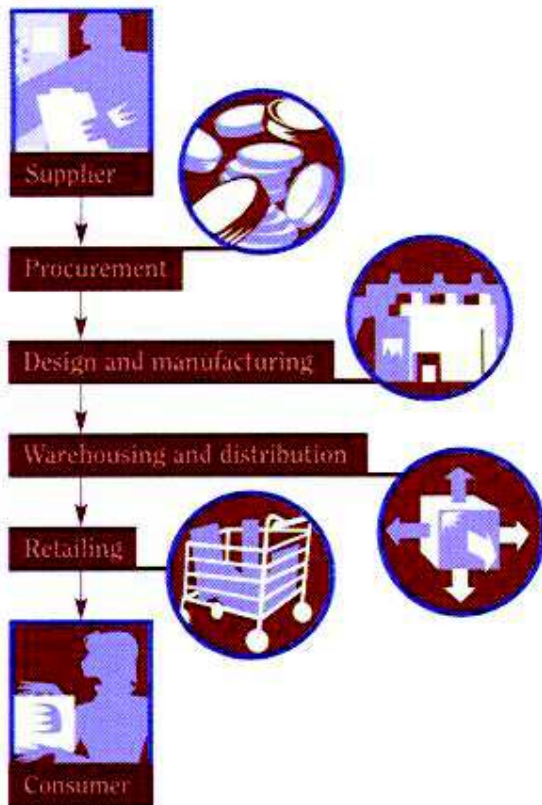


# 16 What's the system?

## Discussing logistics

1 Which part of this supply chain focuses on:

- 1 storing and shipping goods?
- 2 buying materials?
- 3 selling products in shops?
- 4 production?



2 You are going to hear four people who work in a different part of the supply chain. Listen and make a note of:

- 1 where they work
- 2 their job title
- 3 their biggest problem.

3 Listen again and complete the sentences.

- 1 That's my job. I'm a .....
- 2 We ..... some work to shipping companies.
- 3 Our biggest problem is keeping ..... low.
- 4 We operate in a very .....
- 5 You have to listen very carefully to identify the market .....
- 6 My biggest problem is .....

4 Find the words and phrases in 3 which mean:

- 1 stocks of materials and goods
- 2 new movements and directions
- 3 the time from the beginning to the end of a manufacturing process
- 4 subcontract work to outside companies
- 5 someone who organizes supplies and services
- 6 an area or field of business where a lot of companies are operating

5 English has many families of words that come from the same word root. Complete this table.

verbs	people	activities
to compete	competitor	competition
to produce		
	manufacturer	
		design
		shipping
to distribute		

Say the words in the table aloud. Where does the main stress fall?

*manufacture* •••• *manufacturer* •••••  
*manufacturing* •••••

In some word families, the main stress changes. Which ones?

- 6 Read about another company's supply chain. What's unusual about it?



### Quick-Change Inventory

Most big fashion retailers have to guess what their customers will want in nine months' time so they can start making it now. But product cycle times are much shorter at Zara, a Spanish fashion company with 519 stores in 46 countries. It takes Zara just three weeks to go from designing a new product to selling it.

Zara is a complete supply chain, from start to finish. Design, manufacture, and distribution are integrated and they take place in-house. Zara's competitors outsource all the manufacturing and use cheaper foreign labour, but Zara makes half its clothes itself. It has 23 highly automated factories in Spain where the fabrics are cut and dyed by robots. Most finished products are only in its warehouse for a few hours. It doesn't store clothes. It moves them.

Zara can *respond* quickly to market trends. At the end of every working day the store managers report on sales to the headquarters in Spain. They *give feedback* about what customers like, and this information goes back to the design department right away. Product lines can be *discarded* or *altered* and new lines can be created immediately.

The company keeps costs down by keeping inventories low. New products are delivered to the stores twice a week and *lead times* are short. Zara can receive and ship an order almost as fast as a teenage customer can change his or her mind, and that's very important in the world of fashion. It's what keeps Zara ahead of its competitors. *Rapid* design, just-in-time production, and fast *stock turnover* are the keys to Zara's success.

- 7 Match the words and expressions in *italics* in the text to these meanings.

- 1 thrown out
- 2 very quick, fast
- 3 changed
- 4 react and do something
- 5 the rate at which goods are sold and replaced in a shop
- 6 information about something you've done, which tells you how good it is
- 7 the time between accepting an order and shipping it, or getting paid

### Word partnerships

Some English words are made from two words joined together.

*outsource, in-house, feedback*

But there are also separate words that we often use together.

*lead times, supply chain, just-in-time*

Together these words form a fixed expression.

- 8 Find some words that often go together in the boxes and make some fixed expressions.

finished  
foreign  
competitive  
highly  
raw  
market  
cycle

labour  
products  
times  
market  
materials  
automated  
trends

Example

*finished products*

- 9 Work with a partner.

A – look at file 25 on page 110.

B – look at file 9 on page 104.



# Recycling

- 1 How old is your car? What will happen to it when it gets too old to drive? Think of parts and materials from cars. Which ones can be recycled or reused?



- 2 Listen to someone describing the process of recycling a car and check your answers.

- 3 Listen again and say what they do with:

- 1 the air bags
- 2 the fluids
- 3 the parts that are in good working order
- 4 the parts for recycling
- 5 the glass
- 6 the car body
- 7 the mixture that's left over.

- 4 Complete the flow chart with words from the list.

Draining Shredding Sorting Activating  
Burying Crushing Dismantling

- 5 When you activate air bags, you blow them up or fill them with air. Match the other verbs in the flow chart to the correct meaning.

- 1 pressing or squeezing something together very hard
- 2 making a liquid flow away, so something is dry
- 3 taking something apart
- 4 tearing or cutting something up into small pieces
- 5 putting something in a hole in the ground and covering it
- 6 putting things into different groups or places, so they are correctly organized



..... 1 the air bags



..... 2 all the fluids



..... 3 all the parts



..... 4 the parts for recycling or reuse



..... 7 what's left



..... 6 the car body and recycling the metal



..... 5 the car body

- 6 Work with a partner. Look at another flow chart and describe the process of recycling plastic milk bottles. Use these words and phrases: *First ... After that ... Then ... Next ... Finally ...*

Example

A What happens first?

B First, they ...

A What happens after that?

B After that, they ...

Washing the bottles

Taking the labels off and recycling the paper

Cutting the bottles up

Melting the plastic down and colouring it

Making the plastic into containers, pipes, car parts, and so on



### Two-part verbs

A lot of English verbs have two parts – a verb and a small word like *off*, *up*, *out*, *in*, *on*, etc. These verbs are common in informal spoken English.

We **take** the labels **off**. Then we **cut** the plastic **up**.

There is often a more formal way of saying the same thing with one word.

We **remove** the labels. Then we **shred** the plastic.

- 7 Find the two-part verbs in these sentences and match them to a word in the list.

dismantle fasten inflate connect  
disconnect drain discard

- 1 Blow the balloon up.
- 2 I'm going to take this radio apart.
- 3 It's wet. We need to pump the liquid out.
- 4 Be careful not to pull the cable out.
- 5 Throw the parts we don't need away.
- 6 Do the lid up tightly.
- 7 Can I plug my computer in here?

- 8 Draw a flow chart to show a process in your company. It can be any process you like, for example, a production process, a shipping process, an ordering process. Think about how you can explain it in English. When you are ready, work with a partner. Take turns describing and explaining your processes.