

# 服务外包英语

主 编 薛 洁 齐海涛

副主编 朱 蕾 唐 欢 李金凤 沙 琦

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## 内 容 简 介

本书以服务外包工作过程为导向,以典型工作业务为载体,从发包方和接包方的角度出发,根据实际业务安排了业务流程外包和信息技术外包两个工作项目。项目共包含 13 个学习任务,涉及一般服务外包业务的流程(信息发布、布置提案企划书、项目建议书、尽职调查、项目报价、签订合同、完成工作报告、建立项目流程管理体系),每个任务中包含了公司实际业务资料,由任务学习、附文阅读和练习三个部分组成,体现了工作任务与知识、技能的联系。教师可按照整个业务流程来进行教学,形成以学生为中心的理论实践一体化的教学模式,为学生提供体验完整工作实践过程的学习机会,实现职业教育教学过程与工作过程的融合,最大限度地培养学生的职业能力。

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投诉电话: 010-51686043, 51686008; 传真: 010-62225406; E-mail: [press@bjtu.edu.cn](mailto:press@bjtu.edu.cn)。

# Preface

## 前言

服务外包产业是当前国际产业转移的新趋势，是智力人才密集型的现代服务业，具有信息技术承载度高、附加值大、资源消耗低、环境污染少、吸纳大学生就业能力强、国际化水平高等特点。大力推动服务外包产业的发展，有利于加快转变我国经济发展方式，拓宽就业渠道，促进区域经济协调发展，优化外贸结构。服务外包产业是我国大力发展的朝阳产业之一。近年来我国服务外包产业发展迅速，行业人才需求巨大，服务外包专业人才培养工作迫在眉睫。《教育部 商务部 关于加强服务外包人才培养促进高校毕业生就业工作的若干意见》（教高〔2009〕5号）中进一步明确服务外包人才培养工作的目标，提出各类高校要在相关专业开展服务外包人才培养工作，在高职高专、本科、研究生等层次培养高质量的服务外包人才，力争在5年内培养和培训120万服务外包人才，新增100万高校毕业生就业，实现2013年承接国际服务外包业务300亿美元。

在受国际金融危机冲击的背景下，我国承接的国际服务外包业务逆势上扬，业务类型和国别呈现多元化趋势，服务外包业正步入快速成长期，未来发展态势良好，从事服务外包业务的人才需求量将不断增加，服务外包人才培养工作将越来越受重视。作为新兴产业，目前服务外包的教材建设相对滞后。英语是从事服务外包必备的技能之一。鉴于服务外包英语类教材极少，无法满足服务外包人才培养或培训的需求，为了促进服务外包专业人才培养，普及服务外包英语知识，使毕业后的学生更好地从事服务外包工作，特编写此书。

依据职业教育“以服务为宗旨，以就业为导向”的原则，天津国土资源和房屋职业学院与天津鼎韬外包服务有限公司，在校企合作的基础上，共同开发体现工学结合特点的服务外包英语教材，希望能够填补此类教材的空白，应用于服务外包的人才培养工作中。本书具有如下特点。

### 1. 工学结合

本书由校企合作开发，充分体现了工学结合的特点。教材以服务外包中最为典型的BPO和ITO两个业务项目作为主体内容，工作流程及背景均来自于服务外包公司的实际业务，体现了以工作过程为导向，形式新颖，符合职业教育的特点。

## 2. 内容翔实

本书将服务外包英语知识及技能贯穿于业务流程之中,涉及了服务外包业务中前期、中期、后期的主要业务环节。此外,附录选取了十余篇与服务外包业务密切相关的阅读材料,基本涵盖了从事服务外包业务必需的业务英语知识,内容较为翔实。

## 3. 技能实用

本书的两个项目均为典型的服务外包业务类型,项目中的每个任务都是一个关键业务环节,也是学生应该掌握的必备技能。课后都随附了大量形式多样的练习及实践小任务,结合业务实际情况编写,具有较强的实用性和操作性,能够很好地提高学生的服务外包英语实用技能。

本书可以作为高职高专国际商务、商务英语专业和其他服务外包相关专业的教材,也可以作为服务外包从业人员的培训教材,更可以供有志于从事服务外包业务的人员自学之用。

本书由天津国土资源和房屋职业学院薛洁、天津鼎韬外包服务有限公司 CEO 齐海涛担任主编并统稿,天津国土资源和房屋职业学院朱蕾、天津鼎韬外包服务有限公司唐欢、天津国土资源和房屋职业学院李金凤、天津鼎韬外包服务有限公司沙琦担任副主编。天津鼎韬外包服务有限公司王芳、赵树新、李婉玲等人,天津国土资源和房屋职业学院李海萍、张宇、常馨月等人参与了教材资料的搜集、整理工作;天津鼎韬外包服务有限公司提供了大量业务相关资料和素材,校企多次共同协商确定教材框架结构,在此向公司领导和所有参编人员表示诚挚感谢!

本书的编写过程中,我们参考了大量的资料,并且得到了很多领导、专家、学者的大力支持和精心指导:天津国土资源和房屋职业学院王钊院长、王淑敏教授对本书的编写思路、结构设计、内容安排特别是基于服务外包实际工作过程的高等职业教育特色给予了鼎力支持并提出许多创新性宝贵意见;天津对外经济贸易职业学院魏秀敏教授对本书的编写与成稿给予了精心指导和审阅;天津对外经济贸易职业学院冯岩岩教授从服务外包专业英语实践性教学的角度给予了细化。在此谨向他们、有关作者及所有关注和支持本书出版的人表示衷心的感谢!

由于关于服务外包专业英语的可参考教材较少,且编者水平有限,本书难免存在错漏之处,敬请各位专家、教师与读者批评指正。

编 者

2011 年 3 月

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## 导读

在服务外包全球化的进程中,中印两国是最重要的离岸外包承接目的地,尤其是中国,被广泛认定为最具潜力的离岸接包国。然而,目前中国服务外包业遭遇“人才荒”,面临巨大的人才缺口,人才培养链脱节是制约我国服务外包业发展的最大瓶颈。虽然中国每年毕业生人数庞大,就业形势严峻,然而大部分高校毕业生的综合素质达不到外包企业的用人要求。因此加紧整合各类教育资源,开展服务外包人才培养迫在眉睫。

本书将以两个服务外包项目的流程发展为主线,设置具体的企业、人物及项目环境,学生们能以不同的角色参与到服务外包项目实施过程中来,真正做到独立思考、亲身实践,对于今后进入服务外包领域有很大帮助。

## 情景及出场人物介绍

### **Company**

- TSD Group is an American company focusing on IT industry.
- E-Site Co., Ltd. is a Chinese outsourcing service provider focusing on software development area.
- Bestway Co., Ltd. is a Chinese BPO service provider.

### **Personnel**

- Alex is the Senior Project Manager in TSD Group.
- Jack is the Project Manager in E-Site Co., Ltd.
- Bruce is the Project Manager in Bestway Co., Ltd.

## *Summary*

# **Procedures of Selecting the Right Outsourcing Vendor**



### **Learning objectives**

- Understand the process of choosing the provider.
- Learn to know the main contents of each step of the process of choosing the provider.
- Master vocabulary, sentence structures and expressions used in the unit.



### **Background**

On the company monthly meeting, the General Manager announced that TSD Group was going to present a new software product to the global market. And to promote the customers' satisfaction to the new product, as well as timely control the market reflection, TSD was going to increase investment in the customer service area, and outsourced its telephone after service work to a Chinese company to provide call center service to the global market. TSD appointed Alex as the Project Manager for the whole outsourcing project. In addition, the first job for him was to find out a suitable service provider.



### **Thinking**

- Knowing little about the Chinese outsourcing market, how should Alex find the call

center company, and reduce the cost while controlling the risks?

- What is the difficulty when TSD chooses the Chinese provider ( offshore ) compared with local provider?
- What do you think are the steps of the task?



### 指点导航

针对发包项目,有一般化的供应商选择及评估流程,在实际的操作工程中根据不同项目的特点及需求,进行相应的修改。一般甄选过程为:发包方首先搜集信息,列出企业名录,然后对这些企业进行筛选,最后选出合适的企业。

## Steps to Select the Right Outsourcing Vendor

### Introduction

The process of selecting an outsourcing vendor implies a complex multistage process to evaluate not only what the provider can do, but also the way it's done.

First of all, it's important to know that this process should take some time. Sometimes, this means months.

A well-organized vendor selection usually takes between 6 to 12 months and can ramp up the total cost of the project with approx. 1% – 10%. Costs associated with this phase include analysis and documentation of requirements; creation, distribution and evaluation of RFPs ( Request for Proposals ); negotiations of contracts; development of SLAs ( Service Level Agreements ); pay of external players: consultants, lawyers, etc.

Therefore, the selection of a vendor is not a process to be rushed. Companies should follow a well-established methodology that defines each step of the trip. After all, the final goal is to end up with the best service provider for delivering the desired outcome.

### Step 1: Define your objectives and goals

This is a basic step for all future outsourcing activities. You have to describe the process, service or product that you want to be outsourced clearly. You should also indicate what your goals are through outsourcing.

Another one of the first things you should do is to gather a core team to evaluate vendors and participate in negotiations. The team should consist of individuals from various parts of the company, such as executives from relative business departments, legal staff and human resources responsible. Make sure you include the answers to the following questions in formulating your objectives:

- What do you want to outsource?
- What type of an outsourcing agreement are you looking for?
- What are the offshore outsourcing locations that you are interested in?
- What are your goals in outsourcing?
- What services do you expect a vendor to provide?
- How much do you plan to spend?
- What are the risks associated with such an outsourcing agreement?

The team's first task should be to define the high-level requirements of the outsourcing engagement. For instance, if the goal for outsourcing is to reduce costs, the organization should state it openly and leverage this process to explore ways to achieve that goal. The next step is to benchmark the current process against others in the industry. Drawing "before" and "after" process maps is a great exercise that helps companies explain where they are today and show where they want the outsourcer to take them.

Next, it's critical that the core team determines the right type of services to be outsourced. There are many different kinds of work outsourced. However, all of these outsourcing services fall in two broad categories: technology services outsourcing and business process outsourcing.

## **Step 2: Find out all you need to know about the vendor — plan the RFI**

The *Request for Information* (RFI) provides material for the first round of vendor evaluations. Organizations generally use the RFI to validate vendor interest and to evaluate the business climate in the organization's industry. As opposed to a highly specific, formal Request for Proposal (RFP), the RFI encourages vendors to respond freely. It also spells out the business requirements defined by the core team, so the vendor understands what the company is trying to accomplish.

It is usually issued to acquire information on what is available, from whom and what approximate cost before writing an RFP that is based on the real information rather than wishful thinking. Typically, vendors will not respond to an RFI unless the effort to do so is

not excessive and there is an expectation that an order or at least an RFP will follow.

After vendors return the questionnaire, the issuing company matches the vendors' responses to the company's requirements and weights the criteria based on importance. Providers that don't meet stated needs or haven't responded to the specific questions are eliminated.

### Step 3: Prepare the RFP

The third step is to develop the RFP; send it to at least three short-listed suppliers; evaluate them; and, of course, select the best ones. The RFI and RFP are complementary. Information collected during the RFI process can prepare the solution requirements section of the related RFP. You should have by now a better understanding of project scope and requirements, as well as a list of qualified suppliers. Leveraging the information-gathering focus of the RFI will lead to a concise RFP that articulates the business needs. The RFP outlines the engagement's requirements — relevant skill sets, language skills, intellectual property protection, infrastructure, and quality certifications — and gives prospective vendors the information necessary to prepare a bid. The responsibility of developing the RFP rests with the project's sourcing leader, but various aspects of the document will require input from other domain experts. A good RFP includes one section that states what the company seeks (business requirements) and four sections that ask about the vendor what it will be able to provide.

(1) **Business requirements.** In brief, this section details the company's project goal, deliverables, performance and fulfillment requirements, and liquidity damages.

(2) **Vendor profile.** External service providers differ greatly in performance, style, and experience. This part of the RFP details the vendor's stability, services, and reputation.

(3) **Vendor employee information.** This section addresses the resources assigned at the project management, middle management, team leader, and task levels, along with the quality of people, their skills, training, compensation, and retention. If your company ranks technical skills highest, you should look at technical expertise before examining costs.

(4) **Vendor methodology.** The methodology segment details project management, quality, regulatory compliance and security.

### Step 4: Due diligence

After vendors have sent their RFP responses, you can begin the evaluation. Usually,

vendors propose different strategies when they respond to an RFP. They may suggest a sole provider, co-sourcing, or multisourcing scenario, in which one, two, or several vendors, respectively, deliver the service to the company. Regardless of the structure, if the proposal meets the stated requirements, each vendor must then undergo a due diligences review.

Due diligence supports or invalidates the information the vendor supplied on processes, financials, experience and performance. It helps you determine what the provider can do right now, as opposed to what it might do if given the business. Due diligence should confirm the information supplied in the RFP and address the following data:

- Company profile, strategy, mission and reputation;
- Financial status — reviews of audited financial statements;
- Customer references — preferably from similar outsourced processes;
- Management qualifications, including criminal background checks;
- Process expertise, methodology and effectiveness;
- Quality initiatives and certifications;
- Technology, infrastructure stability and applications;
- Security and audit controls;
- Legal and regulatory compliance, including any outstanding complaints or litigation.

Use of subcontractors:

- Insurance;
- Disaster recovery, security and business policies continuity.

### **Step 5 (Optional): Test project**

Some companies can even conduct test projects to ensure a good fit between the company and the vendor. These tests allow companies to review the vendor's project management process for efficiency and effectiveness. Specifically, they look at whether project execution is completed within guidelines, whether deliverables are timely and whether the vendor has adhered to defined quality standards. Tests serve as a good method for companies to check and review the facts before making a final vendor decision. Test projects also let companies experience the benefits of outsourcing before jumping into a long-term relationship. Often, companies will conduct a "proof of concept" (POC) with a couple of vendors to compare results and, after evaluation, choose the best one. A good method to select the best vendor is by taking the top two vendors from the RFP process and having them complete the same test project. This will demonstrate their project management capabilities,

communication style, and ability to meet deadlines for deliverables. Many companies are using POCs as test beds before offshoring larger projects.

### Step 6: Choose the vendor

Eventually, the most important step in the process of selection is picking a service provider to manage business processes and applications. Making the final decision means signing a contract that clearly defines the performance measures, team size, team members, pricing policies, business continuity plans and overall quality of work standards.

### Conclusion

In a word, remember that outsourcing is a long-term relationship, and choosing the right vendor is crucial to meet your technology, business and financial objectives. If you base your decision on the steps above, you will eliminate the risks of engaging in a wrongly-selected affiliation that can not only fail to improve your business, but also even do harm.



### Notes

- |                     |                  |                                    |
|---------------------|------------------|------------------------------------|
| 1. offshore         | <i>adj.</i>      | 近海的, 向海的, 离岸的                      |
| 2. ramp up          | <i>vt. / vi.</i> | 加强; 加大                             |
| 3. approx           | <i>adv.</i>      | (approximately) 大约, 大概             |
| 4. consultant       | <i>n.</i>        | 顾问, 高级顾问医生, 会诊医生                   |
| 5. well-established | <i>adj.</i>      | 已为大家接受的; 信誉卓越的; 生了根的; 根深蒂固的        |
| 6. methodology      | <i>n.</i>        | (从事某一活动的)一套方法, 原则                  |
| 7. end up with      |                  | 以……告终                              |
| 8. executive        | <i>adj.</i>      | 实行的, 执行的, 行政的                      |
|                     | <i>n.</i>        | 执行者, 经理主管人员                        |
| 9. formulate        | <i>vt.</i>       | 构想出, 规划; 确切地阐述                     |
| 10. define          | <i>v.</i>        | 说明(事物)的性质(或本质); 详述, 描述             |
| 11. validate        | <i>vt.</i>       | 证实; 确证, 验证                         |
| 12. oppose to       |                  | 反对; 与……对照; 与……对比                   |
| 13. spell out       |                  | 拼出, 读出; 阐明                         |
| 14. criteria        | <i>n.</i>        | (criterion 的复数) (批评、判断的)标准, 准则, 尺度 |
| 15. eliminate       | <i>vt.</i>       | 消除, 排除; 淘汰                         |

16. complementary *adj.* 互补的, 补充的; 相互补足的
17. articulate *vt.* 清楚地表达
18. sole *adj.* 单独的, 唯一的; 专有的, 独占的, 全权处理的
19. scenario *n.* 方案, 纲要; (对可能出现的情况的) 描述, 推测
20. invalidate *vt.* 使无效; 使作废
21. profile *n.* 外形; 轮廓; 外观; 形象
22. infrastructure *n.* 基础设施; 基础结构; 基础建设
23. subcontractor *n.* 转包商, 次承包者
24. adhere to *v.* 遵循, 依附; 坚持
25. deadline *n.* 最后期限
26. continuity *n.* 连续(性), 持续(性)
27. affiliation *n.* 附属机构, 隶属机构, 分公司, 分会, 分部
28. business climate 商业气候, 企业气候, 商业环境
29. financial statement 已审定的财务报告, 财务决算
30. quality initiatives 品质领先
31. leverage *n.*

(1) 〈物〉杠杆作用, 杠杆的力量, 杠杆效力

We'll have to use leverage to move this huge rock.

我们不得不借助杠杆之力来移动这块巨石。

(2) 力量, 影响, 影响力

He has some leverage over the politician. 他对这位政客有些影响。

(3) 举债经营, 杠杆作用(用以增加财政收益的潜力)

brake leverage 制动杠杆臂长比, 杠杆力臂

commercial leverage 商业上的调节手段

financial leverage 财务杠杆作用

*vt.* 权衡; 促使……改变

32. phase

(1) *vt.* 分阶段计划[安排]

The modernization of the industry was phased over at 20-year period.

工业现代化分 20 年逐步实现。

(2) *n.* 阶段

The child is going through a difficult phase. 那孩子正经历着困难的阶段。





## Exercises

I. Fill in the blanks with the words or expressions given below, and change their forms where necessary.

offshore	well-established	executive	eliminate	profile
continuity	phase	formulate	complementary	deadline

1. Our team was \_\_\_\_\_ in the first round.
2. The \_\_\_\_\_ has been making decisions about the future of the company.
3. The newspaper publishes a \_\_\_\_\_ of a leading sportsman every week.
4. His money is in an \_\_\_\_\_ island bank.
5. April 15 is the \_\_\_\_\_ for filling individual income-tax returns.
6. There is no \_\_\_\_\_ among the three parts of the book.
7. He took care to \_\_\_\_\_ his reply very clearly.
8. These two aims are not always mutually \_\_\_\_\_; at times they conflict.
9. It was a very important \_\_\_\_\_ of history.
10. This company is \_\_\_\_\_ and reliable.

II. Translate the following sentences into English with the words given.

1. 我们开始时喝汤,最后吃水果。(end up with)
2. 那家地位巩固的公司倒闭了,造成6 000个职位丧失。(well-established)
3. 他的演说阐明了他的政党的对外政策。(spell out)
4. 委员们反对主席的这个决定。(oppose to)
5. 他坚持他在会上所说的话。(adhere to)

III. Translate the following sentences into Chinese.

1. The team should consist of individuals from various parts of the company, such as executives from affected business departments, legal staff and human resources responsible.
2. As opposed to a highly specific, formal Request for Proposal (RFP), the RFI encourages