

普通高等教育物流管理专业规划教材

# 物流英语

## Logistics English

王雅璨 编



机械工业出版社  
CHINA MACHINE PRESS



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本书选材广泛,内容新颖,针对性强,按物流专业主干课程架构分12个专题,涵盖物流管理概论、物流规划、采购与库存决策、运输决策、订单处理、客户服务与信息系统等内容。每个专题分别介绍物流专业各方面的大致知识,最终构成物流专业系统框架。每个专题由经典案例引出专题内容,随后进入课程正文,然后是课文词汇以及难句翻译,最后是核心词汇和表达法。通过本书的学习,读者既能了解和掌握物流专业英语的基本特点,提高专业英语的阅读、翻译和写作方面的能力,进一步扩大词汇量,尤其是专业词汇量,又能巩固和补充专业知识,扩大专业知识面,从而具备运用专业英语的综合能力。

本书可作为普通高等教育物流管理、物流工程专业的教材,也可供物流工作者参考。

## 图书在版编目(CIP)数据

物流英语/王雅臻编. —北京:机械工业出版社, 2007 11

普通高等教育物流管理专业规划教材

ISBN 978-7-111-22743-4

I 物      II. 王..      III 物流—英语—高等学校—教材      IV H31

中国版本图书馆CIP数据核字(2007)第173499号

机械工业出版社(北京市百万庄大街22号 邮政编码100037)

策划编辑:曹俊玲 易敏 责任编辑:易敏 版式设计:霍永明

责任印制:洪汉军

北京汇林印务有限公司印刷

2008年1月第1版第1次印刷

185mm×230mm·16.25印张·321千字

标准书号:ISBN 978-7-111-22743-4

定价:26.00元

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# 前 言

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随着市场经济的发展,企业之间的竞争愈演愈烈,各行各业都在努力发掘新的利润源泉,物流也因此得到了越来越多的关注。企业纷纷设立物流部门,第三方物流业也蓬勃兴起。随着国际交往的日益频繁,国际物流的发展也进入了新的阶段,物流成为当前最热门的话题之一。而物流专业人才除了应具备坚实的专业知识之外,还应该拥有良好的外语水平。学好专业外语是获取专业信息、掌握学科发展动态、参加国际间学术交流的基本前提。尤其在经济全球化的今天,学好物流专业外语才能更好地满足市场经济发展以及国际经济交往的需要。基于此,我们组织编写了这本专业英语教材。

本书作为高等院校物流工程、物流管理专业的专业英语教材,范文选材广泛,内容新颖,针对性强,涵盖物流管理概论、物流规划、采购与库存决策、运输决策、订单处理、客户服务与信息系统等内容。

本书在选材安排上,注重构建物流专业课程架构。全书按专业主干课程架构分为12个专题,每个专题分别介绍物流专业各方面的大致知识,最终构成物流专业系统框架。所覆盖的知识能满足目前物流专业学习的要求。本书在内容安排上,注重由浅入深,循序渐进。所选专题由经典案例引出专题内容,随后进入课程正文,然后是课文词汇以及难句翻译,最后是核心词汇和表达法。通过本书的学习,读者既能了解和掌握物流专业英语的基本特点,提高专业英语的阅读、翻译和写作方面的能力,进一步扩大词汇量,尤其是专业词汇量,又能巩固和补充专业知识,扩大专业知识面,从而具备运用专业英语的综合能力。本书从选材到内容安排上都体现了实践性和应用导向性,以便尽可能满足学生和相关人士的需要。

本书信息量和词汇量,涉及物流方面常见的词汇和表达法,大约共1200个词条。为了便于读者学习,书末附有与物流领域英语相关的标准、术语和常识。

本书的读者对象为物流管理、物流工程专业的本科生、研究生和相关学科的师生,以及对物流感兴趣的人士,也可以作为从事物流领域工作的专业人员进一步提高专业英语水平的参考书。

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孙明辉、姚常成两位同志参加了本书的编写，在此表示衷心的感谢！由于编者水平有限，书中难免有疏漏和不足之处，恳请读者批语指正。

编 者  
2007 年 6 月

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# Topic 1 Introduction to Logistics Management

## Case Study

### Wal-Mart Wins with Logistics

Kmart and Wal-Mart are two retail merchandise chains that, a few years back, looked alike, sold the same products, sought the same customers, and even had similar names. When the race began, people were quite familiar with the “big red K”, whose stores dotted metropolitan areas, but few had heard of Wal-Mart, whose stores were in rural settings. Considering the similarity of the stores and their mission, analysts attribute the fates of the two chains primarily to differing management philosophies.

In 1987, Kmart was far ahead, with twice as many stores and sales of \$26 billion, compared to \$16 billion for Wal-Mart. With its urban presence and a focus on advertising, Kmart had more visibility. In contrast, Wal-Mart began in stand-alone stores outside small towns, luring customers away from the stores in aging downtowns.

Kmart executives focused on marketing and merchandising, even using Hollywood star Jacyln Smith to promote her clothing line. By contrast, Sam Walton, Wal-Mart’s founder, was obsessed with operations. He invested millions of dollars in a company-wide computer system linking cash registers to headquarters, enabling him to quickly restock goods. He also invested heavily in trucks and modern distribution centers. Besides enhancing his control of the supply chain, these moves sharply reduced costs. While Kmart tried to improve its image and cultivate store loyalty, Wal-Mart kept lowering costs, betting that price would prove more important than any other factor in attracting customers. Wal-Mart’s incredibly sophisticated distribution, inventory, and scanner systems meant that customers almost never encountered depleted shelves or price-check delays.

Meanwhile, Kmart’s woes mounted, as distribution horror stories abounded. Employees lacked the training and skill to plan and control inventory properly, and Kmart’s cash registers often did not have up-to-date information and would scan items and enter incorrect prices. This

led to a lawsuit in California, and Kmart settled for \$985,000 for overcharging its customers.

Over the years, it has been Wal-Mart's focus on logistical matters that enables it to keep its prices low and its customers happy and returning often. Today, Wal-Mart is nearly six times the size of Kmart!

Kmart continued its focus on ad circulars and promotional pricing into the 21<sup>st</sup> century, whereas Wal-Mart continued to focus more on supply chain efficiencies and less on advertising, with the result that selling, administrative, and overhead costs were 17.3 percent for Wal-Mart and Kmart's were 22.7 percent. Wal-Mart was able to achieve prices that average 3.8 percent below Kmart's and even 3.2 percent below Target's. In 2002, Kmart went into bankruptcy and reorganization.

## Overview

Logistics management is a fundamental concept that has evolved to enable organizations to improve their efficiency and effectiveness in the twenty-first century. We start our study of logistics management by discussing the meaning of logistics management and the important management activities in the logistics function. Then we analyze logistics systems from several different perspectives and the system analysis.

## Text

### 1. 1 The Definition of Logistics

In an effort to avoid potential misunderstanding about the meaning of logistics, this book adopts the current definition promulgated by the **Council of Logistics Management (CLM)**, one of the world's most prominent organizations for logistics professionals. According to the CLM, "*Logistics is that part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between **the point of origin** and **the point of consumption** in order to meet customers' requirements*".<sup>1</sup>

This definition needs to be analyzed in closer detail. First, logistics is part of the supply chain process. The key point for now is that logistics is part of a bigger picture in the sense that the supply chain focuses on coordination among business functions (such as marketing, pro-

duction, and finance) within and across organizations. The fact that logistics is explicitly recognized as part of the supply chain process means that logistics can impact how well (or how poorly) an individual firm and its associated supply chain (s) can achieve goals and objectives.

The CLM definition also indicates that logistics “plans, implements, and controls.” Of particular importance is the word *and*, which suggests that logistics should be involved in all three activities—**planning, implementing, controlling** and not just one or two. Some suggest, however, that logistics is more involved in the implementation than in the planning of certain logistical policies.

Note that the CLM definition also refers to “efficient and effective forward and reverse flows and storage”. Broadly speaking, effectiveness can be thought of as “how well does a company do what they say they’re going to do?” For example, if a company promises that all orders will be shipped within 24 hours of receipt, then what percentage of orders are actually shipped within 24 hours of receipt? In contrast, efficiency can be thought of as how well (or poorly) company resources are used to achieve what a company promises it can do.

With respect to **forward and reverse** flows and storage, logistics has traditionally focused on forward flows and storage, that is, those directed toward the point of consumption. However, the logistics discipline has recognized the importance of reverse flows and storage (reverse logistics), which originate at the point of consumption. Reverse logistics is also likely to gain additional attention in the future because online purchases tend to have higher return rates than other types of purchases.

The CLM definition also indicates that logistics involves the flow and storage of “goods, services, and related information.” Indeed, in the contemporary business environment, logistics is as much about the flow and storage of information as it is about the flow and storage of goods. Advances in information technology make it increasingly easy and less costly for companies to substitute information for inventory. Consider the U. S. Marine Corps, which is in the midst of a decade-long strategy to improve its logistics. The Marines aim to replace inventory with information so that they won’t have to stockpile tons of supplies near the battlefield. That’s what the armed forces did during the Gulf War, only to find out they could not keep track of what was in containers and didn’t even use many of the items.

Finally, the CLM definition indicates that the purpose of logistics is “to meet customers’ requirements.” This is important for several reasons, with one being that logistics strategies

and activities should be based upon customers' wants and needs rather than the wants, needs, and capabilities of other parties. A second reason for the importance of meeting customers' requirements is the notion that since different customers having different logistical needs and wants, a one-size-fits-all logistics approach (mass logistics) in which every customer gets the same type and levels of logistics service—will result in some customers being over—served while others are underserved.

In the 21<sup>st</sup> century, logistics should be viewed as a part of management and has four subdivisions:

- **Business logistics.** That part of the supply chain process that plans, implements, and controls the efficient, effective flow and storage of goods services, and related information from point of origin to point of use or consumption in order to meet customers' requirements.
- **Military logistics.** The design and integration of all aspects of support for the operational capability of the military forces and their equipment to ensure readiness, reliability, and efficiency.
- **Event logistics.** The network of activities, facilities, and personnel required to organize, schedule, and deploy the resources for an event to take place and to efficiently withdraw after the event.
- **Service logistics.** The acquisition, scheduling, and management of the facilities/assets, personnel, and materials to support and sustain a service operation or business.

### 1.2 Components of a Logistics System

The logistics definitions discussed earlier indicate activities for which the logistics manager may be responsible:

- Traffic and transportation
- Materials handling
- Warehousing and storage
- Industrial packaging
- Demand forecasting
- Production planning
- Purchasing
- Customer service level

- Inventory control
- Order fulfillment
- **Plant and warehouse site location**
- **Return goods handling**
- **Parts and service support**
- **Salvage and scrap disposal**

Given the scope of logistics management, it is worthwhile to discuss these activities and their relationship to logistics.

**Transportation.** Transportation is a very important part of the logistics system. A major focus in logistics is upon the physical movement or flow of goods or upon the network that moves the products. This network is composed of **transportation agencies** that provide the service for the firm. The logistics manager is responsible for selecting the mode or **modes of transportation** used in moving the raw materials and finished goods or for developing **private transportation** as an alternative.

**Storage.** A second area, which has a trade-off relationship with transportation, is storage. It involves two separate but closely related activities: **inventory management** and **warehousing**. A direct relationship exists between transportation and the level of inventory and the number of warehouses required. For example, if firms use a relatively slow means of transport, they usually have to keep higher inventory level and usually have more warehousing space for this inventory. They may examine the possibility of using faster transport to eliminate some of these warehouses and the inventory stored therein.

A number of important decisions are related to storage activities (inventory and warehousing), including how many warehouses, how much inventory, where to locate the warehouses, what size the warehouse should be, and so on. *Because decisions related to transportation affect storage-related decisions, a decision framework to examine the trade-offs related to the various alternatives is essential to optimize the overall logistics system.*<sup>2</sup>

**Packaging.** A third area of interest to logistics is industrial (exterior) packaging. The type of transportation selected affects packaging requirements both for moving the finished products to the market and for the inbound materials. For example, rail or water transportation usually requires additional packaging expenditures because of the greater possibility of damage. In analyzing trade-offs for proposed changes in transportation agencies, logistics personnel generally examine how the change will influence packaging costs. In many instances, changing to a premium transport means, such as air, will reduce packaging costs because there is less risk of



damage. In fact, some items may not be packaged when shipped via air freight. For example, clothing is frequently shipped on hangers.

**Materials Handling.** A fourth area to be considered is material handling, which is also of interest to other areas in the typical manufacturing organization. Materials handling is important to efficient warehouse operation. Logistics managers are concerned with the movement of goods into a warehouse, the placement of goods in a warehouse, and the movement of goods from storage to order-picking areas and eventually to dock areas for transportation out of the warehouse.

Materials handling is usually concerned with mechanical equipment for short-distance movement; such equipment includes **conveyors**, **forklift trucks**, **cranes** and **containers**. Production managers may want a particular **pallet** or container type that is not compatible with logistics warehousing activities. Therefore, the materials-handling designs must be coordinated in order to ensure congruity between the types of equipment used. In addition, the company may find it economical to use the same type of forklift trucks in the plants and warehouses.

**Order Fulfillment.** Another activity area that logistics may control is order fulfillment, which generally consists of activities involved with completing customers' orders. Initially, one might question why the logistics area would concern itself directly with order fulfillment. However, *one important physical distribution factor is the time elapsing from the time when a customer decides to place an order for a product until the time that those goods are actually delivered in a satisfactory condition, that is, the lead time.*<sup>3</sup>

For example, assume that the present system takes a total lead time of eight days for transmittal, processing, order preparation, and shipping. Order processing may take four days, and order preparation may take an additional two days, which means that the goods have to be transported to the customer in two days. The short delivery time may require a premium means of transportation. If order processing is considered part of the logistics system, then the company might examine improvements, such as using telephone calls and more computer equipment for processing, to reduce order processing time to two days or less. This would allow the firm to use much cheaper transportation and still get the goods to the customer within eight days. Looking from a time perspective or in terms of total lead time, we can see that order fulfillment is quite important to logistics function.

**Forecasting.** Another activity important to logistics area is inventory forecasting. Accurate forecasting of inventory requirements and materials and parts is essential to effective inventory control. This is particularly true in companies using a **just-in-time (JIT)** or **materials**