# 现代物流英语

乐美龙　编著


上海交通大学出版社

# Modern Logistics English

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## 内 容 简 介

本书是高等院校物流工程、物流管理专业的专业英语教材，选文内容涵盖供应链管理、物流管理、交通运输、集装箱化、国际航运、仓储与库存管理、电子商务和现代物流有关单证等。全书共有25篇文章，每篇文章后均附有相应的单词和词组，并设置练习题供学生练习与理解。本书内容精简、选材广泛、专业性强、深度恰当，可作为物流工程与管理专业本科生、工程硕士生和其他相关专业的教学用书，也可供物流部门工程技术人员阅读参考。

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# 前　言

物流工程与物流管理专业在我国虽然起步较晚，但发展迅速，因为它顺应了经济全球化和生产信息化的大趋势。谋求资源在全球范围内的优化配置，企业专注于其核心业务的改革和由生产信息化带来的对物流的更高要求，是现代物流发展的动因所在。同时，作为基础的现代物流业发达与否，也直接影响着经济的发展。为了加快物流高级人才的培养，教育部于2003年推出了物流工程与管理专业工程硕士教育项目，上海交通大学等成为第一批开展物流工程与管理专业工程硕士教育的高校。本书的前身作为讲义曾在上海交通大学等学校使用过多次，现在为了正式出版，编者又作了进一步的修订，力求内容和程度更适合与贴近高等院校物流工程与管理专业的需要。

自20世纪60年代以来，物流技术发展迅速，物流运作模式也在不断演进中，与之相适应的与物流学科有关的内容也处于不断的发展与完善之中。本书在选材上力求紧贴物流学科的发展趋势，反映现代物流的最新概念、技术与进展。相信读者读完本书后会对现代物流有一个总体的认识；有些内容需要反复精读，这对于深层次把握现代物流是有好处的。这样的安排对于照顾到我国目前物流工程与管理专业工程硕士生和硕士生具有不同的学科背景是有好处的。在阅读材料难度的把握上，本书略高于大学英语四级水平，有些有关法律的内容和公文写作则相当于大学英语六级水平。

本书是为了解决物流工程与管理专业工程硕士和硕士教育目前缺乏合适的专业英语教材而编写的。稍作删节后，也可供物流工程、物流管理专业的本科教育和高职教育作教材。由于时间仓促，本书的错误和不妥之处在所难免，恳请读者批评指正。编者的E-mail：mlyue@online.sh.cn

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# 目　录

# Lesson 1 Supply Chain Management

## 1 Introduction

One of the most significant paradigm shifts of modern business management is that individual businesses no longer compete as solely autonomous entities, but rather as supply chains. Business management has entered the era of internetwork competition. Instead of brand versus brand or store versus store, it is now suppliers-brand-store versus suppliers-brand-store, or supply chain versus supply chain. In this emerging competitive environment, the ultimate success of the single business will depend on management's ability to integrate the company's intricate network of business relationships (Christopher, 1998).

Increasingly, the management of multiple relationships across the supply chain is being referred to as "supply chain management" (SCM). Strictly speaking, the supply chain is not a chain of businesses with one-to-one, business-to-business relationships, but a network of multiple businesses and relationships. SCM offers the opportunity to capture the synergy of intra- and inter-company integration and management. In that sense, SCM deals with total business process excellence and represents a new way of managing the business and relationships with other members of the supply chain.

Thus far, there has been relatively little guidance from academia, which has in general been following rather than leading business practice (Hewitt, 1994; Cooper et al., 1997a). There is a need to build theory and develop normative tools and methods for successful SCM practice. The exploratory empirical findings reported here are part of a research effort to develop a normative model to guide future research. Executives can use the model to capture the potential of successful SCM.

The Global Supply Chain Forum, a group of non-competing firms and academic researchers with the objective to improve the theory and practice of SCM, define SCM as: "... the integration of key business processes from end user through original suppliers that provides products, services, and information that add value for customers and other stakeholders."

Generally, SCM consists of a simplified supply chain network structure, the information and product flows, and the key supply chain business processes penetrating functional silos within the company and the various corporate silos across the supply chain. Thus, business processes become supply chain business processes linked across intra- and inter-company boundaries.

## 2 The Supply Chain Revolution

As recently as the early 1990s, the average time required for a company to process and deliver merchandise to a customer from warehouse inventory ranged from 15 to 30 days, sometimes even longer. The typical order-to-delivery scenario involved order creation and transfer, which was usually via telephone, fax, Electronic Data Interchange (EDI) or public mail, followed by order processing, which involved the use of manual or computer systems, credit authorization and order assignment to a warehouse for selection; followed by shipment to a customer. When everything went as planned, the average time for a customer to receive items ordered was lengthy. When something went wrong (as it most often did), such as inventory out-of-stock, a lost or misplaced work order, or a misdirected shipment, total time to service customers escalated rapidly.

To support this lengthy and unpredictable time to market, it became common practice to stockpile inventory. For example, inventories of identical products were typically stocked by retailers, wholesalers, and manufacturers. Despite such extensive inventory, out-of-stocks and delayed deliveries remained pervasive due to the large number of product variations.

These accepted business practices of the 20th century, as well as the distribution channel structure used to complete delivery, evolved from years of experience that dated from the industrial revolution. Such long-standing business practices remained in place and unchallenged because no clearly superior alternative existed. The traditional distribution process was designed to overcome challenges and achieve benefits that long ago ceased to be important. The industrialized world is no longer characterized by scarcity. Consumer affluence and desire for wide choice of products and services continues to accelerate. In fact, today's consumers want a wide range of options they can configure to their unique specifications. The desires of customers have shifted from passive acceptance to active involvement in the design and delivery of specific products and services. Transportation capacity and operational performance have increasingly become more economical and reliable, as today's transportation is supported by sophisticated technology that facilitates predictable and precise delivery.

Most of all, a massive change has occurred as a result of information availability. During the decade of the 1990s, the world of commerce was irrevocably impacted by computerization, the Internet, and a range of inexpensive information transmission capabilities. Information characterized by speed, accessibility, accuracy, and most of all relevancy became the norm. The Internet, operating at Web speed, has become an economical way to conduct transactions and launched the potential of business-to-business (B2B) consumer direct E-distribution. Driven by these fundamental forces, a global economy rapidly emerged.

What began during the last decade of the 20th century and will continue to unfold well

into the 21st century is what historians will characterize as the dawning of the *information or digital age*. In the age of electronic commerce, the reality of B2B connectivity has made possible a new order of business relationships called *supply chain management*. Managers are increasingly questioning traditional distribution, manufacturing and purchasing practices. In this new order of affairs, products can be manufactured to exact specifications and rapidly delivered to customers at locations throughout the globe. Logistical systems exist that have the capability to deliver products at exact times. Customer order and delivery of a product can be performed in hours. The frequent occurrence of service failures that characterized the past is increasingly being replaced by a growing managerial commitment to zero defect or what is commonly called six-sigma performance.

What managers are experiencing today we choose to describe as the *supply chain revolution* and a related *logistical renaissance*. These two massive shifts in expectation and practice concerning the performance of business operations are highly interrelated, but they are significantly different aspects of contemporary strategic thinking.

Supply chain (sometimes called the *value chain or demand chain*) management consists of *firms collaborating to leverage strategic positioning and to improve operating efficiency*. For each firm involved, the supply chain relationship reflects strategic choice. A supply chain strategy is a channel arrangement based on acknowledged dependency and relationship management. Supply chain operations require managerial processes that span across functional areas within individual firms and link trading partners and customers across organizational boundaries.

Logistics, in contrast to supply chain management, is *the work required to move and position inventory throughout a supply chain*. As such, logistics is a subset of and occurs within the broader framework of a supply chain. Logistics is the process that creates value by timing and positioning inventory; it is the combination of a firm's order management, inventory, transportation, warehousing, materials handling, and packaging as integrated throughout a facility network. Integrated logistics serves to link and synchronize the overall supply chain as a continuous process and is essential for effective supply chain connectivity. While the purpose of logistical work has remained essentially the same over the decades, the way the work is performed continues to radically change.

Confusion exists concerning the appropriate scope of what constitutes a supply chain, to what extent it involves integration with other companies as contrasted to internal operations and how it is implemented in terms of competitive practices. For most managers, the supply chain concept has intrinsic appeal because it visions new business arrangements offering the potential to improve customer service. The concept also implies a highly efficient and effective network (If business linkages that can serve to improve efficiency by eliminating duplicate and nonproductive work). Understanding more specifically what constitutes the supply chain revolution starts with a review of traditional *distribution channel practice*.

To overcome challenges of commercial trading, firms developed business relationships

with other product and service companies to jointly perform essential activities. Such acknowledged dependency was necessary to achieve benefits of specialization. Managers, following the early years of the industrial revolution, began to strategically plan core competency, specialization, and economy of scale. The result was realization that working closely with other businesses was essential for continued success. This understanding that no firm could be totally self-sufficient contrasted to some earlier notions of vertical ownership integration. Acknowledged dependence between business firms created the study of what became known as *distribution or marketing channels*.

Because of the high visibility of different types of businesses, the early study of channel arrangements was characterized by classification based on specific roles performed during the distributive process. For example, a firm may have been created to perform the value-added services of a wholesaler. Firms doing business with a wholesaler had expectations concerning what services they would receive and the compensation they would be expected to pay. In-depth study of specific channels quickly identified the necessity for leadership, a degree of commitment to cooperation among channel members, and means to resolve conflict. Those who conducted research in channel structure and strategy developed topologies to classify observable practice ranging from a single transaction to highly formalized continuous trading relationships.

The bonding feature of channel integration was a rather vague concept that benefits would result from cooperation. However, primarily due to a lack of high-quality information, the overall channel structure was postured on an adversarial foundation. When push came to shove, each firm in the channel would first and foremost focus on its individual goals. Thus, in final analysis, channel dynamics were more often than not characterized by a dog-eat-dog competitive environment.

During the last decade of the 20th century, channel strategy and structure began to shift radically. Traditional distribution channel arrangements moved toward more collaborative practice that began with the rapid advancement of computers and information transfer technology and then accelerated with the Internet and World Wide Web explosion. The connectivity of the World Wide Web served to create a new vision.

The context of an integrated supply chain is multifirm relationship management within a framework characterized by capacity limitations, information, core competencies, capital, and human resource constraints. Within this context, supply chain structure and strategy results from efforts to operationally link an enterprise with customers as well as the supporting distributive and supplier networks to gain competitive advantage. Business operations are therefore integrated from initial material purchase to delivery of products and services to end customers.

Value results from the synergy among firms comprising the supply chain with respect to five critical flows: information, product, service, financial, and knowledge. Logistics is the primary conduit of product and service flow within a supply chain arrangement. Each firm

engaged in a supply chain is involved in performing logistics. Such logistical activity may or may not be integrated within that firm and within overall supply chain performance. Achievement of logistical integration is the focus of this text.

The generalized supply chain arrangement logically and logistically links a firm and its distributive and supplier network to end customers. The message conveyed in the figure is that the integrated value-creation process must be managed from material procurement to end-customer product/service delivery.

The integrated supply chain perspective shifts traditional channel arrangements from loosely linked groups of independent businesses that buy and sell inventory to each other toward a managerially coordinated initiative to increase market impact, overall efficiency, continuous improvement, and competitiveness. In practice, many complexities serve to cloud the simplicity of illustrating supply chains as directional line diagrams. For example, many individual firms simultaneously participate in multiple and competitive supply chains. To the degree that a supply chain becomes the basic unit of competition, firms participating in multiple arrangements may confront loyalty issues related to confidentially and potential conflict of interest.

Another factor that serves to add complexity to understanding supply chain structure is the high degree of mobility and change observable in typical arrangements. It's interesting to observe the fluidity of supply chains as firms enter and exit without any apparent loss of essential connectivity. For example, a firm and/or service supplier may be actively engaged in a supply chain structure during selected times, such as a peak selling season, and not during the balance of a year. To illustrate the complexity of such virtual supply chain arrangements, some observers choose to explain the resulting structure as being analogous to a *value net*.

The successful supply chain strategies are listed as follows:

- **Market Saturation Driven**: Focusing on generating high profit margins through strong brands and ubiquitous marketing and distribution.
- **Operationally Agile**: Configuring assets and operations to react nimbly to emerging consumer trends along lines of product category or geographic region.
- **Freshness Oriented**: Concentrating on earning a premium by providing the consumer with product that is fresher than competitive offerings.
- **Consumer Customizer**: Using mass customization to build and maintain close relationships with end consumers through direct sales.
- **Logistics Optimizer**: Emphasizing a balance of supply chain efficiency and effectiveness.
- **Trade Focused**: Prioritizing "low price, best value" for the consumer (as with the logistics optimizer strategy but focusing less on brand than on dedicated service to trade customers).

## 3 SCM Versus Logistics

The term SCM was originally introduced by consultants in the early 1980s and has subsequently gained tremendous attention (La Londe, 1998). Since the early 1990s, academics have attempted to give structure to SCM (Stevens, 1989; Towill et al., 1992). Bechtel and Jayaram (1997) provided an extensive retrospective review of the literature and research on SCM. They identified generic schools of thought, and the major contributions and fundamental assumptions of SCM that must be challenged in the future.

Until recently, most practitioners (Davis, 1993; Lee et al., 1993; Arntzen et al., 1995; Lee and Billington, 1995; Camp and Colbert, 1997), consultants (Scharlacken, 1998; Tyndall et al., 1998) and academics (Lee and Billington, 1992; Bowersox and Closs, 1996; Fisher, 1997; Sheffi and Klaus, 1997; Handfield and Nichols, 1999) viewed SCM as not appreciably different from the contemporary understanding of logistics management, as defined by the Council of Logistics Management in 1986. That is, SCM was viewed as logistics outside the firm to include customers and suppliers. Logistics as defined by the Council of Logistics Management always represented a supply chain orientation, "from point of origin to point of *consumption.*" Then why the confusion? It is probably due to the fact that logistics is a functional silo within companies and is also a bigger concept that deals with the management of material and information flows across the supply chain. This is similar to the confusion over marketing as a concept and marketing as a functional area. Thus, the quote from the chief executive officer: "Marketing is too important to be left to the marketing department." Everybody in the company should have a customer focus. The marketing concept does not apply just to the marketing department. It is everybody's responsibility to focus on serving the customer's needs.

The understanding of SCM has been reconceptualized from integrating logistics across the supply chain to the current understanding of integrating and managing key business processes across the supply chain (Cooper et al., 1997b). Based on this emerging distinction between SCM and logistics, in October 1998 the Council of Logistics Management announced a modified definition of logistics. The modified definition explicitly declares the Council's position that logistics management is only a part of SCM. The revised definition is: "Logistics is 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 the point-of-origin to the point-of-consumption in order to meet customers requirements."

Imagine the degree of complexity required to manage all suppliers back to the point of origin and all products/services out to the point of consumption. It is probably easier to understand why executives would want to manage their supply chains to the point of consumption because whoever has the relationship with the end user has the power in the supply chain. Intel created a relationship with the end user by having computer

manufacturers place an "Intel inside" label on their computers. This affects the computer manufacturer's ability to switch microprocessor suppliers. But managing all tier 1 suppliers' networks to the point of origin is an enormous undertaking. Managing the entire supply chain is a very difficult and challenging task, as illustrated in figure 1.

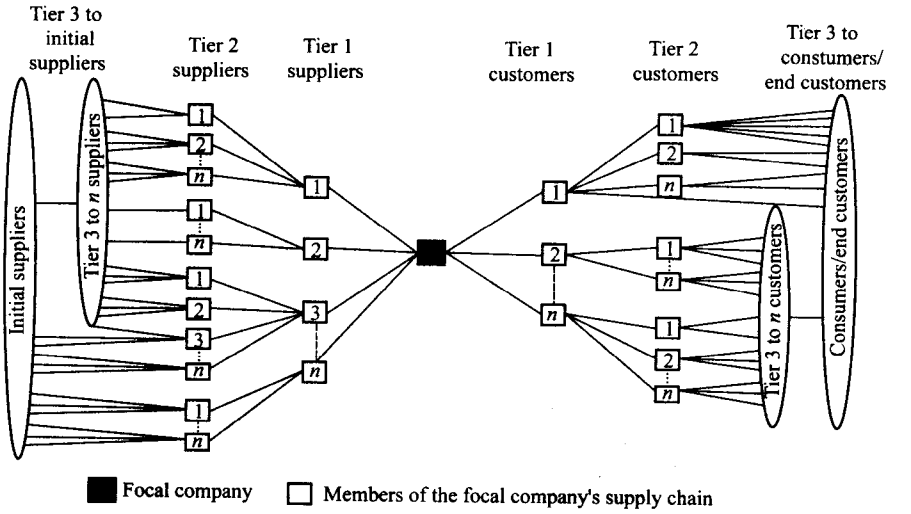


Figure 1 Supply chain network structure (Source: Lambert et al, 1998a)

## 4 The Marketing Perspective

The early marketing channel researchers such as Bucklin (1966) conceptualized the key factors for why and how channels are created and structured. From a supply chain standpoint these researchers were on the right track in the areas of: ① identifying who should be a member of the marketing channel; ② describing the need for channel co-ordination; and ③ drawing actual marketing channels. However, for the last 30 years many channels researchers have ignored two critical issues. First, they did not build on the early contributions by including suppliers to the manufacturer, and thus neglected the importance of a total supply chain perspective. Second, they focused on marketing activities and flows across the channel, and overlooked the need to integrate and manage multiple key processes within and across companies. More recently, Webster (1992) challenged marketers and marketing researchers to consider relationships with multiple firms. He also called for cross-functional consideration in strategy formulation.

Unlike the marketing channels literature, a major weakness of much of the SCM literature is that the authors appear to assume that everyone knows who is a member of the supply chain. There has been little effort to identify specific supply chain members, key processes that require integration, or what management must do to successfully manage the supply chain.

## 5 A Conceptual Framework of Supply Chain Management

The conceptual framework emphasizes the interrelated nature of SCM and the need to proceed through several steps to design and successfully manage a supply chain. The SCM framework consists of three closely interrelated elements: the supply chain network structure, the supply chain business processes, and the SCM components (Figure 2).

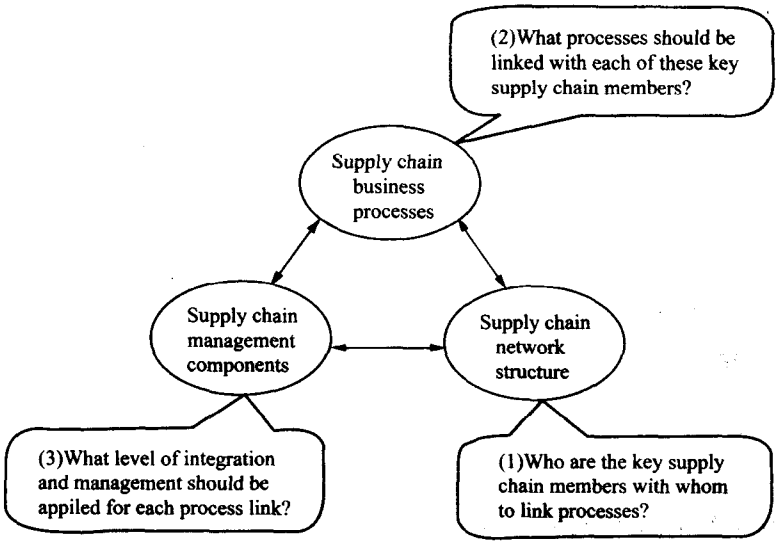


Figure 2 Elements and key decisions in the SCM framework (source: Cooper et al., 1997b)

The supply chain network structure is the member firms and the links between these firms. Business processes are the activities that produce a specific output of value to the customer. The management components are the managerial variables by which the business processes are integrated and managed across the supply chain. Each of the interrelated elements that constitute the framework is described below.

**Supply Chain Network Structure**

All firms participate in a supply chain from the raw materials to the ultimate consumer. How much of this supply chain needs to be managed depends on several factors, such as the complexity of the product, the number of available suppliers, and the availability of raw materials. Dimensions to consider include the length of the supply chain and the number of suppliers and customers at each level. It would be rare for a firm to participate in only one supply chain. For most manufacturers, the supply chain looks less like a pipeline or chain than an uprooted tree where the branches and roots are the extensive network of customers and suppliers. The question is how many of these branches and roots need to be managed.

The closeness of the relationship at different points in the supply chain will differ. Management will need to choose the level of partnership appropriate for particular supply chain links (Lambert et al., 1996a,b). Not all links throughout the supply chain should be

closely coordinated and integrated. The most appropriate relationship is the one that best fits the specific set of circumstances (Cooper and Gardner, 1993). Determining which parts of the supply chain deserve management attention must he weighed against firm capabilities and the importance to the firm.

It is important to have an explicit knowledge and understanding of how the supply chain network structure is configured. We suggest that three primary structural aspects of a company's network structure are: the members of the supply chain, the structural dimensions of the network, and the different types of process links across the supply chain. Each issue is addressed separately below.

**Identifying Supply Chain Members**

When determining the network structure, it is necessary to identify who the members of the supply chain are. Including all types of members may cause the total network to become highly complex, since it may explode in the number of members added from tier level to tier level. To integrate and manage all process links with all members across the supply chain would, in most cases, be counterproductive, if not impossible. The key is to sort out some basis for determining which members are critical to the success of the company and the supply chain, and thus should be allocated managerial attention and resources.

Marketing channels researchers identified members of the channel based on who takes part in the various marketing flows, including product, title, payment, information, and promotion flows (Stern and El-Ansary, 1995). Each flow included relevant members, such as banks for the payment flow and advertising agencies for the promotion flow. The channel researchers sought to include all members taking part in the marketing flows, regardless of how much impact each member had on the value provided to the end customer or other stakeholders.

The members of a supply chain include all companies/organizations with whom the focal company interacts directly or indirectly through its suppliers or customers, from point of consumption. However, to make a very complex network more manageable it seems appropriate to distinguish between primary and supporting members. The definitions of primary and supporting members are based on interviews and discussions with the members of The Global Supply Chain Forum, and by applying the definition of a business process proposed by Davenport (1993). *Primary members* of a supply chain are: all those autonomous companies or strategic business units who carry out value-adding activities (operational and/or managerial) in the business processes designed to produce a specific output for a particular customer or market.

In contrast, *supporting members* are companies that simply provide resources, knowledge, utilities, or assets for the primary members of the supply chain. For example, supporting companies include those that lease trucks to the manufacturer, banks that lend money to a retailer, the owner of the building that provides warehouse space, or companies that supply production equipment, print marketing brochures, or temporary secretarial assistance.

These supply chain members support the primary members now and in the future.

The same company can perform both primary and supportive activities. Likewise, the same company can perform primary activities related to one process and supportive activities related to another process. An example from one of the case studies is an original equipment manufacturer (OEM) that buys some critical and complex production equipment from a supplier. When the OEM develops new products they work very closely with the equipment supplier to assure there is the right equipment to make the new product. Thus the supplier is a primary member of the OEM's product development process. However, once the machinery is in place, the supplier is a supportive, not a primary, member for the manufacturing flow management process, since supplying the equipment does not in itself add value to the output of the process, even though the equipment itself adds value.

It should be noted that the distinction between primary and supporting supply chain members is not obvious in all cases. Nevertheless, this distinction provides a reasonable managerial simplification and yet captures the essential aspects of who should be considered as key members of the supply chain. The approach for differentiating between types of members is to some extent similar to how Porter (1984) distinguished between primary and support activities in his "value chain" framework.

The definitions of primary and supporting members make it possible to define the point of origin and the point of consumption of the supply chain. The *point of origin* of the supply chain occurs where no previous primary suppliers exist. All supplies to the point of origin members are solely supporting members. The *point of consumption* is where no further value is added, and the product and /or service is consumed.

**The Structural Dimensions of the Network**

Three structural dimensions of the network are essential when describing, analyzing, and managing the supply chain. These dimensions are the horizontal structure, the vertical structure, and the horizontal position of the focal company within the end points of the supply chain.

The *horizontal structure* refers to the number of tiers across the supply chain. The supply chain may be long, with numerous tiers, or short, with few tiers. As an example, the network structure for bulk cement is relatively short. Raw materials are taken from the ground, combined with other materials, moved a short distance, and used to construct buildings. The *vertical structure* refers to the number of suppliers/customers represented within each tier. A company can have a narrow vertical structure, with few companies at each tier level, or a wide vertical structure, with many suppliers and/or customers at each tier level. The third structural dimension is the company's *horizontal position within the supply chain*. A company can be positioned at or near the initial source of supply, be at or near to the ultimate customer, or somewhere between these endpoints of the supply chain.

In the companies studied, different combinations of these structural variables were found. In one example, a narrow and long network structure on the supplier side was

combined with a wide and short structure on the customer side. Increasing or reducing the number of suppliers and/or customers will affect the structure of the supply chain. For example, as some companies move from multiple to single source suppliers, the supply chain may become narrower. Outsourcing of logistics, manufacturing, marketing, or product development activities is another example of decision-making that is likely to change the supply chain structure. It may increase the length and width of the supply chain, and likewise influence the horizontal position of the focal company in the supply chain network.

Supply chains that burst to many tier 1 customers/suppliers will strain the resources for how many process links the focal company can integrate and closely manage beyond tier 1. In general, our research team has found that companies with immediately wide vertical structures actively managed only a few tier 2 customers or suppliers. Some of the companies studied have transferred the servicing of small customers to distributors, thus moving the small customers further down the supply chain from the focal company. This principle, known as *functional spin-off*, is described in the channel literature, and can be applied to the focal company's network of suppliers (Stern and El-Ansary, 1995).

In the companies studied, the supply chains looked different from each company's perspective, since the management of each company sees its firm as the focal company, and views the membership and network structure differently. However, because each firm is a member of the other's supply chain, it is important for the management of each firm to understand their interrelated roles and perspectives. The reason for this is that the integration and management of business processes across company boundaries will be successful only if it makes sense from each company's perspective(Cooper et al., 1997a).

(*Source: Abridged from DOUGLAS M. LAMBERT, Ohio State University, Columbus, CHAPTERS 7: "The Supply Chain Management and Logistics Controversy," in A. M. Brewer, K. Button, and D. A. Hensher, eds., Handbook of Logistics and Supply-Chain Management, Oxford: Pergamon Press*, 2001, *pp.* 99—126)

## ○ New Words

stakeholder *n*. 证券持有者,赌金保管者
pervasive *adj*. 遍布的
scarcity *n*. 不足,缺乏
affluence *n*. 富裕
conduit *n*. 导管,导水管,导电管
ubiquitous *adj*. 普遍存在的
nimble *adj*. 敏捷的,聪明的
nimbly *adv*. 敏捷地,聪明地
focal *adj*. 焦点的,在焦点上的
connectivity *n*. 连接性,连通性

synchronize *v*. 使同步
visibility *n*. 可见性,能见度
saturate *v*. 浸透,使充满

## Phrases & Terms

functional silo 功能模块,功能筒,功能仓
corporate silo 企业(社团)模块,企业筒,企业仓
integrated logistics 整合物流
value net 价值网
market saturation driven 市场浸透驱动(指追求最大市场利益为动因)
operationally agile 操纵敏捷性
logistics optimizer 物流优化(器)
functional spin-off 功能剥离

## Notes

1. Generally, SCM consists of a simplified supply chain network structure, the information and product flows, and the key supply chain business processes penetrating functional silos within the company and the various corporate silos across the supply chain.

总的来说,供应链管理由简化的供应链网络、信息流、产品流及在企业内穿越功能模块和在整个供应链上穿越各种企业模块的核心供应链业务流程组成。

2. The Internet, operating at Web speed, has become an economical way to conduct transactions and launched the potential of business-to-business (B2B) consumer direct E-distribution.

以 Web 网络速度运行的 Web 网已经成为进行交易的经济手段并激发了企业间电子商务、消费者主导的电子分拨的潜能。

3. The frequent occurrence of service failures that characterized the past is increasingly being replaced by a growing managerial commitment to zero defect or what is commonly called six-sigma performance.

过去经常发生的服务失败正日益被逐渐增长的管理上的零缺陷或所谓的六西格马管理的努力所替代。

4. A supply chain is a channel arrangement based on acknowledged dependency and relationship management. Supply chain operations require managerial processes that span across functional areas within individual firms and link trading partners and customers across organizational boundaries.

供应链基于已知的依赖性和相互关系管理基础上的渠道安排。供应链运作需要跨越公司内各职能部门和连接跨越组织边界的贸易各方及客户的管理。

5. Because of the high visibility of different types of businesses, the early study of channel