

Chapter III

第三章

The logistics operation and distribution

物流运作和配送

Unit 8 The logistics operation process

Forms of logistics operation process

物流作业程序的形式

There can be various forms of logistics operation process. No process is applicable to all organizations or products. However, in usual cases, there can be some major steps common for a product to travel from receipt of order to delivery to the user (Figure 8.1).

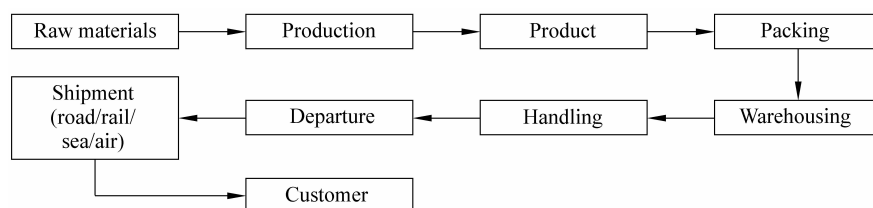


Figure 8.1 A common logistics operation model

The above processes can accordingly be simplified, adjusted or supplemented on the basis of the specific requirements made by the customer or by the manufacturer with regard to packing and transportation modes of the product. Other factors, such as the sales profit in the whole logistics link also have an impact on the processes.

There are various modes of transportation and choice of the most feasible mode can be made as per the specific situation and the operator's individual needs. For example, shipment by road or rail, or the combined transport of both need to be weighed against such factors as nature of product, distance, time, as well as the operator's preference.

In selecting the logistics operation process, there is need for the logistics operators to combine economic benefit of the market, and this is the inevitable element for the

development of the logistics system.

What are major forms of logistics shipment?

物流运输有哪些主要形式?

As there are various operation modes for the logistics system, there can be different forms of logistics shipment. There are now three major forms of shipment prevalent in the logistics sector.

1. Shipper-centered shipment

In this mode, the manufacturer coordinate with the transport operators, be it road, rail, sea, or air operators, and jointly assumed the mission of supply logistics to the shipper.

2. Rail or sea carrier-centered shipment

The manufacturer sources goods and then arranges shipment, which means the manufacturer outsources its trunk movement to a carrier.

3. Third-party freight forwarder-centered shipment

A third-party freight forwarder sources goods and offers whole-course shipment, providing “all-inclusive” services.

In the whole logistics process, both shipper and carrier must exist. Owing to the strength that one has, the balance of power may somehow tilt to one side or the other. The shipper holds the physical goods while the carrier owns the compatible logistics carriage vehicles, both having its advantages. A third-party freight forwarder can provide various services, linking the shipper and carrier. Any one of the three has its specific function and plays a part in jointly fulfilling a logistics process.

Integration of all logistics functions

整合全部物流功能

All logistics functions should be driven by the business forecast, which is based on the strategic objectives of the company. By doing this you can turn logistics into a competitive advantage because it will allow you to provide predetermined service levels to your customers at the lowest possible cost (Figure 8.2).

The forecast determines what to produce, and at which time to meet the market demand. However, this is easier said than done. In most companies, forecasting is actually the weakest link in the chain. If the forecast is off, we can see symptoms like:

- Low availability of the right product
- High inventory levels
- Low inventory turns
- Obsolescence
- Reactive organization (“firefighting” mode)

So what to do about it? First we need to create a forecasting function that is an

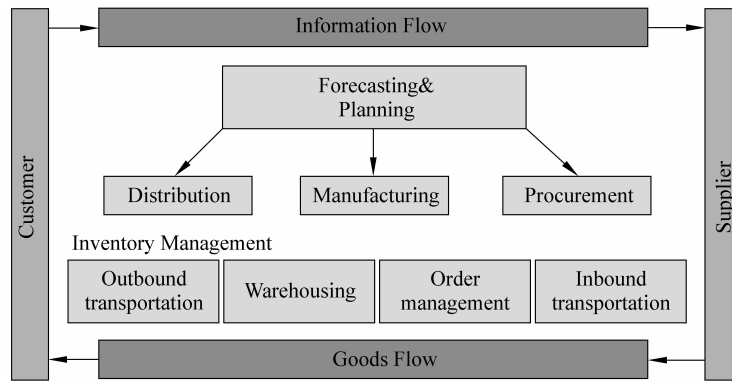


Figure 8.2 A practical model of integrated logistics functions

integral part of the business planning process. The forecast gets input from, and has to work closely with:

- Marketing (future requirements)
- Sales (immediate requirements)
- Manufacturing (capacity constraints)
- Distribution (inventory and transportation constraints)
- Senior management (strategic objectives)

Vocabulary

receipt of order 订单接收

adjust [ə'dʒʌst] *vt.* 适应, 调整

supplement ['sʌpliment] *vt.* 增补, 补充

have an impact on 对……有影响

feasible ['fi:zəbl] *a.* 可行的

as per 按照, 根据

combined transport 联运

weigh [wei] *vt.* 称(重), 衡量, 掂量

preference ['prefərəns] *n.* 偏爱, 偏好, 喜好

economic benefit 经济效益

inevitable [in'evitəbl] *a.* 不可避免的

prevalent ['prevələnt] *a.* 普遍的, 流行的

coordinate [kəu'ɔ:dinit] *vi.* 协调

coordinate with 与……相协调

assume [ə'sju:m] *vt.* 承担

shipper ['ʃipə] *n.* 托运人, 发货人, 货主

source [sɔ:s] *vt.* 采办(货源), 组织货源

outsource [ˈaʊtˈsɔːs] *vt.* 外包
 trunk movement 干线运输
 carrier [ˈkæriə] *n.* 承运人
 whole-course 全程的
 all-inclusive services 全包服务,一条龙服务
 tilt [tilt] *vi.* 倾斜
 compatible [kəmˈpætəbl] *a.* 匹配的,兼容的,协调的
 predetermined [ˌpriːdɪˈtɜːmind] *a.* 预先确定的
 symptom [ˈsɪmptəm] *n.* 症状
 inventory turns 库存周转率
 obsolescence [ˌɒbsəˈlesns] *n.* 荒废,报废



注释

Notes:

1. However, in usual cases, there can be some major steps common for a product to travel from receipt of order to delivery to the user. 但是一般来说,某一产品从接到订单开始到发送给用户为止,会有一些主要的共同的步骤。
receipt 是由动词 receive 转换而来的名词,意为“收到,接收”。
2. The above processes can accordingly be simplified, adjusted or supplemented on the basis of the specific requirements made by the customer or by the manufacturer with regard to packing and transportation modes of the product. 上述过程可以根据用户的要求或厂商对产品的包装及运输形式等方面的要求而进行相应的简化、调整或补充。
made by...是过去分词短语,作定语,修饰前面的名词 requirements。
3. Other factors, such as the sales profit in the whole logistics link also have an impact on the processes. 其他因素,如整个物流环节中的销售利润,也会对这些程序产生影响。
4. There are various modes of transportation and choice of the most feasible mode can be made as per the specific situation and the operator's individual needs. 运输形式多种多样,人们可以根据具体的实际情况以及经营者个人需要来选择最可行的运输形式。
as per 是一个常用的介词短语,意为“根据,依据”,该短语经常用于技术及商务英语中,相当于口语中的 according to 和 in terms of。
5. For example, shipment by road or rail, or the combined transport of both need to be weighed against such factors as nature of product, distance, time, as well as the operator's preference. 例如,用公路还是铁路,还是使用两者的联运方式来发运就需要依据产品性质、距离、时间以及经营者的偏好等因素来权衡。
6. There are now three major forms of shipment prevalent in the logistics sector. 物流业通行的有 3 种主要发运模式。

7. shipper-centered shipment: 以货主为核心的发运。
8. In this mode, the manufacturer coordinate with the transport operators, be it road, rail, sea, or air operators, and jointly assumed the mission of supply logistics to the shipper. 在此模式下,生产企业协同运输经营者,不论是公路、铁路、海运还是空运经营者,共同向货主承担供应物流的任务。
9. rail or sea carrier-centered shipment: 以铁路或海运承运人为核心的发运
10. The manufacturer sources goods and then arranges shipment, which means the manufacturer outsources its trunk movement to a carrier. 生产企业组织货源,然后安排运输,即生产企业将干线运输外包给承运部门。
11. third-party freight forwarder-centered shipment: 以第三方货运代理为核心的发运
12. A third-party freight forwarder sources goods and offers whole-course shipment, providing “all-inclusive” services. 第三方货运代理组织货源并安排全程运输,提供全程“一条龙”服务。
13. In the whole logistics process, both shipper and carrier must exist. 在整个物流过程中,无论是货主还是承运人都是必须存在的。
14. Owing to the strength that one has, the balance of power may somehow tilt to one side or the other. 由于各自所具备的实力不同,权力的天平会多少向一方或另一方倾斜。
15. The shipper holds the physical goods while the carrier owns the compatible logistics carriage vehicles, both having its advantages. 货主有实在的货源,而承运人则有匹配的物流运输工具,二者各有其优势。
16. A third-party freight forwarder can provide various services, linking the shipper and carrier. 第三方货运代理可以提供连接货主与承运人之间的各种服务。
17. Any one of the three has its specific function and plays a part in jointly fulfilling a logistics process. 它们各司其职,发挥各自的能力,共同完成一个物流程序。
18. All logistics functions should be driven by the business forecast, which is based on the strategic objectives of the company. 所有物流功能应该由业务预测来驱动,这基于公司的战略目标。

句中 which 引导一个非限定性定语从句,对主句进行补充说明。

19. By doing this you can turn logistics into a competitive advantage because it will allow you to provide predetermined service levels to your customers at the lowest possible cost. 这样,您就可以把物流转换成一种竞争性优势,因为这会让您以尽可能低的成本向客户提供预先确定的服务水平。
20. The forecast determines what to produce, and at which time to meet the market demand. 预测可以确定生产什么以及何时来满足市场需求。

句中 what to produce 和 at which time to meet the market demand 均是宾语从句,共同作为动词 determine 的宾语。

21. However, this is easier said than done. 但是这一点易说难做。

英语中有一个固定习语“It's easier said than done”意为“说起来容易做起来难”，该习语在口语中很常用。

Exercises

1. Answer the following questions in English:

- (1) What are the most usual forms of logistics operation process?
- (2) What is shipper-centered shipment?
- (3) What is rail or sea carrier-centered shipment?
- (4) What is third-party freight forwarder-centered shipment?

2. Put the following words or phrases into Chinese:

- | | |
|-----------------------------------------------------|-----------------------------------|
| (1) shipper-centered shipment | (8) carriage vehicles |
| (2) rail or sea carrier-centered shipment | (9) receipt of order |
| (3) third-party freight forwarder-centered shipment | (10) handling |
| (4) whole-course shipment | (11) business forecast |
| (5) “all-inclusive” services | (12) strategic objectives |
| (6) carrier | (13) predetermined service levels |
| (7) physical goods | (14) meet the market demand |

3. Put the following words or phrases into English:

- | | |
|------------|------------------|
| (1) 调整 | (10) 将干线运输外包给承运人 |
| (2) 补充 | (11) 货代 |
| (3) 联运 | (12) 货主 |
| (4) 运营商的偏好 | (13) 易说难做 |
| (5) 组织货源 | (14) 库存周转率 |
| (6) 物流业 | (15) 荒废, 报废 |
| (7) 承担任务 | (16) 产品的现货情况 |
| (8) 外包 | (17) 应急型企业 |
| (9) 干线运输 | (18) 产能制约 |

4. subject for self-study: an integrated logistics operation chart.

See Figure 8. 2.



提示

Reminder

procurement [prə'kjuəment] *n.* 获得, 采购

outbound ['autbaund] *a.* 外向的, 出站

inbound ['in.baund] *a.* 内向的, 入站

warehousing [ˈwɛəhaʊzɪŋ] *n.* 仓储



物流相关知识

Logistics-Related Knowledge

沃尔玛中国物流模式

Walmart's China logistics mode

物流管理包含仓储、运输、包装、配送等多方面内容,对任何零售企业来讲,每个环节的精细化管理(intensive management)都至关重要,而其中商品配送环节的管理对于主营绩效(core performance)的提高具有重要意义。

沃尔玛以其物流能力而闻名。

随着世界 500 强之一——沃尔玛(Walmart)在中国内地市场的迅速扩张,越来越多的人把眼光聚焦于沃尔玛成功的秘诀。人们通常把快速转运、VMI(供应商管理库存)、EDLP(Every Day Level Price,天天平价)当作沃尔玛成功的三大法宝,其中商品的快速转运往往被认为是沃尔玛的核心竞争力。于是不少企业纷纷仿而效之,大力加快建设配送中心的步伐,认为只要加强商品的配送与分拨(allocation)管理,就能像沃尔玛一样找到在激烈的商战中制胜的精髓。但经过一段时间的运营之后,效果却不尽人意,究其原因,主要是曲解了沃尔玛的运营管理模式。沃尔玛之所以能成功,主要有以下原因。

独特的历史背景 1962 年,当沃尔玛第一家店在阿肯色州的一个小镇开业时,由于其位置偏僻,路途遥远,供应商很少愿意为其送货,因此,山姆·沃顿不得不在总部所在地本顿威尔建立了第一家配送中心,显然,一家店不可能单独支撑一个配送中心的运营成本,于是以该配送中心为核心,在周围一天车程即 500km 左右的范围内迅速开店。获得成功后,又迅速复制该运营模式。而同期的凯玛特、伍尔柯等大连锁公司,基本位于美国大城市,有大量的经销商为他们提供完善的物流等方面的专业化服务(specialized services),因此也就不会把商品配送视为自己的核心竞争力。

强大的后台信息系统 随着 IT 技术的迅猛发展,沃尔玛以最快的速度把世界一流的信息技术运用到实践中,其耗资 7 亿多美元的通信系统,是全美最大的民用电子信息系统,甚至超过了电信业巨头——美国电报电话公司,其数据处理能力(data processing capacity)仅次于美国国防部,EDI(电子数据交换系统)及条形码等现代物流技术的使用,更为全球每个门店的销售分析(sales analysis)、商品的分拨(goods allocation)及进销存管理等,提供了最强有力的武器。反观国内零售企业,门店数量少,销售量低,单店利润差,很少有实力能投资完善的信息系统。一套系统的研发少则几百万,多则几千万甚至过亿,使不少的小型零售企业望尘莫及。

门店数量众多 目前美国本土有近 4000 家店,配送中心有 30 多家,可见约 100 多家门店才能支撑一个现代配送中心的巨额费用(huge expense)。在门店数量不足时,配送中心的巨额费用往往会成为一个企业的经济负担。当沃尔玛进入中国时,也同样复制了美国的运营模式,在广东与天津分设了两个配送中心。经过多年的苦心经营,到目前为止,沃尔玛尚未实现全面盈利,不少业内人士认为与其完全照搬美国本土的运营模式有

关。美国本土的商店选址大都位于小镇,而在中国开的店大都位于中心城市,大量的供应商可以提供专业化服务,集中配送反而难以体现高效率。

Unit 9 The logistics distribution process (A)

How do you understand distribution?

你是如何理解配送?

Many have a misleading concept that distribution equals transport. Do you think so or otherwise?

People's misconception about distribution is not without ground. After all, distribution belongs to part of transportation. Nevertheless, it has its own distinct features.

Distribution is a logistics end delivery service Figure 9.1 in which goods move from supplier to user within a relatively fixed distance and time span. It includes both the physical movement of goods and handling of related procedures.

Distribution focuses on customer satisfaction and aims at cost reduction. Its operation is often centralized and integrated within a specific cover area.

Distribution differs from transport in that:

Transport is trunk movement between two points/places, usually over a longer distance, while distribution is a tail end transport between two or more places over a shorter distance, e. g. , within a town or several towns within the reach of the operator.

Transport is often place-oriented while distribution is customer-oriented.

Transport is usually a one-time service while distribution is a kind of repeated or reoccurring service.

Transport is relatively simple in procedures while distribution often involves complex procedures.

A typical distribution process

典型的配送流程

Distribution of goods is one of the core logistics operations. The logistics efficiency depends to a great extent on the operator's distribution capacity. We may well say that logistics is in a sense a distribution-driven service. Without distribution, there would be no such thing as "material flow". Particularly distribution remains the lifeline of the retail sector, and is vital to its performance. Figure 9.2 is a typical distribution process.

In practice, the logistics distribution mode varies with operator, nature of product, location, and other factors. Even the same DC may adopt a number of differentiated



Figure 9.1 Distribution: a logistics end delivery service

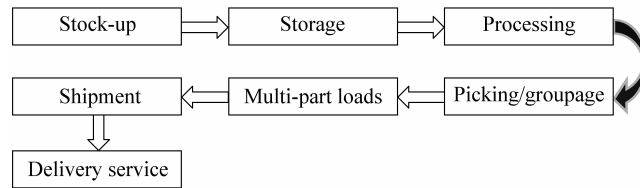


Figure 9.2 A typical distribution process

distribution modes as per the specific situations.

In general, a typical DC may execute the following operation processes:

Vocabulary

- misconception [ˌmɪskənˈsepʃən] *n.* 误解
 without ground 没有根据
 nevertheless [ˌnevəðəˈles] *ad.* 然而, 仍然
 distinct [dɪˈtɪŋkt] *a.* 明显的, 截然不同的
 end delivery service 末端递送服务
 time span 时间跨度
 physical movement 实体(物资)移动
 procedure [prəˈsiːdʒə] *n.* 程序, 手续
 satisfaction [ˌsætɪsˈfækʃən] *n.* 满意, 满意度
 cost reduction 成本降低
 centralize [ˈsentrəˌlaɪz] *vt.* 集中, 集权
 specific cover area 特定覆盖区域
 trunk movement 干线运输
 tail end transport 末端运输
 within the reach of 在……的范围内
 place-oriented 面向地点的
 customer-oriented 面向客户的
 one-time service 一次性服务
 reoccurring [riːəˈkɜːrɪŋ] *a.* 多次发生的
 reoccurring service 多次发生的服务
 core [kɔː] *n.* 核心
 distribution capacity 配送能力
 distribution-driven service 受配送驱动的服务
 lifeline [ˈlaɪfˌlaɪn] *n.* 生命线
 retail sector 零售业
 vary [ˈveəri] *vi.* 改变, 变更
 vary with 因……而变更

DC (Distribution Centre) 配送中心
 differentiated [ˌdɪfə'renʃieɪtɪd] *a.* 有差别化的
 distribution mode 配送模式
 execute [ˈeksɪkju:t] *vt.* 执行, 实行
 stock-up 备货
 part load 零担载货
 multi-part load 配装
 picking [ˈpɪkɪŋ] *n.* 分拣
 groupage [ˈgru:pɪdʒ] *n.* 配货



注释

Notes:

- Many have a misleading concept that distribution equals transport. Do you think so or otherwise? 许多人对配送有误解, 认为配送就等于运输。你也这样认为还是有别的想法?
 that 是关系词, 引导一个同位语, 与前面的名词 concept 同位。
- People's misconception about distribution is not without ground. 人们对于配送的误解也不是没有根据的。
 not without ground: 不无根据。
 not without 经常连用, 表示“不无”, 是双否定, 表示肯定概念。再如: His report is not without mistakes. 他的报告不无错误。
- Distribution is a logistics end delivery service in which goods move from supplier to user within a relatively fixed distance and time span. 配送是商品在相对固定的空间和时间段内从供应商向用户移动的物流末端递送服务。
 in which 是“介词+关系词”结构, 在句中引导一个限定性定语从句, 修饰其前的名词词组 end delivery service。
- It includes both the physical movement of goods and handling of related procedures. 它包括商品的实体移动和相关手续的办理。
- Distribution focuses on customer satisfaction and aims at cost reduction. 配送以满足客户为中心并以降低成本为目的。
- Its operation is often centralized and integrated within a specific cover area. 其作业通常是在一个特定的覆盖范围内以集中和一体化的方式完成。
- Distribution differs from transport in that 配送在下列方面有别于运输
- Transport is trunk movement between two points/places, usually over a longer distance, while distribution is a tail end transport between two or more places over a shorter distance, e. g., within a town or several towns within the reach of the operator. 运输是两点或两地之间的干线运输, 通常距离较长, 而配送是两地或两地以上的短途末端运输, 如在经营者业务覆盖范围内的一个或数个城镇之内。
- Transport is often place-oriented while distribution is customer-oriented. 运输经常面