五日下午两点。会场：公司大楼一层大厅。”

dú yāoqǐng hán zūnjìng de gèwèi láibīn zhí cǐ wǒ gōngsī dì yī kuǎn zhìnéng táidēng fābù zhījì wǒmen chéngzhì de yāoqǐng nín cānjiā xīn pǐn fābù huì shíjiān běn yuè shíwǔ rì xiàwǔ liǎng diǎn huìchǎng gōngsī dà lóu yì céng dàtīng · (reading) “Invitation. Dear guests: on the occasion of the launch of our company’s first smart desk lamp, we warmly invite you to our new product launch. Time: 2 p.m. on the fifteenth of this month. Venue: the ground-floor hall of the company building.”

anna “议程如下：一、开场致辞；二、产品演示；三、与合作伙伴签署海外代理合约；四、座谈：商讨下一阶段的合作议题。”

yìchéng rúxià yī kāichǎng zhìcí èr chǎnpǐn yǎnshì sān yǔ hézuò huǒbàn qiānshǔ hǎiwài dàilǐ héyuē sì zuòtán shāngtǎo xià yì jiēduàn de hézuò yìtí · “The agenda is as follows: one, opening address; two, product demonstration; three, signing of the overseas agency contract with our partner; four, discussion: topics for the next stage of our cooperation.”

anna “本次发布会由我公司统筹，与张女士所在的贸易公司协同筹办。台灯由我公司所属集团的附属工厂承包生产，已通过国家安全认证，检测中心出具的报告和认证凭证将在会场展示。”

běn cì fābù huì yóu wǒ gōngsī tǒngchóu yǔ Zhāngnǚshì suǒzài de màoyì gōngsī xiétóng chóubàn táidēng yóu wǒ gōngsī suǒshǔ jítuán de fùshǔ gōngchǎng chéngbāo shēngchǎn yǐ tōngguò guójiā ānquán rènzhèng jiǎncè zhōngxīn chūjù de bàogào hé rènzhèng píngzhèng jiāng zài huìchǎng zhǎnshì · “This launch is coordinated by our company and organised together with the trading company of Ms Zhang. The lamp is made under contract by a factory affiliated to our parent group and has passed national safety certification; the testing centre’s report and certificate will be on display at the venue.”

anna “来宾请凭此函入场，请勿转借他人。驾车的来宾，请提前把汽车牌照号码发给我公司后勤部门。敬请光临！”

láibīn qǐng píng cǐ hán rùchǎng qǐng wù zhuǎn jiè tārén jià chē de láibīn qǐng tíqián bǎ qìchē páizhào hàomǎ fā gěi wǒ gōngsī hòuqín bùmén jìngqǐng guānglín · “Guests are kindly asked to present this letter at the door; please do not pass it on to others. If you are coming by car, please send your number plate to our support department in advance. We look forward to seeing you!”

little sister 写得真好！不过，要是有人把函遗失了怎么办？

xiě de zhēn hǎo búguò yàoshi yǒu rén bǎ hán yíshī le zěnme bàn · That’s really well written! But what if someone loses their letter?

anna 那就让后勤在门口核实一下名单，名单上有名字就能进。你帮我把嘉宾名单再核对一遍，别遗漏了谁。

nà jiù ràng hòuqín zài ménkǒu héshí yíxià míngdān míngdān shàng yǒu míngzi jiù néng jìn nǐ bāng wǒ bǎ jiābīn míngdān zài héduì yí biàn bié yílòu le shéi · Then support services can check the list at the door: if your name is on it, you can come in. Could you check the guest list through again for me, so we don’t leave anyone out?

little sister 好。名单上有英国办事处的代理人，有孙律师事务所的两位律师，林编辑也会带几位记者来。

hǎo míngdān shàng yǒu Yīngguó bànshìchù de dàilǐrén yǒu Sūnlǜshī shìwùsuǒ de liǎng wèi lǜshī Línbiānjí yě huì dài jǐ wèi jìzhě lái · Sure. On the list there’s the agent from the UK office, two lawyers from Lawyer Sun’s firm, and Editor Lin is bringing a few journalists.

anna 林编辑是来帮我们做公关的。对了，说明书的副本明天一早分发给每位嘉宾。合作备忘录的事，签约以前还要保密。

Línbiānjí shì lái bāng wǒmen zuò gōngguān de duì le shuōmíngshū de fùběn míngtiān yìzǎo fēnfā gěi měi wèi jiābīn hézuò bèiwànglù de shì qiānyuē yǐqián hái yào bǎomì · Editor Lin is coming to help with our PR. Oh, and copies of the manual go out to every guest first thing tomorrow. The memorandum stays confidential until the signing.

little sister 明白。我还列了一张清单：台灯五百台、展示台三张、签约用的笔……安娜，你督促我的样子，跟刘经理一模一样！

míngbai wǒ hái liè le yì zhāng qīngdān táidēng wǔbǎi tái zhǎnshì tái sān zhāng qiānyuē yòng de bǐ Ānnà nǐ dūcù wǒ de yàngzi gēn Liújīnglǐ yìmú yíyàng · Got it. I've made a checklist too: five hundred lamps, three display stands, pens for the signing … Anna, the way you keep after me, you're just like Manager Liu!

anna 哈哈，被你发现了。

hā hā bèi nǐ fāxiàn le · Ha ha, you've found me out.

chapter 2 the morning checks

manager liu 安娜，会场验收了吗？
Ānnà huìchǎng yànshōu le ma · Anna, has the venue been signed off?

anna 昨天晚上验收了。工人把电路又排查了一遍，舞台也能承载所有的设备。工厂派遣的两位师傅一早就把台灯送来了，已经移交给我们了。
zuótiān wǎnshang yànshōu le gōngrén bǎ diàn lù yòu páichá le yí biàn wǔtái yě néng chéngzài suǒyǒu de shèbèi gōngchǎng pàiqiǎn de liǎng wèi shīfu yìzǎo jiù bǎ táidēng sòng lái le yǐjīng yíjiāo gěi wǒmen le · Last night. The workers went over the wiring again, and the stage can carry all the equipment. The two technicians the factory sent brought the lamps first thing and have handed them over to us.

xiaoming 我刚才抽查了五十台，都是出厂以前重新组装、检查过的成品，没有一台次品，规格也都对。调度昨天下令，台灯一早先送会场。上个月工厂重组，整合了两个车间，精简了很多步骤，现在运作得很好。
wǒ gāngcái chōuchá le wǔshí tái dōu shì chūchǎng yǐqián chóngxīn zǔzhuāng jiǎnchá guo de chéngpǐn méiyǒu yì tái cìpǐn guīgé yě dōu duì diàodù zuótiān xiàlìng táidēng yìzǎo xiān sòng huìchǎng shàng gè yuè gōngchǎng chóngzǔ zhěnghé le liǎng gè chējiān jīngjiǎn le hěn duō bùzhòu xiànzài yùnzuò de hěn hǎo · I've just spot-checked fifty: all finished lamps, reassembled and checked before they left the factory, not a single reject, and all to specification. Yesterday scheduling ordered the lamps to go to the venue first thing. Last month the factory reorganised, merged two workshops and cut out a lot of steps, and now it runs very well.

anna 上周遗留的问题也都解决了：缺失的检查记录补齐了，说明书里遗漏的步骤也加上了。
shàng zhōu yíliú de wèntí yě dōu jiějué le quēshī de jiǎnchá jìlù bǔ qí le shuōmíngshū lǐ yílòu de bùzhòu yě jiāshàng le · The problems left over from last week are all solved too: the missing inspection records are filled in, and the step left out of the manual has been added.

manager liu 好。嘉宾那边呢？
hǎo jiābīn nàbiān ne · Good. What about the guests?

anna 有个坏消息：这几天阴雨连绵，雨又下了一夜，航班延误了，有几位嘉宾在路上耽搁了，可能要晚一点到。
yǒu gè huài xiāoxi zhè jǐ tiān yīn yǔ liánmián yǔ yòu xià le yí yè hángbān yánwù le yǒu jǐ wèi jiābīn zài lùshang dānge le kěnéng yào wǎn yìdiǎn dào · One piece of bad news: it has been raining for days, it rained all night again, flights are delayed, and some guests have been held up on the way, so they may be a bit late.

manager liu 那议程能不能往后延半个小时？
nà yìchéng néng bu néng wǎnghòu yán bàn gè xiǎoshí · Then can the programme be put back half an hour?

anna 可以，签约顺延到最后。我已经通报给大家了。场地不会逾期，也不用多交钱。昨天下午我们还进行了一次消防演练。
kěyǐ qiānyuē shùnyán dào zuìhòu wǒ yǐjīng tōngbào gěi dàjiā le chǎngdì bú huì yúqī yě búyòng duō jiāo qián zuótiān xiàwǔ wǒmen hái jìnxíng le yí cì xiāofáng yǎnliàn · Yes: the signing moves to the end. I've let everyone know. We won't run over our time at the venue, so there's no extra charge. And yesterday afternoon we held a fire drill.

xiaoming 还有，备用的灯罩颜色不一样，只能凑合用了。
hái yǒu bèiyòng de dēng zhào yánsè bù yíyàng zhǐ néng còuhe yòng le · And the spare lampshades are a different colour, so we'll just have to make do.

manager liu 不碍事。这几天大家都很吃力，我知道。不过这无非是一点小问题罢了，别慌。
bú àishì zhè jǐ tiān dàjiā dōu hěn chīlì wǒ zhīdào búguò zhè wúfēi shì yìdiǎn xiǎo wèntí bàle bié huāng · That doesn't matter. I know it's been a struggle for everyone these past few days. But this is only a small thing, so don't panic.

little sister 我紧张得要命！说明书我背了三遍，还是怕说错。
wǒ jǐnzhāng de yàomìng shuōmíngshū wǒ bèi le sān biàn háishi pà shuō cuò · I'm terribly nervous! I've learned the manual three times over and I'm still scared of getting it wrong.

manager liu 你天生就会说话，别怕，把你最拿手的故事讲出来就行。
nǐ tiānshēng jiù huì shuōhuà bié pà bǎ nǐ zuì náshǒu de gùshi jiǎng chulai jiù xíng · You're a born talker. Don't

be scared: just tell the story you tell best.

xiaoming 这不，她又对着镜子练起来了。

zhè bù tā yòu duì zhe jìngzi liàn qǐlai le · See? She's back in front of the mirror practising again.

chapter 3 the speech and the demonstration

anna 各位来宾，下午好！值此新品发布之际，我们向各位合作伙伴、媒体朋友和用户致以诚挚的感谢。

gèwèi láibīn xiàwǔ hǎo zhí cǐ xīn pǐn fābù zhījì wǒmen xiàng gèwèi hézuò huǒbàn méitǐ péngyou hé yònghù zhì yǐ chéngzhì de gǎnxiè · Good afternoon, everyone! As we launch our new product, we extend our sincere thanks to all our partners, our friends in the media and our users.

anna 一年前，这盏台灯还只是一张图纸。我们筹划了半年，招标、签约、组建团队。我们也出过差错：一批底座装错位了，货车在路上耽搁了，一包布也遗失了。有时候一个问题牵扯出另一个问题，真伤脑筋，我们也没辙过。

yì nián qián zhè zhǎn táidēng hái zhǐshì yì zhāng túzhǐ wǒmen chóuhuà le bàn nián zhāobiāo qiānyuē zǔjiàn tuánduì wǒmen yě chū guo chācuò yì pī dǐ zuò zhuāng cuòwèi le huòchē zài lùshang dānge le yì bāo bù yě yíshī le yǒu shíhou yí gè wèntí qiānchě chū lìng yí gè wèntí zhēn shāng nǎojīn wǒmen yě méizhé guo · A year ago this lamp was just a drawing. We spent six months planning: tenders, contracts, building a team. We made mistakes too: a batch of bases was fitted out of line, a lorry was held up on the road and a bundle of cloth went missing. Sometimes one problem dragged in another, a real headache, and there were times we were out of ideas.

anna 可是我们知道，没有方向的努力是徒劳的；只要方向对，困难就不是绊脚石。我们的想法很简单：想学生之所想，急学生之所急。

kěshì wǒmen zhīdào méiyǒu fāngxiàng de nǔlì shì túláo de zhǐyào fāngxiàng duì kùnnan jiù bú shì bànjiǎoshí wǒmen de xiǎngfǎ hěn jiǎndān xiǎng xuéshēng zhī suǒ xiǎng jí xuéshēng zhī suǒ jí · But we knew that effort without direction is wasted; as long as the direction is right, difficulties are not stumbling blocks. Our idea is simple: think what students think, and care about what they care about.

little sister 下面我来给大家演示一下。我说“开灯”，它就照办；我说“休息”，它就提醒你站起来走走。这个指令是我最喜欢的。

xiàmiàn wǒ lái gěi dàjiā yǎnshì yíxià wǒ shuō kāi dēng tā jiù zhàobàn wǒ shuō xiūxi tā jiù tíxǐng nǐ zhàn qǐlái zǒu zou zhège zhǐlìng shì wǒ zuì xǐhuan de · Now let me show you. I say “lights on”, and it does just that; I say “rest”, and it reminds you to get up and walk around. That command is my favourite.

little sister 这盏灯的底座是一位老木匠特制的。他做了四十年木头，功底很深，基本功也特别过硬，是这个行业真正的行家。灯罩的布，是一家有六十年历史的纺织厂织的。

zhè zhǎn dēng de dǐ zuò shì yí wèi lǎo mùjiàng tèzhì de tā zuò le sìshí nián mùtou gōngdǐ hěn shēn jīběngōng yě tèbié guòyìng shì zhège hángyè zhēnzhèng de hángjia dēng zhào de bù shì yì jiā yǒu liùshí nián lìshǐ de fǎngzhī chǎng zhī de · The base of this lamp is specially made by an old carpenter. He has worked with wood for forty years; his grounding is deep, his basic skills are first-rate, and he is a real master of the trade. The cloth for the shade is woven by a textile mill with sixty years of history.

editor lin （小声）安娜，这位演示的姑娘真有两下子！是新来的吗？

xiǎo shēng Ānnà zhè wèi yǎnshì de gūniang zhēn yǒu liǎngxiàzi shì xīn lái de ma · (quietly) Anna, the girl doing the demo is really good! Is she new?

anna 她是实习生。年轻倒是年轻，可是能耐不小。

tā shì shíxí shēng niánqīng dàoshì niánqīng kěshì néngnai bù xiǎo · She’s an intern. Young, sure, but very capable.

editor lin 说话很有修养，情商也高，天性就很开朗。这个演示，外行看了觉得有意思，内行看了也说好。你们公司能人真多。

shuōhuà hěn yǒu xiūyǎng qíngshāng yě gāo tiānxìng jiù hěn kāilǎng zhège yǎnshì wàiháng kàn le juéde yǒu yìsi nèiháng kàn le yě shuō hǎo nǐmen gōngsī néngrén zhēn duō · She speaks with real poise, her EQ is high and she’s cheerful by nature. Outsiders find the demo fun, and experts like it too. Your company has a lot of talented people.

little sister 有人问，台灯耗不耗电？不耗电，一晚上的电费不到一毛钱。还有人问，市场上有仿制的台灯，怎么看出来？很简单：我们的底座是木头的，没有漆，绝不会脱落。

yǒu rén wèn táidēng hào bu hào diàn bú hào diàn yì wǎnshang de diàn fèi bú dào yì máo qián hái yǒu rén wèn shìchǎng shàng yǒu fǎngzhī de táidēng zěnme kàn chulai hěn jiǎndān wǒmen de dǐ zuò shì mùtou de méiyǒu qī juébú huì tuōluò · People ask whether the lamp uses a lot of electricity. It doesn’t: a night’s electricity costs

less than ten fen. People also ask how to spot the copies on the market. Easy: our base is wood, with no paint, so nothing can ever peel off.

anna

最后，我还要向我们的团队致以敬意。他们为了这一天，费了很大的劲。没有大家的协作，就没有今天。

zuìhòu wǒ hái yào xiàng wǒmen de tuánduì zhì yǐ jìngyì tāmen wèile zhè yì tiān fèi le hěn dà de jìn méiyǒu dàjiā de xiézuò jiù méiyǒu jīntiān · Finally, I want to pay tribute to our team. They put enormous effort into this day. Without everyone working together, there would be no today.

chapter 4 the signing

manager liu 下面进行最后一项议程：我公司与张女士的公司签署海外代理合约。
xiàmiàn jìnxíng zuìhòu yí xiàng yìchéng wǒ gōngsī yǔ Zhāngnǚshì de gōngsī qiānshǔ hǎiwài dàilǐ héyuē · And now the last item on the agenda: the signing of the overseas agency contract between our company and Ms Zhang's.

ms zhang 谢谢！经过几轮磋商，我们终于谈好了。我们老板昨天拍板了，还授权我今天代表公司签字。
xièxie jīngguò jǐ lún cuōshāng wǒmen zhōngyú tán hǎo le wǒmen lǎobǎn zuótiān pāibǎn le hái shòuquán wǒ jīntiān dàibiǎo gōngsī qiānzì · Thank you! After several rounds of talks, we have finally reached agreement. My boss gave the go-ahead yesterday and has authorised me to sign on the company's behalf today.

lawyer sun 合约是我起草的，条款是双方一起拟定的，双方都审核过了。张女士公司的营业执照，我们也核查过了。按照合约，张女士的公司是我们在欧洲的代理人，英国办事处负责销售，后续的服务由安娜的公司负责。
héyuē shì wǒ qǐcǎo de tiáokuǎn shì shuāngfāng yìqǐ nǐdìng de shuāngfāng dōu shěnhé guo le Zhāngnǚshì gōngsī de yíngyè zhízhào wǒmen yě héchá guo le ànzhào héyuē Zhāngnǚshì de gōngsī shì wǒmen zài Ōuzhōu de dàilǐrén Yīngguó bànshìchù fùzé xiāoshòu hòuxù de fúwù yóu Ānnà de gōngsī fùzé · I drafted the contract, both sides worked out the terms together, and both have reviewed it. We've also checked Ms Zhang's company's business licence. Under the contract, Ms Zhang's company is our agent in Europe, the UK office handles sales, and Anna's company is responsible for after-sales service.

ms zhang 我们的权限只在欧洲，美国市场以后再协商。我们承接过很多海外订单，可是代理智能产品还是第一次。我相信这是一次双赢的合作。
wǒmen de quánxiàn zhǐ zài Ōuzhōu Měiguó shìchǎng yǐhòu zài xiéshāng wǒmen chéngjiē guo hěn duō hǎiwài dìngdān kěshì dàilǐ zhìnéng chǎnpǐn háishi dì yī cì wǒ xiāngxìn zhè shì yí cì shuāngyíng de hézuò · Our rights cover Europe only; the US market we'll negotiate later. We've handled plenty of overseas orders, but this is our first time as agent for a smart product. I believe this partnership is a win-win.

lawyer sun 如果有一方逾期付款，另一方可以先发函交涉。这些条款写得很清楚。
rúguǒ yǒu yì fāng yúqī fù kuǎn lìng yì fāng kěyǐ xiān fā hán jiāoshè zhèxiē tiáokuǎn xiě de hěn qīngchu · If either side pays late, the other may first take it up formally by letter. The terms are very clear about that.

manager liu 签约以前，合约的内容一直保密，今天终于可以公开了。
qiānyuē yǐqián héyuē de nèiróng yìzhí bǎomì jīntiān zhōngyú kěyǐ gōngkāi le · Until today the terms were confidential; now at last we can make them public.

editor lin 两位请看这边，拍张照片！好！明天的报道，我就写“老朋友的新合作”。
liǎng wèi qǐng kàn zhèbiān pāi zhāng zhàopiàn hǎo míngtiān de bàodào wǒ jiù xiě lǎo péngyou de xīn hézuò · Both of you, look this way for a photo! Lovely! Tomorrow's story will be called “an old friendship, a new partnership”.

ms zhang 安娜，你们要是以后在上海开分支机构，我们可以合伙。
Ānnà nǐmen yàoshi yǐhòu zài Shànghǎi kāi fēnzhī jīgòu wǒmen kěyǐ héhuǒ · Anna, if you ever open a branch in Shanghai, we could go into it together.

anna 刘经理，这不，又有三家店来问能不能加盟。
Liújīnglǐ zhè bù yòu yǒu sān jiā diàn lái wèn néng bu néng jiāméng · Manager Liu, see? Three more shops have asked about joining as franchises.

manager liu 好事！欢迎他们以后来洽谈。以后的事，我们召集大家再商议。今天先庆祝！
hǎo shì huānyíng tāmen yǐhòu lái qiàtán yǐhòu de shì wǒmen zhàojí dàjiā zài shāngyì jīntiān xiān qìngzhù · Good news! They're welcome to come and talk business. We'll get everyone together and talk the rest over later. Today, we celebrate!

chapter 5 the debrief

manager liu 大家辛苦了。安娜，你先说说昨天的情况。

dàjiā xīnkǔ le Ānnà nǐ xiān shuō shuo zuótiān de qíngkuàng · Thank you all for your hard work. Anna, tell us how yesterday went.

anna 来了两百多位嘉宾。一个晚上，预订就急剧增加了三千台，比我们想的火爆多了。最近股市在震荡，可是我们的消息在市场上震动不小，好的评论抵消了那张假照片的影响。前天那张照片还在网上流转，昨天就没人转了。我们没有淡化问题，也没有掩盖什么，事情已经冷却了。

lái le liǎngbǎi duō wèi jiābīn yí gè wǎnshang yùdìng jiù jíjù zēngjiā le sānqiān tái bǐ wǒmen xiǎng de huǒbào duō le zuìjìn gǔshì zài zhèndàng kěshì wǒmen de xiāoxi zài shìchǎng shàng zhèndòng bù xiǎo hǎo de pínglùn dǐxiāo le nà zhāng jiǎ zhàopiàn de yǐngxiǎng qiántiān nà zhāng zhàopiàn hái zài wǎngshang liúzhuǎn zuótiān jiù méi rén zhuǎn le wǒmen méiyǒu dànhuà wèntí yě méiyǒu yǎngài shénme shìqing yǐjīng lěngquè le · Over two hundred guests came. In one evening, pre-orders shot up by three thousand, far more than we expected. The stock market has been jumpy, but our news made a real stir, and the good reviews cancelled out that fake photo. The day before yesterday it was still going round online; yesterday nobody was sharing it. We didn't play anything down or cover anything up, and it has all cooled off.

little sister 客服电话一个晚上没有间断过。我们几个人轮流接，只有间歇的时候才能喝一口水，不过应付得过来，小问题我们自己都能对付。

kèfú diànhuà yí gè wǎnshang méiyǒu jiànduàn guo wǒmen jǐ gè rén lúnliú jiē zhǐyǒu jiànxiē de shíhou cáinéng hē yì kǒu shuǐ búguò yìngfu de guolai xiǎo wèntí wǒmen zìjǐ dōu néng duìfu · The customer service phones didn't stop all evening. A few of us took turns answering, and we only got a sip of water in the breaks, but we coped: we can handle the little problems ourselves.

xiaoming 工厂那边，后勤部门正在编制下个月的生产计划。按现在的订单，生产线要二十四小时运转，交付不会延误。

gōngchǎng nàbiān hòuqín bùmén zhèngzài biānzhì xià gè yuè de shēngchǎn jìhuà àn xiànzài de dìngdān shēngchǎnxiàn yào èrshísì xiǎoshí yùnzhuǎn jiāofù bú huì yánwù · At the factory, support services are drawing up next month's production plan. With the orders we have, the line will run round the clock, and delivery won't be late.

manager liu 好，可是别高兴过头，也别仓促决定。做企业要顺应市场，不能逆着走。那批旧展示台怎么处置？

hǎo kěshì bié gāoxìng guòtóu yě bié cāngcù juédìng zuò qǐyè yào shùnyìng shìchǎng bù néng nì zhe zǒu nà pī jiù zhǎnshì tái zěnme chǔzhì · Good, but let's not get carried away or rush into decisions. A business has to go with the market, not against it. What are we doing with the old display stands?

xiaoming 已经废了，卖给回收站，省事。

yǐjīng fèi le mài gěi huíshōu zhàn shěngshì · They've had it. We'll sell them for recycling: much less hassle.

manager liu 这一个月，大家加班加得太多了。我不想给大家施加太大的压力，所以破例多给每个人两天假。

zhè yí gè yuè dàjiā jiābān jiā de tài duō le wǒ bù xiǎng gěi dàjiā shījiā tài dà de yālì suǒyǐ pòlì duō gěi měi gè rén liǎng tiān jià · Everyone has worked far too much overtime this month. I don't want to put too much pressure on you, so I'm making an exception and giving everyone two extra days off.

anna 谢谢刘经理！会议纪要我已经起草好了，下午发给大家，再递交给总部。后续的工作由我来跟进。

xièxie Liújīnglǐ huìyì jìyào wǒ yǐjīng qǐcǎo hǎo le xiàwǔ fā gěi dàjiā zài dìjiāo gěi zǒngbù hòuxù de gōngzuò yóu wǒ lái gēnjìn · Thank you, Manager Liu! I've drafted the minutes and will send them round this afternoon, then submit them to head office. I'll follow up on what comes next.

manager liu 下个月我们还要招几个人。我们不只看智商，更看专长和职业素养。新手也没关系，只要有潜能、肯练基本功。

xià gè yuè wǒmen hái yào zhāo jǐ gè rén wǒmen bù zhǐ kàn zhìshāng gèng kàn zhuāncháng hé zhíyè sùyǎng xīnshǒu yě méi guānxi zhǐyào yǒu qiánnéng kěn liàn jīběngōng · Next month we're hiring a few more people. We look not only at IQ but even more at expertise and professionalism. Beginners are fine, as long as they have potential and are willing to work on the basics.

little sister 我有个同学很有天分，数学是她的强项，口语是她的弱项。
wǒ yǒu gè tóngxué hěn yǒu tiānfèn shùxué shì tā de qiángxiàng kǒuyǔ shì tā de ruòxiàng · I have a classmate with real talent: maths is her strong point, speaking is her weak point.

manager liu 让她来试试。人没有全能的，再博学的人也有不懂的地方。概括来说，昨天的发布会很成功，可是还有两件事要做：第一，保证质量和交付；第二，做好后续的服务。
ràng tā lái shì shi rén méiyǒu quánnéng de zài bóxué de rén yě yǒu bù dǒng de dìfang gàikuò lái shuō zuótiān de fābù huì hěn chénggōng kěshì hái yǒu liǎng jiàn shì yào zuò dì yī bǎozhèng zhìliàng hé jiāofù dì èr zuò hǎo hòuxù de fúwù · Let her come and try. Nobody can do everything; even the most learned people have gaps. To sum up: yesterday's launch was a success, but there are two things still to do. First, guarantee quality and delivery; second, get the after-sales service right.

little sister 我的实习还能继续吗?
wǒ de shíxí hái néng jìxù ma · Can I carry on with my internship?

manager liu 当然。你昨天充分施展了你的才干。概括来说，你是我们团队的得力帮手。
dāngrán nǐ zuótiān chōngfèn shīzhǎn le nǐ de cáigàn gàikuò lái shuō nǐ shì wǒmen tuánduì de délì bāngshou · Of course. You showed exactly what you can do yesterday. In short, you're a real asset to our team.

anna 这一年真把我们折腾坏了，可是很值得。下一个项目，希望我们少走弯路!
zhè yì nián zhēn bǎ wǒmen zhēteng huài le kěshì hěn zhídé xià yí gè xiàngmù xīwàng wǒmen shǎo zǒu wānlù · This year has worn us out, but it was worth it. On the next project, let's hope we take fewer detours!

An invitation, a venue check, a speech, a demo, a contract and a debrief: you just followed a whole product launch in Chinese, and you could have run it.
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