

ChaseDream GMAT 作文寂静整理 (2019/01/13 起)

整理菌: qv0518

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2019/01/13 起寂静整理汇总

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【作文】2019/01/13 起作文寂静整理 by qv0518

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01/13 换裤日 ([换裤时间统计](#))

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01. HR 失职

【本月寂静】

八年前和现在都雇佣新员工，现在的利润在下降，但是八年前利润没下降，所以现在的新员工不够好，人力资源部门应该对此负责 (by [obenbenben](#))

【考古】

The following appeared in a memorandum from the CEO of a consumer electronics manufacturing firm to the head of the company's human resources department, who is responsible for hiring new employees:

"Eight years ago, our firm's profits were increasing with each new employee we added. We discovered that each employee had the skills and motivation to generate more revenue for the firm than his or her salary cost us. However, for the past two years, our profit margin has been falling, even though we have continued to add employees. Thus, our newer employees are not generating enough revenue to justify their salaries. We must not be hiring new employees with the same level of skills and motivation as those we used to attract. Clearly, then, failures in the human resources department account for our falling profits."

构筑提供的思路: (by [USLeo](#))

- 1) 利润率下降不一定是员工造成的，可能外部环境不好。
- 2) 即使是新员工造成的，也不能就一定感觉是 HR 部门的问题。

构筑提供的思路: (by [colaringzyq](#))

- 1) 可能最近几年的经济形势不同了，比如通货膨胀使原来一样的工资不那么值钱，不是员工的错
- 2) 可能是公司的设备不行了之类的他因
- 3) 不是 HR 的错，因为一般公司的招聘标准差不多，按照以前的招聘标准新招员工，就不会和以前不同

构筑提供的思路: (by [瑞士军刀刀刀](#))

- 1) profit margin 下降不一定是员工工资太大导致的，首先 cost 有很多部分，原材料啦机器设备折旧啦等等。并且收入也不是员工可以控制的，受市场整个国家经济政治影响也说不定。
- 2) 制造部老大的“feel”怎么可以当一个有效的证据呢？在没有 solid evidence 的情况下不能说员工的 skill 和 motivation 下降了。而且员工的 skill 和 motivation 是否真的和 profit margin 有关系呢？

构筑提供的思路: (by [飞行少年](#))

- 1) 八年前的发现，时间太久远，不适用于最近的环境

- 2) 除了员工以外, 还有许多公司内部及外部的因素导致 falling profit, 内部比如管理疏忽、生产的产品质量下降 (导致顾客购买量减少);外部比如顾客 taste 变化、替代品的出现、竞争者的增加等
- 3) 这个时间来不及我就乱写了, 因为题目里说是 the director feel..., 我就说主观取得的结论没有具体的数据支持没有说服力
- 4) 考完后突然想到, 虽然公司一直在招聘员工, 但是可能就是因为公司的薪水给的低导致大量员工离职也可能导致人手不足从而使利润下降

构筑提供的思路: (by [feila1](#))

- 1) 时间变化+不当类比, 8年前后近两年时间变化, 不能比, 这里主要列举外因影响, 竞争啊, 外部经济啊等;
- 2) 单一归因有疑, profits 下降有很多方面的因素, profits 不仅有收入, 也有 cost 影响, 这里主要列举内因, 可能有新技术新管理模式等带来 cost 增加;
- 3) 对雇佣新员工本身质疑, 什么原因导致不断雇佣新员工? 如果是老员工走掉而补新, 可能说明公司流失了很多有经验能赚钱的主, 如果员工已经饱和了, 再雇佣, 则是浪费 cost, 这些都会影响 profit, 而这些都不只是 HR 部门, 还包括管理部门等的策略错误。

构筑提供的思路: (by [Sparrowfong](#))

- 1) 新员工和 profits 没有直接因果关系, 然后还有别的因素影响。
- 2) 八年来的成功不表示现在和未来会这样。
- 3) 不能让 HR 背锅因为这个公司不止 hr 这个部门还有其他部门的 performance 也要考虑。

构筑提供的思路: (by [stepheniezyx](#))

- 1) gratuitous assumption: director "felt" 这词, 没有经过严谨的调查, 就不能光凭 felt 就判 new employee 的罪
- 2) 忽略他因: 公司 profit 下滑有很多原因的, such as competition, obsolete technology
- 3) 不能全怪 new employees, 时过境迁了, old employees 未必像从前那样高产。可能真正原因是 old employees 跟不上时代, 拖累了整个 employees 群体的 productivity, resulting in falling profits.

构筑提供的思路: (by [Lunafang](#))

- 1) 没考虑它因、八年和两年前的背景环境可能已经改变不能直接比较
- 2) 数据未说明来源没有说服力。

构筑提供的思路: (by [Luoyf](#))

- 1) all things are equal (现在的经济形式可能比八年前差很多)
- 2) causal simplification (不是人力的错, 可能是公司管理差, 导致员工不能发挥最大潜能)
- 3) false analogy (不知道这个对不对, 不能用同样的标准来比较两批员工, 现在的比以前接受了不一样的教育)

构筑提供的思路: (by [杀 G770](#))

- 1) 8年前不等于最近两年, 有可能经济环境变化导致人们购买力减弱, 导致公司利润下降。
- 2) 不一定是因为雇佣工人的毛病, 还可能是因为企业管理不当, 经营不善, 导致人们不再购买这家的产品导致的利润下降。
- 3) 让步: 即便有可能是因为员工的原因, 也不一定是因为 HR 的原因, 因为员工的整体质量水平有可能下降, 所以根本无法招到适合企业的员工, 而且也可能是因为好的员工不去这家公司, 而去了更有竞争力的公司。

构筑提供的思路: (by [L的怡瑾](#))

- 1) manufacture department 没有不断研发新技术, 增加 productivity, 所以更多的顾客被 competitor 吸引走了, 同时他的售后服务等等可能也不太好, 所以导致顾客流失
- 2) CEO 只是听 manufacture department 的 head 一面之词, 只是那个 head 如此 feel, 没有实际数据证据证明是因为 human resource department 雇佣的人不够好才导致公司利益下降

构筑提供的思路: (by [gtbingxiu](#))

- 1) 招聘不是 HR 一个部门的事情。需要和用人的部门有更良好的沟通, 确认他们需要技能。
- 2) 新的雇员也许缺少培训融入公司, 从而无法发挥最大化的效益。因为老雇员 8 年前跟着公司成长, 公司可能更复杂了, 新的雇员没法适应。
- 3) 要从公司内部的 strategy 和管理来寻找是否有影响 profit 的因素
- 4) 旧的招聘标准不能适应新的环境

02. 咖啡店 feedback 反馈 (Hot Cup Cafe)

【本月寂静】

一个咖啡店, 卖了大概 60000 多杯的咖啡, 设置了网站投诉通道, 建议机制也都很简易清晰, 但是收到的 complaints 和 suggestions 分别只有 100 来份和几十份, 所以认为他们的顾客对他们的服务产品都很满意, 所以他们都不需要做太多提升了。(by [洋气么 10](#))

【考古】

V1: 一家名叫 Hot Cup Cafes 的 customers service division 写了篇 report 给 CEO, 说: 6 个月以前, 咖啡店在他们的 website 上弄了一个 customer feedback page, 希望可以接受 suggestion 和 complaint。website address clearly printed on each receipt, 所以 customers 肯定很容易找到。自从 feedback page went online 的六个月以来, 我们只收到了 178 封 complaint 和 50 封 suggestion, 然而我们 serve 了超过 300,000 杯咖啡。Clearly, most customers are satisfied with our current products and services, 我们不需要再继续 evaluate or improve 现有的 products and services 了。(by [angelacheung](#))

V2: A report written by an employee of the Hot Cup Cafe:

"In the past six months, our cafes have begun using an online feedback page for our customers. We print the website address on the receipts of all the customers, so it is easy for them to find the address. Since the feedback page went online, we have only got 68 complaints and 131 suggestions, while our cafes

have served more than 600,000 coffee drinks in the period. Therefore, we can assume that almost all customers are satisfied with our products and customer services, and thus we do not need to evaluate or improve procedures any more" (by [Narcisuss_d](#))

V3: Hot Cup Cafe: The company opened an online service center collects feedback from customers. The website address is clearly printed on the receipt, so customers can easily find the feedback website. The service center receive 152 complaints and 75 suggestions. Because the company sold more than 300,000 cups of coffee drinks after it opened the online service center, the company does not need to improve its products and service center. (by [嗯哼哼哼](#))

构筑提供的思路: (by [angelacheung](#))

- 1) 卖出的咖啡数 ≠ 实际的顾客数。诚然很多人来 coffee shop 是给自己买咖啡, 但有可能 take 了很多大订单 (比如为公司年会提供 100 杯咖啡, 这样虽然卖出了 100 杯但其实只服务了一个 customer), 300,000 杯咖啡不代表这可能的 300,000 个 feedback。
- 2) 即便 website address 很清楚, customer 也不一定会专门上去投诉。其一, 如果 customer 对产品或者服务不满意, 在店内可以直接与 manager argue 而不需要再跑到网上说一通; 其二, 如果 website 很不 user-friendly 或者 feedback page 比较难找, customer 就不愿意花时间专门写 feedback 了。
- 3) 一个 successful business 是需要长期 evaluate 和 improve 自己的 product and services, 在 intensive 竞争环境中有个 competitive advantage 才能在行业中领先。

参考思路 1: (by [eszyy](#))

- 1) respondents bias: 绝大多数人可能只有一点不满意, 他们不 bother 上网去反应而是选择简单地不再光顾这个 cafe 或者让他们的朋友别去。还有就是大多数顾客都不会看 receipts 啊他们甚至随即就丢掉了, 所以很多不满意的顾客可能压根就不知道有地方可以投诉。所以这些情况都不 rule out 怎么能推出大多数顾客都满意这样的结论呢?
- 2) 时间外推类错误: 即使大多数的顾客真的都很满意, 之前六个月大家都满意也不能保证今后大家也会一直满意啊。如果你不 improve, 要等新 cafe 开在你旁边, 来抢走你客人再亡羊补牢为时已晚吗?

参考思路 2: (by [ryanix](#))

- 1) 不一定所有人都能看到网址, 可能直接吧 receipt 扔了, 时间紧张的也不会看的;
- 2) 看到了也不一定会上网站, 因为很浪费时间, 而且有其他更好的方式可以反馈, 例如直接跟店员说。第二条半: 也不能全信这个系统, 毕竟是咖啡厅做的, 万一特别难用或者漏了很多呢。(第二条半强行扯。我一直觉着七宗罪里“可疑调查”那一条从来都说不到点儿上, 单独列一段太单薄了)
- 3) 就算所有人都看到了, 有意见的都提了, 也不能认为不需要改进, 因为还有一百多条 complaints 呢, 这些千辛万苦上网抱怨的内容不能当没有
- 4) 就算这些抱怨都是垃圾, 也不能当做咖啡店什么都做得很好, 因为竞争者可能比你做的更好, 进步更快, 你发现你的客人都跑光了就晚了。

参考思路 3

1. 错误假设：没有留言不代表没意见，有可能是没有看见，可能很少的人会仔细看 receipt，也可能付钱的是一个人，有意见的是另一个，但是并没有看到发票上的信息，甚至有些人即使有意见也不愿意耽误时间上网反馈意见，最多就是不再去消费了。
2. 要想获得反馈单凭收据印制网站是不够的，应该采取多种方法，全方位获取顾客评价，不能只凭这一种方法就得出结论。
3. 在考虑到各种可能的影响因素之后，应该在收到回馈意见之后就采取措施弥补改正，而不是视而不见。
4. 一般人不会去看收据上的小字 - 大部分客人不会知道
5. 客人中很有可能很多对电脑或网络不熟悉
6. 还有其它原因，网站设计不好，大家难得上去投诉等等

构筑提供的思路： (by [我有一朵小黄花](#))

- 1) 因果关系：这个结果不能说明客户满意、产品没有问题了，也有可能是因为有这个 feedback page, 店员才很努力，而取消之后就会下降。
- 2) 无端假设：能看到 website，不一定会去填，不能完全反映。
- 3) 数据不充分：只有六个月，不能代表未来。
- 4) 样本数据代表性

构筑提供的思路： (by [charlottechan](#))

- 1) 印在发票上才没人看呢
- 2) 看到了也不会费事去专门上网给意见，又没有啥好处
- 3) 没填写意见的人并不代表他们很满意。不能以偏概全。
- 4) 一百多人去抱怨并不代表服务好了，要和行业标准和竞争对手比一比才知道
- 5) 目前服务好不代表以后服务还这么好，饮食行业竞争这么大，逆水行舟不进则退

构筑提供的思路： (by [Mshung](#))

- 1) The argument assumes that customers would actually see the website info on the receipt.
- 2) The argument assumes that everyone has access to internet and know how to use it.
- 3) The argument assumes that there is no need for improvement without analyzing the survey result.
- 4) 我大致上就是用这几点去叙述为什么经理写的报告不够有说服力，建议经理应该研究一下 Survey 结果并且了解回答率等等才能正确判断咖啡厅是某有改进的地方。

构筑提供的思路： (by [pinky song](#))

- 1) 1. 印在 receipt 上不一定代表大家都会填啊 客户可能根本不会看 receipt 啊 他们可能需要 incentive 啊 或者没有时间很匆忙啊
- 2) 2. 不能只靠 survey 的结果来作为唯一依据，可能有任何不满的 experience 直接跟店员或者店长当场就反映了，这些都不会记录在 survey 结果里

- 3) 3. 这只是过去 6 个月的情况，未来有很多未知啊，比如可能会有 competitor 开在附近价格还更便宜，可能以前老顾客突然觉得你们的产品没新意了...

构筑提供的思路： (by [Mistletoesp](#))

- 1) 1 你说印的 clear 就真的 clear 啊.可能很小顾客 ignore，甚至还有许多顾客是不要发票的，并且也有可能顾客觉得输入网址或者投诉过程太 complex，所以没理由说顾客 have no
- 2) difficulty. (随后改进可以说调查一下大家是否看到和是否觉得方便之类的)
- 3) 2.这是一个 service division 对 CEO 写的 report 可能有夸大自己 performance 而虚报数量的嫌疑，所以熟悉来源不可靠。(随后改进可以说从这个网上 download 数据具体信息)
- 4) 3.就算以上两个都没问题，complain 的绝对数值很小，但是可能反应出和营业过程中很重要的缺陷，所以数值小不能说明他们就做得好没有问题。也不能推出大家都满意。
- 5) 4.即使上面说的问题都 properly solved 一家公司 (还是店铺) 想要持续更好的经营，一定要不断的 improve 他们的 procedure 去适应现在的环境去适应客户的需求。

构筑提供的思路： (by [zzz1106](#))

- 1) 印了地址不代表顾客就看得得到，有的随手扔掉
- 2) 30,000sale 不代表有那么多人，很多人都是一次性买很多产品的，数据不说明满意
- 3) 时地全等，不努力等着被竞争者超越。。。

构筑提供的思路： (by [sandyleee](#))

- 1) 时地全等：过去 6 个月不能说明什么；
- 2) 很显眼不一定顾客就看得得到，比如说顾客很老，你觉得很显眼但是他觉得字太小了之类的
- 3) 比例小不能说明不满意，可能顾客懒得评价因为觉得填 feedback 很麻烦

构筑提供的思路： (by [Amenzai](#))

- 1) 数据不充分，证据不足：很多不满的顾客才懒得理你呢；而且谁会看收据上的 url 啊
- 2) 结论太偏激绝对：没给 feedback 并不能说明就 fully satisfy 啊，可能有些人觉得一般就 no comment，这样随便 interpret 别人的想法就像耍流氓
- 3) 没有说明 customer 满意度和 procedure improvement 的直接关系，你改善 procedure 可以让你的 cafe 更有效运营啊

构筑提供的思路： (by [8222226](#))

- 1) 不是所有人都可以 access online survey，可以发 hard copy
- 2) 不是所有人都愿意做那个 survey (sample size 不够大)，可以发优惠券
- 3) 是否 improve 或者 evaluate 不能由单个的 customer satisfaction 来决定，还要考虑成本 运营 品牌形象等.
- 4) 不能忽略那些 responses，因为 either 他们的购物体验太差 or 他们是忠实顾客 (大多数人不会为了一杯不到 5 刀的咖啡写 survey)，无论忽略哪一种都很影响 reputation

参考范文

In this argument, the author concludes that. They don't need to make any improvement. To support this conclusion, the author reasons that. Only 179 complaints and suggestions are responded by their customers out of 30000 cups of coffee. Which means that almost all the customers are satisfied with their current products and customer service department, as the following discussion shows, this argument is critically flawed in several respects.

To begin with, the conclusion is based on the assumption that all the customers who are not satisfied with the cafe submit comments on the websites, this assumption, however, is problematic, the author fails to consider that there may be a large number of customers who were not happy with the service but didn't try to complain on the website. It is entirely possible that some customers are too busy to respond their complaints, or that they are just chose not go to the cafe anymore instead of expressing their unpleasant. In addition, the author assuming that customers are not difficult to access the feedback page on the ground that the website address is clearly printed on each receipt, this assumption is also questionable, since it is possible that many customers are not used to keep receipt or the website address is too small to draw their attentions. Unless the author can rule out these possibilities, can this assumption be accepted.

Secondly, even if customers who didn't submit their complaints and suggestion are all satisfied with the cafe's service and products, the author's prediction that almost all the customers are satisfied with their current products and service department is still open to doubt, since 300000 cups of coffee don't mean there are 300000 customers, it is highly possible that some customers buy the coffee every day, or some customers buy more than one cup of coffee every time they go to the cafe, thus, it is highly possible that 179 complaints and 21 suggestion accounts for a large part of the customers who bought the coffee. Without the information about how many customers indeed bought coffee in the last 6 months, I have good reason to doubt that whether almost all the customers are satisfied with the coffee and service.

Finally, even if the customers who are unsatisfied with the cafe do accounts for a small part of all customers, it is unfairly for the author to claim that the last 6 month's service and product will remain satisfies customers in the future, it is very likely other coffee cafes near the hot cup cafe are keep developing their products and services, if hot cafe doesn't have improvement, their will lose their customers in the long run.

To sum up, this argument is logically flawed and therefore unwarranted as it stands, to strengthen the argument, the author would have to provide evidence that all the customers who not submit to the website are all satisfied with the cafe, .to better assess the argument, I would also need to know more information about other cafes and whether they are improving.

03. 生物技术 (biotechnology)

【本月寂静】

Z 城生物公司老板说：生物 innovation 好！建立新公司，新公司造实验室，实验室发明新东西，发明可以让经济变好！开新的生物公司需要些高技术员工和 equipment，需要政府的支持。最近隔壁 M 城的大学刚造了实验室，不过他们居然又拆了。这些人都是些鼠目寸光之辈！他们拆了实验室实际上是对我们经济很有利的，为什么呢？我们可以赶紧造实验室，求政府赶紧造把！（by [chenggou123](#)）

【考古】

V1: 题目有点长，an entrepreneur suggests the city council of Z City: biotechnology innovation is rapidly growing globally, and always economically benefit the town in which the biotechnology company is based. Biotechnology companies need high skilled researchers, state-of-the-art laboratory space and advanced equipment. In Marinton (a place..city or town), the graduates of university built an biotechnology laboratory/company. And the local government paid for the space (or something, anyway for the lab). Since Marinton city closed the lab, it shows shortsightedness because the company would have benefited to the economy of the city. Therefore, Z city government should encourage the graduates to move the laboratory to Marinton, and provide them enough financial support. (by [xifei](#))

V2: 一个 biotech entrepreneur 向 Zanesville city council present: biotech industry is high rising; new biotech corps bring benefits to the economy of the town where they are. biotech industry needs high skilled researcher, lab, and equipment. the closest research center of Zanesville is Martinton university, they have found a new biotech company, which is funded by the Martinton government. But Martinton government has closed that lab. Thus Zanesville should provide financial support to these lab, thus encouraging Martinton university researchers to move here and boost local economy. (by [lymhelen](#))

V3: 讲的是在一个给 Zaneville council 的 presentation 中的一段话：Zaneville 旁边有一个地方叫做 Martinton，那里是一个大学城，在政府的帮助下成立了一个 biotech lab，这样正好可以雇佣当地的毕业生。可是 Martinton 的 biotech lab 最近关闭了，所以可见 Martinton 的政府有 short sightedness and it could be potentially beneficial to Zaneville，加之 Bitotech 行业近来很成功很有前途，为了吸引 M 大学毕业生到 Z 城，作者认为 council should support funds，把 biotech lab 建在 Zaneville，in order to attract the graduates to come to town Z (by [喝可乐的人](#))

V4: 作文：写在一个独立创业者 state to the Z Council: the biology plays a key factor to the town that will help the ECO. 生物研究室需要高端人才和地皮。在 M 城以前有一个生物研究中心（被政府支持资金），但是现在关了。为了吸引 M 大学毕业生到 Z 城。作者认为 council should support funds, in order to attract the graduates to come to town Z. (by [兔不不](#))

V5: biotech industry is a rapidly growing industry and new biotech companies are good for the economies of the towns they based. However, the biotech industry needs high skilled workforce and state-of-the-art lab space with most advanced technologies. In neighbor university town Martinton, some university graduates set a successful biotech lab. But the government of

Martinton closed the lab. Martinton's short sightseeing close of the lab will benefit the town of Zaneville. Thus, "somebody" said that Zaneville should give financial support to biotech labs since those labs will contribute to the economy of Zaneville. (by [qianweiqi](#))

V6: 这个是生化创业者给 v 地区政府的一个 presentation: 一直以来 bio-tech 的研究都有助于 innovation 并可以促进经济发展。martinton 的大学城就建立了这样的 lab, 不过一般来说 lab 需要耗费许多资金, 并且需要高端人才。martinton 大学城在 v 的附近。最近 martinton 的 lab 关了。这些创业家认为这个是 v 的好机会并且指出 martinton 关这个实验室是鼠目寸光。他们指出如果 v 政府投资扶持生化实验室, 可以推动当地经济。并且吸引 martinton 大学城的学生来工作。(by [zipmu](#))

V7: 说的是一个人建议 Z 这个地方应该大力发展 biotechnology: 一开始介绍 Biotechnology is a growing sector of global economy (差不多这个意思, 反正就是可以 benefit finance)。然后说 biotechnology require skilled researchers and laboratories with advanced equipments. Marinton is a town near the university. The university graduates set up a company successfully. However, the Martinton closed the laboratory. The Martinton's shortsightedness will benefit the finance in Z. 所以 Z 要大力利用这个机会来发展 biotechnology。可能表述不一定全部一样 但是大概意思是对的 (by [onyanlam](#))

V8: 作文是讲一个 biotechnology 的 entrepreneur 跟 Z 这个城市的 city council 说: biotechnology 现在是新型高速发展行业, innovations 可以 benefit economy, 所以建议 council 投资和建实验室来支持 biotechnology 的发展; 并且呢, 旁边一个大学城 M 以前支持 biotechnology 的发展并且赞助 new graduates 建了很多 lab, 但是后来这些 lab 都关门了 (这里并没有说关门的原因); M 的这种目光短浅正好给我们城市创造了机会, 如果我们城市开始支持的话, 那么那些 new graduates 肯定愿意来我们城市 (by [peipeipei123](#))

V9: A biotech entrepreneur suggests the Zanesville Council: Biotechnology is growing rapidly in global world, and companies who can create innovations in biotech always economically benefit the town in which the company is based. Biotechnology companies need high skilled researchers, space for biotech laboratory with advanced equipment. In Marinton (a city or town), the graduates of Marinton University built an biotechnology company based on the laboratory with materials provided by the city. But Marinton city since closed the company. Marinton's shortsightedness could become economically benifit to the city Zanesville. Therefore, Z city government should build labs in this city, thus attracting students to move to Z city and encouraging them to create biotech companies in Z city. (by [冷背小萨](#))

V10: 一个 biotech 专业的 entrepreneur 去 Z town 的 city council 游说, looking for government's financial support. 具体内容: biotech is growing fast. it will benefit the economy of a town. However, development of biotech needs a lot of resources. There were a lot of graduates from university started entrepreneur (biotech lab/companies) in town M. However, town M recently closed down a lot of labs/companies. M town is shortsighted. Town Z could take the opportunity to get graduates to start business here. The bio business will benefit Town Z. (by [lsun53](#))

参考思路

1. 错误类比：别的城市成功不代表本市会成功。
2. 样本问题（以偏概全）：一个 biotech company 成功不代表其他的 company 也会成功。
3. 证据不足：没有给出 evidence 为什么 M 市取消了这个资助到 Z 地来。M 市取消这个资助一定也不会是无缘无故的，不搞清楚原因就盲目引进可能反而会带来不利影响。

构筑提供的思路： (by [Rhona](#))

- 1) 错误假设：建了实验室后他们一定就会过来
- 2) 因果问题：漏掉了 researcher 这个因素。可能 Z 城的人才资源没有 M 的充足
- 3) All things are equal: 默认建好之后环境因素不会变化。但实际上可能到了修好的时候 M 城的实验室又开放了，于是血本无归

构筑提供的思路： (by [xifei](#))

- 1) 全世界 biotech 发展好，不一定适用于 Z city，比如减少更 profitable 项目的政府投资。
- 2) 从 set up company 的条件讲，graduates 不 high skilled、Z city 没条件建立 state-the-art lab space，也无法引进 equipment。
- 3) 没有考虑 reason why Marinton closed the lab，可能政府投资没回报等，同样的问题会在 Z city 重演。

构筑提供的思路： (by [zzh10295237](#))

- 1) 这个技术的发展会带来很多支出，但是相同的这个技术带来的相应利润也会非常高。
- 2) 虽然做这个技术的人要求很高而且薪水高，但是他们的技术是当地的一种财富，就是人才，建这个实验室有利于本地的人才积累，然后带动当地经济
- 3) 实验室的建造也会带来相应周边地区的发展，例如实验人员的住房，吃饭，实验室的器材，这些都会给本地带来商机。

构筑提供的思路： (by [Glaieul](#))

- 1) 没有证明开一个生物化学研究所能给当地带来好的经济效应。也许收不回来投入的资金。
- 2) Assumption: 即使假如政府愿意资助，m 市研究员也未必愿意过来 z 市（z 市距离太远，z 市研究员需要在本校授课或者研究）
- 3) Additional info: 需要调查为什么 m 市决定关闭一个据说是成功的研究室

构筑提供的思路： (by [onyanlam](#))

- 1) false analogy: global economy 和 local economy;
- 2) 没有考虑 M close laboratory 的原因，有可能是因为 biotechnology 有污染会影响到 long-term development，所以不能说 M 就是 shortsighted
- 3) cost VS revenue (这个乱写的)

构筑提供的思路： (by [夜舞不跳舞](#))

- 1) 两个城市环境不同，可能 M 城特别适合这种公司，Z 城没有
- 2) 你建了人家大学生不一定愿意来，可能你 Z 城经济差工资差物价高呢

- 3) 建造 cost 可能大过 benefit 可能这种公司要很长的周期才能盈利，那政府前期投入太大也没用。以及也没提到为啥 M 城好好的就关了，可能对生态和人有啥隐患呢

04. 建豪华酒店 (Luxury Hotel) (2 次)

【本月寂静】

讲的是为了提高 tax revenue 要建一个 major luxury hotel 因为之前考过应该可以考古 (by [阿肆 xi](#))

【考古】

V1: A memo from Finance Director: In order to increase city's tax revenue from out-of-town visitors and attendance to convention center, 财务总监建议 all taxpayers should help fund a luxury hotel next to the convention centre. 因为 convention center 经常有外地客人来, out-of-town visitors will contribute to tax revenue, The more out-of-town visitors shopping, the less tax local residents pay, out-of-town visitor 买东西和服务带来的 out-of-town tax, 增加了本地 tax 收入, 所以本地人就可以不用交太多税了, 税收指标由这些外地人买单了。另外目前这个 convention center 只有 50% 的使用率 (大概意思就是说不满, 来的人不多), 还有很大潜力可以挖, 所以豪华酒店建起来之后就会带来更多的客流 (可以 accommodate 更多人), 增加他们的消费额。另外一个论点是, 住豪华酒店的人比住 inexpensive 酒店的人消费能力更强, luxury hotel 收费比 motel 高多了, 也能增加我们的 tax revenue 能带活本地经济, 增加收入。所以为了增加税收, 大家应该建一个 luxury hotel (by [NicoleZ18](#))

V2: In order to increase the number of the visitors to our conference center and tax revenue, it would be of local people's interest to build a luxury hotel beside the center. as the out-of-town visitors spend lots of money and pay lots of taxes and blabla, more contributions out-of-town visitors would make to the tax revenue and less the local people would have to pay. the hotel can accommodate many more people and it indicates that the conference center currently has only less than 50%入住率. so, the hotel can attract more people who are rich and buy a lot. in the end, out of town visitors 的贡献达到最大。 (by [GingerRogers](#))

V3: 说的是 in order to increase the city's tax revenue and economy, the local peopel should help fund the luxury hotel next to the convention center. one of the reason is the visitors purchase a lot goods from the convention center. more out-of-town visitors come, less tax the local people need to pay. 然后又说现在这个 hotel 只入住 50%。两者 win-win game. visitors to the convention center would stay at this hotel to bring more revenue. therefore, the city's tax revenue and economy will increase. 大体就是这个意思 (by [Corrine17](#))

V4: 说一个 Motto from the city office to city concil: 第一层意思: In order to increase tax revenue and xxxx, it is at the local taxpayer's financial interests to fund the construction of a luxury hotel. Vistors will buy goods and services at the convention center and therefore increase the government's sales revenue. 第二层意思: the more non-locals pay, the less local taxpayers would need to contribute to the tax revenue. 第三层意思: a luxury hotel can increase the number of visitors it can accomodate.

However, the current accomodation level is only 50% at the convention center. 第四层意思: a vistor who prefer luxury hotels are more willing to pay more for economy hotels. (by Molliez)

V5: 有个叫 B 的 city 决定要号召 local taxpayers 一起为新的豪华酒店的建设做贡献, 可以增加这个城市的税收。理由是这个酒店相比于以前只有一个 convention center 而言, 可以 accomodates 更多来 attend a convention 的 convention goers, 同时这些来参会的人会消费 (purchase goods and services), strengthening the city's economy and increase the city government's sales tax revenue, 还有就是这些来参会的人住这个豪华酒店的话会比他们住其他 motel 要消费得多。(by [LeeHiuwai](#))

参考思路

- 1) 无因果关系: 建立 luxury hotel 不一定能达到税收上升这一目的, 如果成本增加之后, 消费人数下降收入降低就无法增加税收。
- 2) 无根据假设: 认为外地土豪会入住豪华宾馆 带动本地经济, 但是文中并没有说明来此地的外地人是什么消费层次的, 是否会选择这样的 hotel 居住, 也没有考虑在建立 luxury hotel 之前当地的宾馆是否供大于求。
- 3) 单一因果: 影响税收的其他因素, 除收入之外的。

构筑提供的思路: (by [帝殒 0417](#))

- 1) 没理由说你修个 luxury hotel 客流量就要增加啊, 指不定你这小县城脏乱差大家压根不想来啊。
- 2) 你以为 luxury hotel 收费高就能增加税收? 人家一家五口人周末购物预算就够在你这住一晚了, 谁还来你 convention center 购物??
- 3) 总之你得衡量收入支出吧, 憋等老铁们勒裤裤腰带给你刷了兰博基尼, 你的 luxury hotel 给大家返利二八大杠上海凤凰, 你还说要让 taxpayers 掏钱, 你良心不会痛吗?

构筑提供的思路: (by [460932757](#))

- 1) 吸引 visitor 买商品和服务 提高收入; 本地纳税人还可以少交税
- 2) 喜欢奢侈服务的人就不会住原来的 motel

构筑提供的思路:

- 1) 新建一个酒店能吸引游客么? 游客没有增加的趋势的话, 新建酒店对经济没有作用而且浪费了开支
- 2) 游客是否会选择在更贵的酒店住
- 3) 市政府是不是税收满足税收要求就可以了, 没有说达到要求后继续收当地人的税, 导致当地人的税负没有减少

构筑提供的思路: (by [tiateatea](#))

- 1) 需要考虑 current hotel supply; convention center 这么空, 搞不好 hotel 市场经济已经不行了, 再建了的 luxury hotel 岂不是更 GG

- 2) luxury 有自己的 demand, 而 most likely 不是在 convention center 旁; 而且一般 corporate 不会 pay employees 去住 luxury hotel when they attend conferences
- 3) local taxpayers 可能不太愿意 fund 这么大个 project 为了所谓的 long term 的 benefits

05. 航空公司削减航线 (airline eliminate flights)

【本月寂静】

P Airline 的 CEO 说他们公司去年面临着大环境的油价上涨, 同时又 increase flights。但是, 他们的利润下降了。由于其他的 airline 也面临着油价上涨, some of them 却 increase profits. 因此, P airline 的 more flights 要为利润下跌负责。 (by [獐子](#))

【考古】

V1: The business analyst write an email to his CEO:

The profit of Provincia Airline has decreased last year. At the same time, it expanded its operation. Also oil price increased drastically in the beginning of the year. As some other airlines also faced the roaring oil price and they were able to increase their profitability, the oil prices alone not the reason for the loss in profits. The newly added 5 flights (expanded operation) should be responsible to loss in profits. In order to return to profitability, we should eliminate new flights added earlier this year. (by [nevsaynev222](#))

V2: P Airline 的一个 business analyst 给 CEO 写 email, 说咱公司去年的 profit drop 了 20%+啊! 宝宝很担心咱公司发展啊! 今年年初咱还 expand operation 开了 5 个新航线! at the beginning of the year 油价还蹭蹭的涨, 咱们 fuel expenditure 也蹭蹭的涨! 但这并不是重点! 其他 competitor 在这种情况下还 increase profit 了呢! 所以问题一定出在这新加的几个 new flights 里面! so 我们要斩草除根! eliminate 这些新航线以后咱 profit 肯定蹭蹭的涨! (By [angelacheung](#))

V3: Provincia 航空公司的 CEO 说: 去年公司 profit decrease, 同时世界油价上涨, 所以公司燃油成本上升。也是在去年, 公司增加了一些 flights to 5 cities. 因为其他航空公司也同时面临燃油成本上升的问题, 但有些公司的 profit 还是有 improve, 所以油价不是导致 P 的利润下降的原因。因此, 利润下降是由于新开的那些 flights, 所以我们应该 eliminate 那些 flights。 (by [励志型yy](#))

V4: 一家 Airline 的 analyst 写信给 CEO, 建议下一年取消去年新增的航线。因为去年这家 airline 的 profits 下降 20%, 一方面因为年初油价上涨导致飞机燃料支出增多, 但是其他航空公司也面临这个问题, 而且其中一些航空公司却实现了 profits 的增长, 所以油价上涨不是唯一的原因。另一方面, 去年公司新增了 5 个城市的航线。结论是这些新增的航线也是导致 profits 下降的原因, 所以下一年要取消它们, 为了 increase profits。 (by [chaaang](#))

V5: The profit of Provincia Airline has decreased last year. At the same time, it expanded its operation. Also oil price increased drastically in the beginning of the year. As some other airlines also faced the

roaring oil price and they were able to increase their profitability, the oil prices alone not the reason for the loss in profits. The newly added 5 flights (expanded operation) should be responsible to loss in profits. In order to return to profitability, we should eliminate new flights added earlier this year. (by [我也在这里](#))

V6: 有一个航空公司的 CEO 说他们公司的 profit 下降 说了两个原因一个是 fuel cost increase 一个是新增了 five flights 因为其他公司也同样 face fuel cost increase 的问题 但是有些公司 profit improved 所以说 fuel cost increase alone is not the reason for profit decline 所以问题应该是在 new flights 上 所以他建议要 eliminate new flights to improve profit (by [curucma](#))

构筑提供的思路: (by [alzn2765](#))

- 1) The CEO fails to establish the casual relationship between the decline in profit and adding flight. The sequence of these two events, by itself, does not warrant the former caused the latter. There are many potential factors that may cause the decline. For instance, Unless the CEO would rule out all these possibilities, it is gratuitous to attribute the decline in profit to the adding flights in some cities. Any attempt aiming to solve the problem of decline in profit must base on a thorough investigation to gather data in order to narrow down and locate the actual cause of the decline.
- 2) The CEO commits false analogy by equating Provincia Airline and other airlines. The dissimilarities between the airlines may outweigh the similarities, thus making the comparison less valid. It is possible that some other airlines were enjoying the oil compensation from the governments, which were promoting their own national brand in airline industry, to offside the effect of high oil price, while Provincia Airline was not enrolled to such compensation at all.
- 3) The CEO unfairly assumes that elimination of flights suffices to stop the decline in profit. If the decline was caused by a combination of factors, such as..., some of which will still remain in the future. A mere elimination of flights may have insignificant impact on the decline in profit. Furthermore, the CEO also makes the assumption that elimination of flights is necessary to stop the decline in profit. Common sense tells us there are many such possible factors as.... The CEO must explain why none of them was available or why they all failed to achieve the same result.

参考思路:

- 1) 充分必要条件: flight expansion 是 profit 减少的唯一条件? 也有可能是非扩张航线乘客减少。
- 2) 错误类比: 其他公司 increase their profitability, 也许是他们的服务更好, 航线更全, 顾客更喜欢选择他们公司。
- 3) 无根据假设: Decrease flight expansion 一定会使 profit 上升? 虽然减少航班数量, 可以减少 overall cost, 但是 revenue from these flights 也是同样减少。

构筑提供的思路: (by [露牙牙 Vamtoria](#))

- 1) False Analogy: P 航空公司和其他航空公司情况不会完全一样, 那些 profits 有增长的公司或许是因为有更好的服务或其他原因增加了收入, compensate 了油价的增长
- 2) 外部条件不变: 认为 P 航空公司在过去的一年除了油价只有 operation 的变化, 然而还有其他可能诸如: 竞争对手的出现, 经济大环境萧条
- 3) 无因果: 未排除他因 (构筑在考场上虽然想到了, 但是只写了好写的前两点)

构筑提供的思路: (by [Fchillex](#))

- 1) 他因, 可能其他原因, 导致 cost 增加, 不止这两个
- 2) 论证无据, 不是 cost 减少 profits 就增加。
- 3) 取消航线未必能带来利润上升, 利润还有其它因素导致。

构筑提供的攻击点: (by [starchoi](#))

- 1) false analogy: procia 公司跟其他公司情况不一样, 不能类比, 有可能其他公司的管理层比该公司原本就好得多, 所以才会有这种结果
- 2) eliminate 航班可能促使该公司在其他城市失去客人, 从而进一步恶化利润
- 3) 油价跟利润没有必然关系

构筑提供的思路: (by [励志型 yy](#))

- 1) 利润上涨的公司可能只是少数, 而且他们有可能和石油公司有签订合同, 燃油成本受世界石油价格影响较小
- 2) 没有提供公司 flights 的需求、成本、收入的数据, 说不定新加的这些航线正是需求很大利润很好的。

构筑提供的思路: (by [chaaang](#))

- 1) false analogy
- 2) 新增航线导致去年 profits 下降没有依据
- 3) 即使去年新增航线并没有盈利, 可能明年会盈利

构筑提供的思路: (by [菜菜菜菜](#))

- 1) 可能 P 公司前几年的盈利一直处于下降的趋势, 平均下降 30%, 那么 20%也不是很多啦
- 2) $revenue - cost = profit$, 其他公司盈利是因为 revenue (大大) - cost(大), 而 P 公司损失是 revenue(小) - cost(大)
- 3) 他因, 服务突然不好啦, 把人拖出飞机事件啦,

构筑提供的思路: (by [helenmikaka](#))

- 1) 即便现在关闭 cost 是 sunk cost (购买飞机, 招聘新人 ect) 于事无补
- 2) 错误类比: 其他航空公司没准有 marketing campaign, renovate 机舱, 提升服务促使 revenue 增加
- 3) 要看 long term benefits, 新航线可以拓宽 market, 增加 customer 的 acknowledgement

构筑提供的思路: (by [宋痲岛__](#))

- 1) 无理假设: 认为引进 the new flights 和 oil price 上升在同时发生, 都是导致 cost 上涨的因素
- 2) 无因果联系: 认为 the new flights 导致 cost 上升, 不一定, 没有做 cost-benefits 分析, 还有内在的其他原因会导致 cost 上升, 如设备啊, 宣传手段等等
- 3) 错误类比: 其他公司可能科技创新、管理创新等等

构筑思路: (by [Clemence4ever](#))

- 1) 航空公司不一样, 不能一概而论
- 2) 关新航线也不一定能让收益涨上去啊, 开一定是有原因的, 应该 rule out 其他 factor 并且做 balance 分析。

构筑提供的思路: (by [饼饼 Ada](#))

- 1) either or choice, 可能有其它原因导致利润下降, 比如经济大环境啊, 服务质量啊, 之类的
- 2) insufficient evidence, 不能因为有些航线赚了, 就觉得油价影响不大, 不然可能赚的更多, 另外这个五个新航线可能很赚钱, 但是没有提
- 3) 取消新航线也不一定能赚钱, 可能会损失一部分客户, 另外航线的取消意味着裁员, 可能会带来负面的社会评价, 进一步伤害 profit

构筑提供的思路: (by [rrrrbylu](#))

- 1) 错误因果。油价上涨和五条航线不一定是导致利润下降的原因, 有可能有其他原因, 比如服务变差、延误增加
- 2) 错误类比。其他公司不受油价上涨影响, 不代表 P 公司不受。
- 3) 举措不一定有效。把这五条航线去掉就能提高利润吗? 有可能乘客会 complain, 甚至影响自己现在的业务。

构筑提供的思路: (by [iseasen](#))

- 1) gratuitous assumption, eliminate 飞机可能造成别的负面影响, 不一定能够增加利润
- 2) all things are equal, 这几架盈利的飞机不一定有代表性, 比如这几架是在人流量较大的地区飞行的
- 3) causal oversimplification 利润下降有可能是别的原因导致的, 比如竞争对手的商业活动等

06. 再生能源 (renewable energy)

【本月寂静】

Blastcom wrote this in a newsletter to its shareholders: Last year Blastcom suffered a significant drop in shareprice and profits due to a worldwide decrease in demand for mining tools. Since then we have decided to direct our scientists in research department to to renewable energy. Recent years companies

within solar, wind and biodiesel have all enjoyed great success. This new growth strategy will ensure future profits and shareprices of Blastcom. (by [MrsRabbit](#))

构筑提供的思路: (by [MrsRabbit](#))

- 1) competitive industry
- 2) general market entry
- 3) capital burns within research
- 4) mining industry demand bounce back

【考古】

V1: A company called Blatscom pulished following in a year report for stockholders:

Recent years the demand for mining technology has been falling, causing the profitability and stock prices of certain companies in the mining technology industry to shrink. Fortunately, we are shifting our business to adopt a new growth strategy: the renewable energy technology. As such, our scientists and staff are now shifted to the research field in the renewable energy technology. The renewable enenergy techonology is booming in recent years, with several prominent companies achieving great success and high profitability. We are confident that this change in strategy will guarantee a retained high profitability and stable stock price in the future. (by [lotuskellyye](#))

V2: An article in B corporate's newsletter to its shareholders:

the decline of the traditional mining industry affected the profit of Blastcom corporate. therefore, the manager decided to transform the company's strategy from traditional mining to renewable energy, and it demanded R&D department focus on the renewable energy technology. there are two reasons. the first reason is that the renewable energy is booming. the second reason is that some companies, which have been working on the renewable energy market have gained profit. therefore, changing its strategy and entering the renewable energy market promise B corporate's profit and stock prices, and will guarantee safety from declines in the future. (by [Hannah 蛋清](#))

V3: Due to the decline demand of the mining technology, all the related corporations are suffering from decline of profit and sales this year, including Blastcom Corporation. Blastcom Corporation is considering adopting one growth strategy: to shift some of the researchers from mining technology to the renewable energy technology, the demand for the renewable energy such as solar energy. Some of the prominent companies which market the renewable energy are successful in recent years. Therefore, it is guaranteed that company Blastcom will also be successful in the future by providing renewable energy.

V4: 公司 B 的 newsletter "Last year, the decrease in mining technology 给公司 B 造成了巨大负面影响, 所以 author 就 suggest the scientist staff change the research focus from Mining tech to Renewable Energy tech. 原因: Renewable Energy 前景好, and there are several prominent companies in the areas of solar energy 和类似的其他 Renewable Energy. 结论: such divert of research focus will increase the profit and rise stock prices." (by [mirinno](#))

V5: A shareholder of a mining corporation proposes that since the profits of the company have remained steady for several years. in order to boost the profits and stock prices, the company should

change its focus of its research from mining to renewable energy field, which includes wind, solar and biodiesel etc. because the renewable energy field is lucrative and some firms have been very successful in this field, stepping into this field will increase the mining company's profits and stock prices. (by [pterosaur](#))

V6: the B 什么 Corporation, mining company 好像, 最近公司 profits and stock prices slide, 然后说 renewable technology industry 的 future 非常 promising, 并且 other prominent renewable energy companies that market 新能源 have become successful, 所以 the B Corporation 应该 devote to research in this exciting field, 这样的话他们的 profits and stock prices will be free from any future declines. (by [逐梦小飞侠](#))

V7: 讲得是 balstman (大概是这样拼吧) 一个 mining technology 的研究公司制定了一个新战略的事情, The following argument is from the 致股东信还是某个给股东的 report 的: Balstmon Company 是一家研究 mining technology 的公司, 近几年, 因为市场对于 mining technology 的 demand 减少, 所以公司亏损。但是公司 make a new strategy: direct the scientists who make their own to switch their research to the renewable energy. 公司发现最近可再生能源市场 is booming, 一些运营不同类型的可再生能源的公司 (还举了不同的可再生能源的例子) 近年的绩效都很好。所以公司 guarantee (记得很清楚用的是这个词) that this strategy can help company to increase profits and stock price, 并且可以让公司避免未来在 mining technology market 的绩效减少。 (by [iiyy 打酱油](#))

V8: 一个 M 公司给投资者的 newsletter: M 公司是一个老牌的 mining 公司, 去年它利润也惨股价也衰。newsletter 说 renewable energy technologies 好啊! 比如 clean energy, biofuel 什么的, 我们要让 research 部门的科学家们从研究现在的 mining 科技 redirect to renewable tech 的研究了。你看 renewable 这几年发展的好蓬勃啊 (此处可以揍现在的 trend 适用未来? 瞎假设, 等你研究出来了说不定不蓬勃了), 我们发展了这方面的研究之后就可以增加利润, 提高股价, 大家开心了! --我还另外揍 author 说他因啊! (利润股价差也许因为整体经济差 demand 木有, 或者你自己污染重, 公关不好, 质量次, 客服烂 etc 你光搞 renewable 有毛线用 没治本啊) + 以及揍他不 cost benefit analysis (说不定 renewable energy tech 要的是全新的科学家, labs, 和 equipment。说不定要花巨款和花好久年才能见效。不 cost benefit, 让你的惨利润股价雪上加霜)。 (by [Cathy Zhang1230](#))

构筑提供的攻击点: (by [mirinno](#))

- 1) False analogy between mining tech/industry and Renewable Energy tech/industry;
- 2) Research cannot necessarily be successful;
- 3) Profitability: the revenue might not be able to cover the cost invested in the research;
- 4) Time: the conditions cause decrease in demand in prior year might not be consistent in current year or future

构筑提供的攻击点: (by [Worthit](#))

- 1) 该公司 profit 下降股价下跌不一定是因为 worldwide demand for mining technology 减少, 可能有其他原因。需要 rule out 其他原因。

- 2) 该公司和那些已经成功的侧重 renewable energy 的公司不可比, 条件已经不同了, 也许人家 10 年前就开始研究了, 前期还有政府资助啥的。
- 3) 研究部代表成功。cost 也可能很好高以至于增长的 revenue 根本 cover 不了。

构筑提供的攻击点: (by [xiuxiup](#))

- 1) 以前 mining 需求低和新能源成功, 不代表以后趋势一致
- 2) 能源公司成功不代表这个公司成功, 新能源公司可能有熟练地工人和先进的技术
- 3) 转型不代表成功, 因果无据

构筑提供的思路: (by [imanimaniman](#))

- 1) 去年需求下降不代表未来也会降
- 2) 和 renewable energy 公司不可比
- 3) 还有其他办法可以确保利润, 例如改良技术等等

三个攻击点: (by [giuhao871227](#))

- 1) 去年对 mining technology 的需求减少不代表未来会减少。
- 2) Either-or choice: mining technology 与 renewable technology 可以一起研究
- 3) renewable technology 最近几年发展良好, 不代表未来会好。

构筑提供的思路: (by [Missing](#))

- 1) 去年下降不代表以后都会下降;
- 2) B 公司的科研资源不一定能够成功转型去研究新型能源
- 3) 和利润/股票 相关的 factors 不止 technology direction 一个, operation cost, reputation, marketing 等都是需要考虑的因素

构筑提供的思路: (by [虔什么](#))

- 1) 原因: 可能有它因
- 2) 举措: 错误类比+时间改变状况改变
- 3) 效果: 达不到预期的效果, 因为 profit 和 cost 以及 stock 的变动原因

构筑提供的思路: (by [饼饼 Ada](#))

- 1) 和能源公司没有可比性, 人家已经做了好多年了, 而且地理位置可能也不一样, 新能源很依赖地理位置, 比如风能啊太阳能或者生物燃料之类的
- 2) 过几年这个行业不一定还好了, 说不定一个重大技术瓶颈就把这个行业废了
- 3) cost 很高, 不一定能保持 profit 和 stock price, 万一出事股东就跑了, 公司就崩了

构筑提供的思路: (by [小鱼你可以](#))

- 1) 科学家不是你想转型就能转的啊一般他们都只是擅长他们自己本来的领域
- 2) 别的公司成功不代表你也能成功, 说不定将来这个 renewable tech 的市场饱和了呢

- 3) 有木有认真分析为啥去年股市下跌，也许是因为整体的经济不行啊！谁说将来 mining tech 的需求很低的啊？有可靠的依据吗？等等。。。

构筑提供的思路： (by [chrisewang1987](#))

- 1) 公司的科学家从 mining 转型成 renewable energy 的可能性 因为不同领域 科学家是否有专业的能力可以转型
- 2) 公司能否成功转型 company structure 能力
- 3) 因为已经有许多成功的公司 打入市场困难度很高 因此 Arguer 的结论可行性未知

构筑提供的思路： (by [AthenaF](#))

- 1) 去年对采矿技术的降低不代表永久降低，如果采矿技术的研发是公司主营业务，对公司的利润影响很大；
- 2) 已经有一些公司在这方面取得了成功，现在这些公司可能垄断市场，没有 market share 了，new entry 也很难活下去；
- 3) 研发需要时间，既然可再生能源技术使得挖矿技术的需求被降低，那么会不会有新能源导致可再生能源技术的需求也降低。

构筑提供的思路： (by [lvyZZZ](#))

- 1) 该公司的科学家可能专精原来的行业，转换到新的行业要雇佣新的人，cost 很高，不能保证 profits
- 2) renewable energy 行业里的几个公司可能是因为其他的因素才发展的很好，而不是单纯因为行业环境好
- 3) 等到 b 公司进入该行业的时候这个行业不一定好了，比如政策不再那么支持了

构筑提供的思路： (by [QUggie](#))

- 1) 现在研究晚了，竞争不过别人
- 2) 现在新能源赚钱不代表以后赚钱
- 3) 公司不可能永远不亏钱，没有不亏欠的公司。

07. 盖楼出租

【本月寂静】

一个房屋出租公司的 ceo 说过去十年数据都在涨所以未来很乐观所以你们要多投钱 这种 tremendous opportunity 会使我们获利 (by [Louis.C](#))

【考古】

V1: CEO of Advantage, Inc. make a proposal to CFO to release money for a construction project. Here is the memo:

"Statistics showed that number of rental units in the past 10 years has increased by 4% annually in city X. The occupancy rate in the same period has remain at 92%. This clearly show that economy is promoting and the attractiveness of city to new residents for next year. Therefore I request you (CFO) to realease funding for our compnay to build two large residential complexes next year. Building this will increase the number of rental units in City X by 4%, independent of other competitor's project. Since the occupancy rates is virtually guaranteed to remain the same. Adding my units next year will increase the profit of our compnay" (by [没有此用户](#))

V2: CEO wrote a letter to CFO: the number of rental units has been growing at 4% annually for past 10 years, but the occupancy rate still remain surprisingly high at 92%. This shows a business opportunity and attractiveness of rental market to new residents to the city. Therefore, I authorize you to release the funding for two apartment building complexes, to be built next year. These 2 complexes will give a 4% growth of the whole rental market, independent from new constructions and conversion projects from competitors. Therefore, these 2 projects will increase company's profits and business growth.
(by [Chris Xianer](#))

V3: Advantage INC (一家 construction 和 rental 公司) CEO 给 CFO 的一封信:
过去 10 年 the number of rental units 一直保持在每年 4% 的增长, 但是 occupancy rate remains at 92% (higher than expected), 这个说明我们经济好, 吸引新住户来租房子, 他预测 local rental market is underserved。要求他的 CFO 给两栋公寓楼的建设提供资金, release fund for 2 new apartment, and it will be guarenteed to be filled。理由是: 1) 这两栋楼会满足明年 4% 的全部需求, 其他竞争者拿不到增长市场 (these projects alone will contribute to 4% growth in the local rental market, independent of any potential projects competitors may undertake.) 2) 给公司带来更高的 profit (CEO claims that these projects represent a tremendous opportunity to increase profits and grow business.) -->评价这个建议。(by [Aaron Yang](#))

V4: a letter from CEO to CFO to allow funding for building two buildings:
Rental Units increases 4% annually, rental units's occupancy rate 92%. This means global economy is good and rental unit market is good. Hope to apply funding for two buildings so that the two buildings will obtain the 4 % increase of the market, those other units under construction or from other developer doesn't matter. These two building will bring tremendous business to the company. (by [anyinggg](#))

V5: 作文是五六行的一个 argument, 讲的是一个 real estate industry 的 CEO 给 CFO 的一封信, 里面说近十年来 X 城市的 rental building 增加了 4% 左右, 然而 rental rate 还是 higher than expected, 所以他要求 CFO release fund for two new buildings, especially to fulfill the need of new rentals, despite other competitors already built some building complex in the same city. (by [offergirl2016](#))

V6: CEO: the number of rental units increase 4% annually over the past 10 years. and the occupancy rate is around 92%. Hence he is planning to funding two large apartment complexes, considering 1. they will build two buildings, independently of other developers. 2. it will bring extremely benefit to the company. 3. the two additional buildings will present the 4% increase next year. 槽点太多了。也有可能楼主是学习和工作都是相关的。上来直接写了大大的一坨, 后来为了省时间检查, 不得不停下来。。。 (by [goodwillhunting](#))

V7: manager 给 cfo 的邮件: 某城市居民房产需求率每年增长 4%, occupation rate usually high 92%. The manager asked the CFO to release funding for a large two apartments complex, which satisfied the market demand for 4%, independent of other constructors. The manager believed the current growth rate will continue and sustain. Investing the new construction project will increase profits and expand market shares. (by [hujingchen](#))

参考思路:

构筑提供的思路: (by [offergirl2016](#))

过去的趋势不代表未来且新建的 building 不一定那么 popular, 同时同一地区未来竞争可能很严重, 所以 overall speaking, the plan may not make great profit for the company。

构筑提供的攻击点: (by [Ms 花开](#))

- 1) 时实全等
- 2) 样本数据
- 3) 因果都可以说
- 4) 非常简单

构筑提供的思路: (by [Aaron Yang](#))

- 1) 无端假设, 过去增长不代表明年增长
- 2) 就算增长市场份额也不一定独享
- 3) 就算独享也不一定能 profit

构筑提供的思路: (by [安小纠纷](#))

- 1) occupancy rates 高不代表经济好, 也会有别的原因;
- 2) 前十年的趋势不代表今年还会这样; 别的公司万一也盖楼了呢, 那就更 competitive, 不一定会提高利润。

构筑提供的思路: (by [petitechou](#))

- 1) Past trends cannot predict future. 作者没有考虑到其他可能影响 market 的因素
- 2) 没有考虑到 competitor. 有可能对手也会做一样的动作, 这样的话 Number of rentals 会增加但是消费者人数也许不会增加, 造成 occupancy rate 减少
- 3) 入不敷出, 作者没有讨论 costs Of projects.

构筑提供的思路: (by [CathyGYM](#))

- 1) 时地全等, 10 年来增长不代表未来也会增长
- 2) causal oversimplification: "occupancy rates 一直很高维持在 92%"不一定导致"未来有商机一定会吸引很多 new residents"
- 3) gratuitous assumption: high occupancy rate 可以保证是无据假设

构筑提供的思路: (by [s-y](#))

- 1) 你开发 4% 其他企业也开发就会超过 4% 那么供应就超了
- 2) 过去十年不能推现在和未来
- 3) 还有其他因素影响 profit 比如服务和价格等等

构筑提供的思路: (by [Chris Xianer](#))

- 1) 过去不代表未来
- 2) competitor 也有可能这么想, 造成 oversupply
- 3) 没有考虑新 project 建在哪儿, 如果是在不受欢迎的环境 (比如郊区, 或者交通不便 blah blah blah), 就未必有 92%
- 4) 入不敷出

构筑提供的思路: (by [afdsfadfasdfaf](#))

- 1) 不一定是 economic vitality 决定了 high occupancy rate, 有可能是这地方房租便宜
- 2) 过去 increase 不代表未来也会
- 3) cost 可能大过 revenue

08. 会计软件 (SmartPro)

【本月寂静】

会计软件公司的专业软件销量很好, 但是非专业性软件销量不好。根据他们对 professional customers 的调查, 他们发现 professional customers 喜欢他们的专业软件是因为有很多先进功能, 所以他们得出结论, 要改善非专业性软件的销量, 就要在非专业软件里增加先进的复杂的功能。
(by [Chloe Cao](#))

【考古】

The following appeared in a memorandum to a team developing accounting software for SmartPro Software, Inc.:

"Currently, more professional accountants use SmartPro accounting software than any other brand. However, in the market for personal accounting software for non-professionals to use in preparing their income tax returns, many of our competitors are outselling us. In surveys, our professional customers repeatedly say that they have chosen SmartPro Software because our most sophisticated software products include more advanced special features than competing brands. Therefore, the most effective way for us to increase sales of our personal accounting software for home users would clearly be to add the advanced special features that our professional software products currently offer." (by [stephycez](#))

One memorandum to SmartPro accounting software company:

SmartPro has greater sales in its professional accounting software than other companies, but the sales of non-professional accounting software for personal users are lower than those of other companies. In surveys, they found that their professional users frequently say that they choose SmartPro's software because it has more advanced accounting features. So the most effective way to increase the sales of

SmartPro's personal accounting software is to add the specific advanced features that professional users like. (by [dreamhh](#))

参考思路

1. 错误比较：专业用户和家庭用户的需求不同。SmartPro 受专业人士欢迎是因为符合专业用户需求，the fact that competitor's product is more popular with home user may contribute to the good user experience, integrated function, or beautiful user interface.
2. 无根据假设：把高级功能加到 home user 的软件中去一定能提高销量吗？Home user 可能因为功能太多，操作不便捷等原因不使用 SmartPro 的产品。
3. 因果关系：提高销量的办法不止是扩大使用群体，还可能是降价增加竞争力，研发多元化的产品等。

构筑提供的思路： (by [UTADA_HIKARU](#))

- 1) 错误类比，专业用户和 home users 对产品需求不同
- 2) 可疑调查，就是讲由于没有提调查时间，调查方法等，这个 survey 很可疑
- 3) 过于极端，还有很多提升销量的方法，增加 special features 不一定是 most effective 的

构筑提供的思路： (by [xiaocindy750](#))

- 1) 专业会计 (professionals) 不等于 non-professional personal，不要把两个不同 segment 的客户混淆
- 2) survey results 不可信，因为并不知道 sample 具不具代表性，很有可能 biased。而且公司要提升的是非专业的销量，调查问卷调查的是专业会计
- 3) advanced add on features 在专业会计 (professionals) 里受欢迎不等于在 non-professional personal 受欢迎，因为两个 segments 客户需求不一样

构筑提供的思路： (by [the-Who](#))

- 1) 用 professional 的客户需求来指代整个 general 的客户群的需求 讨论范围扩大
- 2) survey 的可信度有待考证
- 3) gains=收益-成本 这样增大 advanced special features 产品的投入成本可能超过之后的回报率。

构筑提供的思路： (by [kelly4028](#))

- 1) 这个 features 不一定会被 nonprofessional 偏爱，因为不知道她们的偏好，可能她们更倾向便宜的价格呢
- 2) 还写了加这些 features 要投入资金，总的来看不一定会增加收益。还有个给忘记了

构筑提供的思路： (by [学习学习学习](#))

- 1) 狗主认为这里几个 gap 就是假设了 professional-personal 需求的相同
- 2) survey 没有具体内容不够 convincing

3) 竞争对手是否会有报复性手段等等

构筑提供的思路: (by [brtngil](#))

- 1) False analogy, professionals and nonprofessionals are two different target groups, thus not comparable when it comes to strategy making for a different groups;
- 2) 单单增加一些专业领域的 features 可能并不适用于非专业使用者, 做决定前并没有对 TA 的需求进行调研;
- 3) 增加 sales 是有很多工作可以做的, 比如 behavioural analysis, interface improvement etc. 草率地决定增加 features 并不一定达到理想效果;

构筑提供的思路: (by [秋刀鱼呀](#))

- 1) 专业人士和非专业人士技能不同, 非专业人士可能无法 handle 这么高端的功能;
- 2) 专业人士和非专业人士需求不同, 高端功能对非专业人士吸引力不够大, 而且说不定会增加成本, 提高价格, 反而减少了吸引力。

09. 汽车旅馆 (Restaway Motel VS Ambassador Inn)

【本月寂静】

考了这篇: Restaway Motel 认为模仿 Ambassador Inn 的收费政策就能增加 attract more customers and increase profit margin。 (by [zhugewei](#))

【考古】

V1: Restaway Motel 的 manager 发表了一个东东:

Restaway Motel 一直都是提供 complimentary service, such as local phone calls, free wi-fi, breakfast etc.。这些使得 motel 成本增高相应的房间的价格也会增高, 很多顾客不喜欢, 因为 many guests don't take advantage of these service 却仍然要付相同的价格。more luxurious Ambassador's hotel across the town does better business, 他们的这些 service 都是 bill separately 的, 等客户有需要时提供并收取比较高的价格, 这样一来不用这些 service 的 guests 就可以不用 share the expense 了。很显然, Ambassador 生意更好是因为他们 provide better deal to guests by billing separately for 那些 service。所以 Restaway 也要 follow 他们的 policy, 这样一来可以 lower cost, attract more customers and increase the profit margins。 (by [dovely](#))

V2: Restaway Motel 一直都是提供 complimentary local phone calls, breakfast etc 的 service。但是 many guests don't take advantage 这些 service。这样很浪费钱。More luxurious Ambassador's hotel across the town does better business, 他们的这些 service 都是 bill separately 的, 这样一来不用这些 service 的 guests 就可以不用 share the expense 了。很显然, Ambassador 生意更好是因为他们 provide better deal to guests by billing separately for 那些 service。所以 Restaway 也要 follow 他们的 policy, 这样一来可以 attract more customers 并且更 profitable。 (by [bentsao](#))

V3: 写的是一个叫 restaway motel 的经理说要 stop offering complimentary service, such as continental breakfast, wireless, international call。因为他看到一个 more luxurious 的 ambassador inn charge guest separately for those service 然后这个 inn does better business than the motel。经理觉得不 offer 这些 service 可以节省 cost 并吸引 customer, 从而使 motel 的经营上升。(by [lea 小野妹子](#))

V4: 一个叫 Restaway 的 motel 的 manager 说: 我们 motel 会提供一些 complimentary 的 services, such as Internet 还有什么的, 这些服务不会收额外费用, 但是我们通常都会把他们加在房费里, 所以那些不用这些 service 的客人也要付这些钱。相比之下, 在我们城市中的另一家酒店叫 Amssabador Inn 的, 他们把这些 service 作为额外的收费只 charge 那些用了的客人, 所以那些不用的客人就 need not to share the charges. 虽然他们对这些服务收费很高, 但是很可能他们比我们生意做得好的原因就是因为他们会给那些不用这些服务的客人 provide great deals. 所以为了 attract more customer and increase profit margin, 我们也应该学习他们的政策把这些 service 从房费中 separate 出去。(by [peipeipei123](#))

V5: Restaway Motel Manager Comments: The Motel provides complimentary service including local phone calls, free wi-fi, British breakfast. In contrast, Ambassador Inn provides separate charges for local phone calls, free wi-fi, British breakfast. Many guests who do not use these services save moneys. The more luxurious Ambassador does better business since Ambassador provides better deal to guests by separate billing. In order attract more customers and increase profit margin, Restaway should follow this policy to charge separately. (by [沧海龙战](#))

参考思路

- 1) 无效类比: A, M 客户群体不同, 相同的策略不适合使用。
- 2) 影响因素: Inn 赢利不一定是因为不提供那些免费项目, 有可能是其他因素, 比如高房费。
- 3) 这种方法不能就保证带来更好的效益, 比如要住 motel 的顾客是刚性需求, 价格降低无法吸引更多的入住人数, 这样低房价的计划反而是 motel 效益受损。
- 4) 选择入住 Ambassador Inn 的人可能本身就倾向于去使用那些设施, 所以即使分开服务费, 也能收到钱, 但是住 motel 的人为了省房费可能就真的不去了, 这样的损失可能都超过入住人数提高带来的利润。

构筑提供的思路: (by [S 爱喝酸奶](#))

- 1) 作者认为是这个策略 导致了 ambassador 的成功, 实际上这两者不是因果关系
- 2) 作者认为 motel 和 ambassador inn 都是一样的在 all aspects, 没有差别
- 3) 作者没有考虑到其他的方法可以 attract more customers。

构筑提供的思路: (by [yangyi920629](#))

- 1) motel inn false analogy
- 2) inn 的 better business 不一定是因为 设施收费降低 cost

- 3) motel 的 cost 不一定是因为提供免费设施才增加的 可能是因为别的地方支出大才使 profit 低

构筑提供的思路: (by [lilyzhaoe](#))

- 1) 无端假设: Inn 更加成功并不一定是因为 optional 的收费方式。这只是 manager 自己的猜测, 并没有提供任何证据两者的相关性。
- 2) false analogy 错误类比: 即使 Inn 的成功原因是这种收费方式, 并不意味着 motel 照抄这种方式就对 motel 有益。可能两者的 customer 的需求就不同。
- 3) plan 不等于 reality: 即使想要实施这个策略, 也要考虑财务可行性或者其它方面, (其它例子大家就自己脑补啦) 是否最终能够 attract more customers and earn more profits 还不一定。

构筑提供的思路: (by [fredrookie](#))

- 1) Analogy 不对 target customers 不同
- 2) Luxurious Ambassador Inn 成功的原因主要不是这个 service 而是他们的服务 酒店环境 Restaway 盲目削减服务项目可能造成 decrease in profit margin 因为 fixed cost 也很高

构筑提供的思路: (by [kim 汎](#))

- 1) motel 和 luxurious hotel 是不同类型的酒店 不能一概而论
- 2) 减少 cost attract customers 的方法又不止那一个 还有其他员工服务质量 房间是否整洁啊之类的
- 3) 只有 luxurious hotel 一个例子太单薄 不知道其他酒店是否成功 而且收费还可能得到反效果 减少 customers

构筑提供的思路: (by [gululu299](#))

- 1) 这些都是 sum cost, 客户不给酒店还要给, 成本不能减少, 也不一定能增加客源
- 2) 别的酒店可能是地理位置好, 或者服务好, 不一定是低价
- 3) 取消这些服务可能会流失现有客户

构筑提供的思路: (by [Ariaxn](#))

- 1) inn 更 luxury, 顾客群不用, 无关因果
- 2) wifi 是一次性固定支出, 费用不随用的人多少而增减, 不收亏损更大
- 3) 做了早餐, 不收会造成浪费和亏损

构筑提供的思路: (by [Ann SUN](#))

- 1) 无充分举证的 claim 证明客户不使用这些 service 以及 cost 如何增高
- 2) 取消额外服务会流失客户于是减少 sales 客户选择他们的 motel 说不定正是因为有这些 features 即使不一定都会使用
- 3) 不恰当的对比 ambassador inn 和这个 motel 貌似叫 rendition? 不同的定位于是客户的 preference 也不一样

构筑提供的思路: (by [沧海龙战](#))

- 1) hasty generalization: saving money for separate billing does not mean better deals.
- 2) Casual Causation: Better business is not necessarily caused by better deals.
- 3) False analogy: what applies to Ambassador Inn does not apply to Restaway Motel.

构筑提供的思路: (by [神粥八宝](#))

- 1) 错误类比, 因为题目说 a 这个东西更 luxurious
- 2) 无端假设, 因为题目中说 m 的头觉得就是 service 的不同, 才导致他们两个, 利润不同。可是题目并没有给出证据。
- 3) 顾客增多, 不一定导致利润增多。

构筑提供的思路: (by [毕加凯](#))

- 1) 错误类比 两家旅馆不同, 我从位置, 房间类型之类的说了一下
- 2) gratuitous assumption: 用同种 policy 不一定能增加 profit, 说了一下维修成本费之类的, 还有可能损失顾客
- 3) 原因过于简单: A 的 better business 可能是因为别的原因

构筑提供的思路: (by [cultliu](#))

- 1) 错误使用了类比, 两个店的情况不一样啊, 不能想当然它行我得照着做。
- 2) 这个费用对于两个店的重要程度不一样, 这个费用占了 motel 的很大一笔收入, 没有这个或许就运行不下去了
- 3) motel 没有注意 ambassador 其实收取的费用很高, 或许 motel 本身的政策就吸引了一大批本来就打算去使用这些服务的顾客, 如果改了政策, 或许就失去了竞争力。(4) 其他原因造成了 ambassador 的生意比 motel 好。

10. 公交涨价 (bus fare)

【本月寂静】

作者说有些 bus route 不盈利, 正在慢慢减少这些 routes, 会最终导致所有线路都慢慢取消, 会有人因为线路不够而不能有 affordable 的途径去一些地方。所以需要对所有路线都涨价来维持整个 bus system 的运行 (by [o333111](#))

【考古】

V1: 某市 bus system 入不敷出, bus fares are not high enough to cover the cost, 正在 cut less profitable bus routes frequency, eliminate 了一些 routes, in order to contain cost。但是这样 hurt all the passengers, reductions in services 会让乘客无法 access to desired destination。If the trend continues, the bus system may be shut down altogether, therefore most of the transit passenger will have no affordable transportation mode. So for the best interest of the public, bus fares should be raised in order to provide sufficient financing of keeping current route. (by [miss.mel](#))

V2: 新闻编辑的观点: 因为一个 bus system cannot use its profit to cover its cost, therefore it's planning to reduce some less profitable routes, and some of them will be eliminated. 然后文章说 this reduction will not benefit 因为会影响有一些 riders who are less accessible to areas without public transport methods. 最终这会导致 entire bus system be shut down. 所以文章建议 in order to remain profit, bus system should increase bus fares on all routes rather than shut down some less profitable route, so that it can get extra fund to maintain the frequency of bus and quality of bus service to meet most riders' interest. (by [Rockstop](#))

V3: The bus system has been losing money due to low bus fares. The city has been reduced budget for routes that are less busy. 所以长此以往 riders 就不能方便乘车, 而且一直 cut 难免 soon 所有的 bus routes 都会没有了。Proposed to increase bus fares for all bus routes in order to help funding and improve bus services. (by [lasallefox](#))

V4: The editorial: The current bus fares are too low, and some of the unprofitable routes are decreased in order to save cost. The bus system will gradually close most of the routes and finally shut down. Then, there will be no affordable way of transport for the public; Thus, it will be beneficial to most passengers if we raise the fares, because we could have sufficient funding for the maintenance of the bus system as well as the quality of service. (目前只能回忆起这么多了, 关键用词和原文应该是一样的) (by [瘡子大哥樾擇](#))

构筑提供的思路: (by [nmystrn](#))

- 1) 因为 bus system 一开始 cut routes 就是因为入不敷出, 所以不会像作者说的那样一直 cut 下去直到把整个 bus system 都 cut 完, 而是会在收支平衡的时候停下。作者的推测 too 极端 that 不大可能。
- 2) 作者说那些 less profitable routes 变得 unaccessible, 所有人的出行都会被影响。然而实际上只有那些本来会用那些路线的人才会被影响。那些路线会 less profitable 就是因为乘车的人少, 所以会用这些路线的人是 minority, 乘 main routes 的人是 majority。本来只用 main routes 的人, 也就是绝大多数人不会被 cut routes 影响, 作者是在虚假夸大。反而是作者提议的涨价计划会对所有人造成负面影响。
- 3) 作者提议所有路线都涨价, 而在实际操作中, 很多城市都是分区间票价的。作者说得好像涨价就只有一种涨法, 实际上是在为了要去偏僻的地方的人的利益牺牲绝大多数人的利益。按目的地售票才是 reasonable 又 fair。虽然可能会产生相关的人力和技术 cost, 但是应该比作者的一刀切涨价要更让消费者接受。

构筑提供的思路: (by [夜伊](#))

- 1) 提高车费不一定有用, 可能贵了人们就不愿意做 bus 了
- 2) routes 关了几条不等于 bus 会 shutdown, 可能别的 route 还是好好的在运行
- 3) 赚的钱不够不一定世票价不够贵, 也许世服务不好导致乘客少了, 人数少了自然收益就少了

构筑提供的思路: (by [Allisonic](#))

- 1) increase bus fare for all 是牺牲了大多数人的利益来保证少数人的利益，而 bus system 又是 Public resources，这么做显然是不符合社会利益的；
- 2) 不能保证坐巴士的人不是 highly sensitive to price, 或者还有其他的交通方式可以很容易的 switch，因此不能保证提高了票价，大家就都会挨宰。

构筑感觉可以吐槽的点： (by [porquel](#))

- 1) 没说减少发车频率最后就会取消这条路线，作者自己 YY 的 assumption，没准人家减少了发车频率费用被 cover 了就一直维持着这个频率了。。。
- 2) 没有考虑到提高票价的风险。万一乘客们因为高票价都不坐公车了，公交系统会损失更多钱。
- 3) 牺牲大多数人的利益来保护少数人的利益，不公平。
- 4) 可以有其他解决办法来应对公交系统的财务危机，比如 BLABLABLa

构筑提供的思路： (by [miss.mel](#))

- 1) 错误的假设如果 bus fare 涨了，people 仍然坚持使用 bus 而不改用 subway, bicycle, on foot。如果人们不坐 bus，这个 sufficient financing 也无从得来了。
- 2) 那些 less popular 的路线，可能是因为设计不合理，绕路等等，本来就应该 shut down or reduce。

构筑提供的思路： (by [KK 要努力过 GMAT](#))

- 1) 报纸上这个编辑的话不一定可信
- 2) 不一定市民不愿意捐钱，就算不愿意捐钱，政府也会出资位置公交
- 3) 砍得几条路线真的是流量比较少，也有可以代替它路线的公交，所以不会崩溃。

构筑提供的思路： (by [HD264](#))

- 1) either-or choice，可以采用降低成本等其它办法的，不是 service reduction (也是题目给的词) 不行就要 increase fares。
- 2) 没有 survey
- 3) people 可能对 increase fares 不满，然后就不坐 bus 了，更无法解决问题
- 4) less profitable 的线路很可能是因为本来客流量就小，所以影响不大，而且肯定不可能影响到 all people in city 的。

构筑提供的思路： (by [夜舞不跳舞](#))

- 1) 1 涨价也不一定盈利，可能是原本其他 cost 太高了或者服务太差
- 2) 2 不盈利的线路本来也没人坐把钱省下来投资在盈利线路可能效果更好
- 3) 3 没有依据说关几个线路未来整个系统都会关掉。

构筑提供的思路： (by [Michar](#))

- 1) 减少服务的 bus routes 都是人们坐的比较少的, 要么就是 routes 的 design 不是很好那些地方到达的地方人们都不常去, 要么就是坐的人有其他 means of transportations, 所以并不会像 editorial 说的会 hurt 所有人的利益 blabla 那么严重。
- 2) 减少服务的 bus routes 是为了更好地 serve 其他有更多人搭乘的 routes
- 3) 公交涨价可能会导致只负担得起 bus 的人们无法再 afford 得起这种 cheap transport, 会造成更大的影响

构筑提供的思路: (by [echo-LUO](#))

- 1) either or choice. 第一种减少 cost 不行不代表其他减少 cost 不行, 可以通过别的方式, 不减少线路
- 2) 无根据假设。bus 线路减少不一定使 system 整个 shut down, 人们也不会因为 bus 崩溃就没其他公交方式的选择了
- 3) one sidedness, 增加 fares 居民不一定买单, negative effect 没说

构筑提供的思路: (by [gmatcorehigh](#))

- 1) 现在减少不代表未来减少, 现在不能推测将来
- 2) 人们可能坐其他 taxi 或者 privatecar
- 3) Increase fare will not increase bus rider.

11. 店面购买 (retail space)

【本月寂静】

S 市和 P 市地价: 思路: 过去 S 市地价增长, P 不变不代表 S 低价比 P 高; 没有证据表明 S 市地价 overpriced, 经济环境可能变了; 在 P 买地不一定有 financial interest 还有其他开新店的运营成本
(by [kikiseki](#))

【考古】

The following appeared in a letter from a part-owner of a small retail clothing chain to her business partner:

"Commercial real estate prices have been rising steadily in the Sandida Heights neighborhood for several years, while the prices in the adjacent neighborhood of Palm Grove have remained the same. It seems obvious, then, that a retail space in Sandida Heights must now be much more expensive than a similar space in Palm Grove, which was not the case several years ago. So, it appears that retail spaces in Sandida Heights are now overpriced relative to those in Palm Grove. Therefore, it would be in our financial interest to purchase a retail space in Palm Grove rather than in Sandida Heights."

参考思路:

1. 错误类比: SH 和 PG 难以类比, 地区之间必然存在差异, 因为要考虑经济、人口、交通等问题, 不能单凭地价上涨与否判断哪个地方的地价高, 哪个地方更值得投资。
2. 因果关系-忽略他因: To increase financial interest 不一定是因为低价买到了一块地, 还要考虑产品销量、交通便利、地区客流量等因素。
3. 因果关系-错误因果: The claim that retail spaces in Sandide Heights are now overpriced does not necessarily proves that purchasing a retail space in Palm Grove can bring about financial interest. SH 的门店价格高不能说明在 PG 投资就能赚钱。SH 的地价高, 就一定没有 financial benefits 吗? 因为 SH 的地价在上涨, 这个反倒说明在 SH 买地能带来利益。为了更好地评价 financial interest, 我们还应该了解 SH 地门店价格的趋势, 并比较两地的商业利益。
4. 无根据假设: The real estate price in Sadida Heights have risen while then prices in Palm Grove have remained unchanged is not sufficient to reach the conclusion that a retail space in Sandida Heights is not much more expensive than a similar in Plam Grove. 事实可能是 SH 的原地价就比较低, 而 PG 的地价比较高, 所以虽然 SH 的地价一直涨, 但是还是比 PG 的便宜。

构筑提供的思路: (by [ImmmHuely](#))

- 1) 虽然 city A 的商铺价格逐年在增, 但是 city A 的商铺单价可能比 city B 的低, 在 city B 买不一定 beneficial。
- 2) 购买商铺不能只考虑商铺价格, 应考虑到附近居民购买力、需求等等

构筑提供的思路: (by [Joannna97](#))

- 1) 时间外推类错误。之前上涨的真正原因是什么。未来是否还会上涨。
- 2) GH 现价已经很高了, 而邻居 P 的价格目前还没有上涨, 并且 P 可能未来受 GH 影响被带高, 所以现在购买 P 可能未来收益更大。

构筑提供的思路: (by [当当 Dawn](#))

- 1) S 城市上升不代表 Price 会比 P 高, 说不定以前 S 的价格很低;
- 2) S overpriced 不代表发展前景比 P 差。

构筑提供的思路: (by [nikiiiiik](#))

- 1) 不能把 real estate 情况和 retail spaces 直接类比, 还是有不一样的地方。
- 2) 不一定 overpriced, 因为可能 s 地的 retail spaces 在其他方面更好与 P 地的。
- 3) financial interest 不一定只考虑 price, 可能需要长远考虑整体利益。

构筑提供的思路: (by [Aaronhah](#))

- 1) 不知道几年前的价格 可能 A 地升完的价格还是比 B 低
- 2) 即使地价便宜 但可能 B 更多 customers 赚的比较多之类的

构筑提供的思路: (by [Jez](#))

- 1) Causal relationship, S 房价上涨不能说明 S 房价超过 P

- 2) 时地全等 就算 S 房价高过 P, 未来未必一直保持这样
- 3) 他因——有了低房价未必能有 financial interest, 如果 S 的消费群体更大呢? 如果 S 的地理位置更好呢? 如果 P 有奇奇怪怪的规定呢? rule out 了没?

构筑提供的思路: (by [呆呆鹅鱼宝宝](#))

- 1) 首先 LZ 觉得无法确定 original price of those two areas, so the assumption that the price is now expensive is unwarranted.
- 2) Secondly, the comparison between these two areas is not reasonable, since we don't know other data related with the economy in those two areas, market demand of the retail clothing industry etc

构筑提供的思路: (by [airu](#))

hh 和 pg 不能类比, 虽说 HH 房价高但可能赚的也多 overall profit 大于 PG/ 只说明 HH 增长, 但没有给出之前的价格, 也许 hh 很便宜呢, 就算增长也没多少呢? / 不动产增长不等于 retail place 增长, 也许有 policy lower price 来吸引投资呢, HHretail 不一定贵

构筑提供的思路: (by [zooooooooooooe](#))

- 1) commercial real estate price 不一定会导致 retail space 费用高, 根据你的业务性质, 不一定要选在繁华地价高的商业区, 可以在其他社区等等
- 2) 没有考虑地价高背后的原因, 也许是因为 PG 城市的消费者多, 或者消费者的消费能力强, 或者其他对 retail chain 有优势的原因
- 3) 不能因为过去几年地价涨, 就因此推断出未来也会继续涨
- 4) 不能只考虑 cost, 也应该考虑 revenue, 如果想减少 cost 的话, 可以采取其他销售渠道, 例如网上销售等, 可以减少实体店的开店费用

构筑提供的思路: (by [fatbearbaby1002](#))

- 1) 过去不代表未来
- 2) 两个城市条件不相等
- 3) 没有评估投资效益
- 4) 无端假设大涨就是 overpriced

构筑提供的思路: (by [Akiiii](#))

- 1) retail space 和 commercial real estate 不是一个东西。commercial real estate 涨价不能说明 retail space 涨价。
- 2) A 地虽然地贵, 但是客源多。在 B 地买地结果没有顾客, cloth 卖不掉也是白搭。

构筑提供的思路: (by [咕咕贝](#))

- 1) 时地全等, 以前在涨不能说现在房价比 P 地高;
- 2) 无因果关系, 首先不能证明 S 地房价高, 房价高也不代表溢价;
- 3) 第三个我凑的, 还有别的方法增加收入带来经济效益 (by 咕咕贝)

