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复旦卓越 · 21 世纪物流管理系列教材



物 流 英 语

W u l i u Y i n g y u

 复旦大学 出版社

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前 言

FOREWORD

国际物流的迅速发展需要大批既通业务又精专业英语的人才,而目前市场上的物流英语教材普遍都是理论性的内容,涉及案例分析的很少,涉及物流实际业务的则更少。尽管理论性的内容可以培养学生阅读外文资料的语言能力,却未能让学生充分了解物流在实际业务中的运用情况。

鉴于此,我们编写了这本教材,广泛搜集并分析了物流各个领域的代表性案例,对物流在行业、企业内的运用现状、面临的问题及企业改善其物流职能的做法和流程,以及所取得的效果进行深入分析和充分阐述,突出了物流业务实践性强的特点。

本书在每章内容后面编写了习题供读者反复练习,加强专业词汇的记忆和运用,习题中的小案例也可让读者锻炼自己的案例分析能力,而阅读资料可拓宽读者相关领域的知识面。为了便于学习,本书末尾为部分习题提供了参考答案。

本书整体结构由景平拟定,并负责编写了其中第1、2、3、4、5、6、12、13、14章,杨飞编写了第7、8章,吴庆晓编写了第9、10章,李庆山编写了第11章。另外,杨飞为本书提供了部分资料,并提出了许多

有益的建议,在此表示感谢。

由于目前有关物流英语实际操作内容的书籍和资料很少,加之作者水平有限,不足之处难免,希望读者提出宝贵意见。如有疑问或建议,请发邮件至 jingping.shanghai@gmail.com,欢迎您的来信。

编 者

2010 年 12 月

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Unit One

Logistics



Studying objects

- Basic activities involved in logistics
- Concepts of reverse logistics and JIT

Pre-reading Notes

Logistics is the process of strategically managing the procurement, movement and storage of materials, parts and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that current and future profitability are maximized through the cost-effective fulfillment of orders.

Logistics is concerned with the total movement of materials through the enterprise, including the movements of documents and other facilitators to movement. It includes the management of the interruptions to movement, such as storage, if storage is necessary, to the efficiency of the

production process. Logistics can only be successfully undertaken as an integrated activity in the business environment if it is allied to information systems. In addition, manufacturing and retail companies have been able to contract out parts of their logistics operation to third parties like distribution companies, while still retaining effective control by the use of accurate and timely information transfer.

Logistics involves functions of customer service, demand forecasting, order processing, production planning, packaging, storage, inventory management, transportation, and return goods handling and so on.



Words & Expressions

process *n.* 流程, 过程

strategically *adv.* 战略性地

procurement *n.* 采购

part *n.* 零部件, 备件

finished inventory 成品库存

information flow 信息流

marketing channel 营销渠道

cost-effective 成本有效的

integrated *adj.* 一体化的

contract out 外包

demand forecasting 需求预测

order processing 订单处理

return goods handling 退货处理

reverse logistics 逆向物流



Case One

A Major Retailer

► Situation

A major retailer operates 15 stores across the country, selling toys, apparel, DVDs and stuffed animals. The retailer has chosen to outsource its Canadian logistics requirements and, since 1992, has partnered with Nagel for warehousing and transportation management.



➤ Solution

The retailer's Canadian stores are primarily supplied by the company's distribution center in the Midwestern section of the U.S., a smaller percent of product is imported from the Far East. Product originating in the U.S. is cleared by Nagel at the border, then cross-docked at the provider's Toronto-area DC. Goods are sorted by store location and loaded for store shipment, typically within a day. Using the customer's system, outbound product is scanned to verify carton count for each store. The warehouse operation is 95 % piece-pick with a significant amount of value-added services, including price tagging and re-ticketing. The pre-retailing services allow the stores to move incoming product immediately to the sales floor. Nagel has matched each store with one of four specific carriers. Nagel's transportation management group, which also trains drivers on the precise unloading procedures required to speed receipt of goods.

A significant challenge for the retailer is economically managing its highly seasonal business. Nagel accomplishes this with a 100% variable-cost solution. Labor is activity based, typically using a core team of Nagel staff, aided by temporary labor, as needed. The retailer pays only for space used each month, which flexes from 10 000 to 25 000 square feet during the holiday season ramp-up.

The retail chain's toughest logistics challenge in Canada is moving goods to the stores within tight delivery windows. With limited staff and storeroom space to receive inventory, stores demand that goods be delivered in the morning within a 15-minute window, so that staff are available to serve customers when the store opens. Nagel has matched each store with one of four specific carriers. Each carrier is selected after a careful review and audit by Nagel's transportation management group, which also trains drivers on the precise unloading procedures required to speed receipt of goods. Goods are delivered twice a week, with daily deliveries during peak season. Performance on the 15-minute delivery window is above goal at 98.6%.

► Results

Nagel is this retailer's single-source logistics partner in Canada. The long term partnership has allowed the retail chain to: expand in Canada while avoiding capital investments; economically manage seasonal volumes spikes through a variable-cost structure that allows logistics costs to parallel the company's revenue stream.



Words & Expressions

retailer <i>n.</i> 零售商	core team 核心团队
apparel <i>n.</i> 衣服、服装	staff <i>n.</i> 工作人员
stuffed animals 充填动物玩具	aid <i>v.</i> 帮助
outsource <i>v.</i> 外包	temporary labor 临时工
distribution center 配送中心	flex <i>v.</i> 弯曲、伸缩
originate <i>v.</i> 起源、始发	ramp-up 增加、上升
clear <i>v.</i> 清关	delivery window 交货窗(即买方 需收到货物的时间)
cross-dock 交叉收货	match <i>v.</i> 搭配、匹配
sort <i>v.</i> 分类、挑选、区分	specific <i>adj.</i> 特有的、专门的
outbound <i>adj.</i> 向外去的; 驶向外 国的	review <i>v.</i> 评估
scan <i>v.</i> 扫描	audit <i>v.</i> 审核
verify <i>v.</i> 核对	precise <i>adj.</i> 精确的
carton <i>n.</i> 纸箱	unloading procedure 卸货流程
count <i>n.</i> 数量	speed <i>v.</i> 加快
value-added service 增值服务	peak season 高峰季节
tagging 贴标记、标签	single-source 单一来源
re-ticketing 重新贴标签	spike <i>n.</i> 尖峰
accomplish <i>v.</i> 完成、实现、达到	parallel <i>v.</i> 与……相当、匹配
variable-cost 可变成本	

 Choices

1. Which of the following is not true? ()
 - A. The retailer's Canadian market was mainly supplied by its own distribution center.
 - B. The retailer also imported from Far East.
 - C. The products despatched from USA should reach Nagel's distribution center first.
 - D. Nagel's warehouse picks all goods piece by piece.
2. What caused the retailer the greatest logistics difficulty? ()
 - A. Tough delivery time.
 - B. Limited staff.
 - C. Limited storeroom space.
 - D. Seasonal spike.
3. How often does Nagel make delivery in slack season? ()
 - A. Every day.
 - B. Once a week.
 - C. Twice a week.
 - D. Every two days.

 Studying questions

1. What's the retailer's economic challenge in managing its highly seasonal business? And how did Nagel solve the problem?
2. Why did the retailer's stores stipulate such a tight delivery window? How did Nagel meet such a requirement?



Case Two

Retail: Reverse Logistics**► Challenges**

This NYK Global customer sources its products throughout the world

and the United States. Domestically they buy products from many suppliers and distribute to numerous stores located in the United States. Goods returned from those stores and requiring shipment back to the vendors, however, are so plentiful that the customer's distribution facilities cannot handle the volume.

The challenge for this retailer was to cost — effectively process the returns at a level of proficiency allowing for a quick and efficient collection of palletized product of varied SKUs, sizes and proportions, for the relief of valuable warehouse space, and for setting up appointments to return goods to the vendors. This customer's requirement demands a high standard of service, data accuracy and timeliness.

➤ Solution

The solution NYK Logistics provided was designed to minimize the costs of warehousing and transporting the returned goods back to the vendors, as well as to relieve the customer's return center staff of the tedious tasks of making vendor delivery appointments followed by subsequent tracing and tracking.

A nationwide system of warehouses and transportation links was constructed to service hundreds of pallets weekly. Warehouses and consolidation points were regionalized based on the customers' Return Center locations. Additionally, pallets can now be tracked via a systematic bar code labeling process.

➤ Benefits

The customer is able to process at a self-imposed pace and schedule delivery to their warehouses as needed. Fees charged back to the vendors are standardized as a cost per pallet, regardless of vendor location.

NYK Logistics was recently awarded considerable new business from this retailer, whereupon their services and systems were implemented immediately as part of the normal everyday process.



Words & Expressions

numerous <i>adj.</i> 大量的	consolidation <i>n.</i> 整合
plentiful <i>adj.</i> 大量的、丰富的	regionalize <i>v.</i> 分成地区;使地区化
handle <i>v.</i> 处理	pallet <i>n.</i> 托盘
proficiency <i>n.</i> 精通;熟练	track <i>v.</i> 跟踪
palletized <i>adj.</i> 托盘化的	via <i>prep.</i> 通过、凭借
SKU <i>n.</i> (stock keeping unit) 库存量单位	systematic <i>adj.</i> 系统化
proportion <i>n.</i> 比例;比率	bar code 条形码
relief <i>n.</i> 放松、轻松	label <i>n.</i> 标签
warehouse space 仓储空间	self-imposed 自己强加的;自愿接受的
vendor <i>n.</i> 供应商	pace <i>n.</i> 速度;进度
data <i>n.</i> 数据	schedule <i>n.</i> 计划表、日程表;排程
accuracy <i>n.</i> 准确	fee <i>n.</i> 收费
timeliness <i>n.</i> 及时、适时	regardless of 不管;不顾
relieve <i>v.</i> 缓和、减轻	award <i>v.</i> 给予
staff <i>n.</i> 工作人员	whereupon 因此、于是
tedious <i>adj.</i> 冗长乏味的;使人厌烦的	
warehouse <i>n.</i> 仓库	

Choices

- The reverse logistics in the text refers to ().
 A. goods travel from stores back to the retailer
 B. goods travel from stores back to the return center
 C. goods travel from the retailer back to the vendor
 D. goods travel from stores back to the vendor
- Which of the following is not needed in NYK's new solution? ()
 A. A Return Center.

- B. A nationwide system of warehouses and transportation links.
 - C. Bar code system.
 - D. Vendor return appointment.
3. Which of the following is not true? ()
- A. In the new system the customer can make schedule as to his own needs.
 - B. All fees for usage of the reverse logistics system should be collected from the vendor by the retailer.
 - C. NYK gained more business from the retailer for its efficient reverse system.
 - D. Fees charged back to the vendors are calculated according to number of pallets.

Studying questions

1. What's the problem associated with the reverse logistics?
2. Describe the characteristics of the reverse system that NYK developed.



Case Three

Toyota

► Background

Toyota is a successful example in implementing Just-in-time in its production system, which is widely recognized today as one of the most efficient manufacturing operations in the world.

JIT requires only necessary units be provided in necessary quantities at necessary time. Producing one unit extra is as bad as being one unit short. Completing production one day early is as bad as one day late. Items are supplied only when needed, or “just-in time”. This is in direct contrast to the traditional philosophy of “just-in-case”, in which large inventories of safety stocks are held in event they are needed. In the case of JIT, safety stock is

considered unnecessary, and any inventory should be eliminated. Toyota, through reduction of inventories, identified problems in supply and product quality, because problems were forced into open. Safety stocks were no longer available to overcome supplier delays and faulty components, thus forcing Toyota to eliminate “hidden” production and supply problems.

JIT is defined as a tool to integrate and control the entire process of steps by which materials are transformed into products. It is also a philosophy of lean manufacturing with the goal of elimination of all waste through continuous improvement. Here, waste is defined as “ anything other than the absolute minimum resources of equipment, materials, space, time and manpower which are essential to add value to the product”, such as “watching a machine run”, “waiting for parts”, “overproduction moving parts”, “moving parts over a long distance”, “storing inventory”, “looking for tools”, “machine breakdown” and “rework”.

➤ Elements of JIT in Toyota

JIT is a pull system, while the traditional production system is actually a push system, with the push system, a schedule is prepared in advance for a series of work stations, and each work station pushes its completed work to the next station.

Elements of JIT:

- ✧ flexible resources in the form of general-purpose machines and multifunctional workers;
- ✧ cellular layouts;
- ✧ a pull production system;
- ✧ Small-lot production;
- ✧ quick setups;
- ✧ uniform production levels;
- ✧ total productive maintenance.

➤ Advantages gained in Toyota

1. Largely increased inventory turnover ratio for raw materials and goods

in process;

2. Reduction in production setup times by more than 75%;
3. Significant reduction in assembly line stock outs;
4. In-process inventory costs reduced largely;
5. Significant reduction in defect and warranty claims by customers.
6. Better use of human resources;
7. Simplified scheduling and control activities;
8. More product variety and greater flexibility.

The focus of JIT systems is on improving the process, therefore some of the JIT concepts useful for manufacturers are also useful for service providers. These concepts include consistent high quality, flexible work force, preventive maintenance, close supplier ties.



Words & Expressions

safety stock 安全库存

identify *v.* 识别

component *n.* 零部件

lean manufacturing 精益制造

elimination *n.* 消除

mass customization 大规模定制

general-purpose 通用的

cellular layout 单元布局

setup *n.* 安装、调试

uniform *adj.* 统一的

inventory turnover rate 库存周转率

goods in process 在制品

assembly line 装配线

stockout *n.* 缺货

defect *n.* 缺陷

scheduling *n.* 排程

preventive *adj.* 预防性的

Choices

1. What is the core idea of JIT? ()
 - A. Reducing inventory.
 - B. Shorten response time.
 - C. Eliminating waste.
 - D. Increasing efficiency.
2. () enabled Toyota to eliminate “hidden” production and supply problems.



- A. Pull system
 - B. Eliminating safety stock
 - C. Careful examination
 - D. Multifunctional working staff
3. For a push system, the production operation is driven by ().
- A. customer demand
 - B. market
 - C. workstation
 - D. a plan or arrangement for production

Studying questions

1. What is the condition for implementing JIT?
2. What are the benefits of JIT?



I Translate the following from Chinese into English.

仓储空间	库存量单位
零售商	供应商
安全库存	外包
交叉收货	条形码
精益制造	大规模定制

II Translate the following from English into Chinese.

verify	consolidation
variable-cost	core team
temporary labor	ramp-up
delivery window	unloading procedure
peak season	single-source

III Fill in the blanks with the correct prepositions.

1. The retailer has decided to outsource its logistics and begun to partnered

- _____ Nagel for warehousing and transportation management.
2. Product originating in the U.S. is cleared by Nagel _____ the border, then cross-docked at the provider's Toronto-area DC.
 3. The retailer's operation cost flexes _____ 10 000 to 25 000 square feet during the holiday season ramp-up.
 4. The retail's toughest logistics challenge in Canada is to move goods from distribution center to the stores _____ tight delivery windows.
 5. Just-in-time in its production system is widely recognized _____ one of the most efficient manufacturing operations in the world.
 6. Just-in-time is _____ direct contrast to the traditional philosophy of "just-in-case", in which large inventories of safety stocks are held in event they are needed.
 7. _____ the case of JIT, safety stock is considered unnecessary, and any inventory should be eliminated.
 8. JIT is defined as a tool to integrate and control the entire process of steps by which materials are transformed _____ products.
 9. With the push system, a schedule is prepared _____ advance for a series of work stations.
 10. JIT brings the benefit of largely increased inventory turnover ratio for raw materials and goods _____ process.

IV Case study.

Illumination Light Company

Mike McNeely, logistics manager for the Illumination Light Company, has considered replacing the firm's manual customer order management system with electronic ordering, an EDI application. He estimates the current system, including labor force, costs \$2.50/order for transmission and processing when annual order volume is under 25 000. Should the order volume equal or exceed 25 000 in any year, Mr. McNeely will have to hire an additional customer service representative to assist order reception in the manual process. This would raise the variable cost to \$3.00/order. He has to estimated the rate of errors in order placement and transfer to be