# Unit Logistics物流, SCM (supply chain mgmt.)

 (Logistics industry)

# Lexical resource

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| 实质性的（非夸夸其谈，不是装的）；(物质存在的)真实的，实际的substance  ['sʌbst(ə)ns]= substantive, substantively ['sʌbst(ə)ntɪv] [səb'stæntɪv] dealing with things that are important or real  **[实质性问题(指重要的实际存在的问题): substantive matters/issues;**  **实质性的商谈: substantive discussions (not throwing any rhetorical marks口头上的夸夸其谈);**  **实质性的进展substantive progress**  **实质性的互动substantive interactions ]**  e.g. The State Department reported that **substantive discussions** had taken place with Beijing. 美国国务院称已经和北京方面进行了 **实质性的商谈**。  e.g. President Moon's proposal for North Korean participation in the Winter Olympics is an incremental step that might eventually lead to further, more **substantive interactions** between the North and South.  e.g. ..today only three delegations made speeches on two **substantive issues**: 1. how to realize **abatement减少 of GHG emissions** by 5% by 2020 2. How to speed up the R&D of the green-energy automotive. 三个代表团就 实质性问题 做了发言。  =>   |  | | --- | | 证实(rumor/gossip/news/claim/statement/story)；使实体化[səb**'s**tænʃɪeɪt]  [ substantiate a rumor/gossip/news/claim/statement/story]  **[ substantiate the rumor: 证实了谣言； substantiate the gossip证实了扉文; substantiate this news证实了这个新闻; substantiate sb’s claims证实了某人的说法; substantiate these finding: 证实这些发现]**   过去式 substantiated过去分词 substantiated现在分词 substantiating   * Substantiate sth (rumor/gossip/claim/a piece of news): to prove the truth of something that someone has said, claimed etc; To substantiate a statement or a story means to supply evidence which proves that it is true. 证明，证实 * Authenticate sth: to prove that something is true or real 证明〔某物〕是真的，鉴定〔某物〕之真实性 **[新闻的真实性authenticity of the news; 报道的真实性authenticity of the report]** * Validate sth: to prove that something is true or correct, or to make a document or agreement officially and legally acceptable 证实xxx；使生效使合法化   e.g. He offered little evidence to **substantiate his claims** . 拿不出什么证据来 **证明他的说法**。  e.g. There is little scientific evidence to **substantiate these findings.**  **证实这些发现** | | =>adj)  经证实了的(rumor/gossip/news/claim/statement/story), 被证明了的xxx: substantiated xx  V.S.  未经证实/鉴定的(谣言,新闻,说法)，无事实根据的: [ʌnsəb**'**stænʃɪeɪtɪd] unsubstantiated: not proved to be true == unau’thenticated [ʌnɔː'θentɪkeɪtɪd]:  e.g. **unsubstantiated allegations** of child abuse 未经证实的虐待儿童的指控  e.g. A member of [the popular all-girl group Moranbong](http://www.cnn.com/2018/01/15/asia/north-korea-moranbong-band-olympics-intl/index.html), Hyon was once the subject of **unsubstantiated rumors** that she dated Kim Jong Un. It was also reported that she may have been later executed by him in 2013. | | ʌnɔː'θentɪkeɪtɪd] unauthenticated: 不可靠的；未经鉴定的；未经证实的 = unsubstantiated | |
| [riː'freɪz] rephrase  vt. 〔为使意思更清楚或更可接受而〕重新措辞, 改述/换种方式表述/解释，换个说法(但表达同一个意思). 过去式 rephrased过去分词 rephrased现在分词 rephrasing  **[ rephrase sth = paraphrase sth ]** If you rephrase something that have said or written, you express what they have said or written but in a different way. Just use different words to express what you mean in a way that is clearer or more acceptable〔为使意思更清楚或更可接受而〕重新措辞  e.g. OK. Let me **rephrase/paraphrase the question**. 好吧，让我改述/换个说法 来提这个问题。  E.g. OK, let me **rephrase/paraphrase my comment**, which now seems a little offensive and impolite to Gary.  e.g. Use repetition: reinforce the main points throughout your speech, but **rephrase/paraphrase the sentences**. “ She tried to contact him on many occasions.” => rephrased as “ My client sent registered letters, emails, and left voice mail messages.”  V.S.  [ N/V paraphrase ] /ˈpærəˌfreɪz/   1. [V-T](javascript:;)If you paraphrase someone or paraphrase something that they have said or written, you express what they have said or written but in a different way. 〔为使意思更清楚或更可接受而〕重新措辞, 改述/换种方式表述/解释，换个说法(但表达同一个意思) **[ paraphrase/rephrase that sentence:** 重新措词, 改述/换种方式表述; **paraphrase sb: sb的意思是 xxx]** e.g. To **paraphrase President Bush**, we must restore confidence in our economic sector.  **布什总统的意思是**，我们必须在我们的经济领域恢复自信。 e.g. To **paraphrase the 2nd line manager,** we must contribute more to IBM strategic transformation. **二线经理的意思是, xxx** e.g. Baxter **paraphrased the contents** of the press release.  巴克斯特解释了新闻发布的内容。 2. [N-COUNT](javascript:;)A paraphrase of something written or spoken is the same thing expressed in a different way. 重新措词, 改述/换种方式表述/解释 e.g. The last two clauses were an exact quote rather than a paraphrase of Mr. Forth's remarks.  最后两个分句是对福思先生言论的 完全引用而不是 “重新措词, 改述” e.g. I’m afraid that your **paraphrase of that API Guideline** is not technically correct. |

# STOP

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| **[That's nothing out of the ordinary这是正常的]**  e.g. In other words, faster turnaround time means more expense. That's nothing out of the ordinary这是正常的. |
| **[绝对不可以做xxx: on no account do sth]**  e.g. **Next**, the major **sticking point** seems to be payment. I am not comfortable in paying 50% **up front预付**, then the remainder/rest when the delivery arrives. I would much prefer to pay 10 or 20% **up front预付**. **Last but not least,** the distance. In the future, some of our routes may be a bit longer. See if you can get **a fixed rate** on distance included in the final agreement. This will save us a lot of money later in the year. However, **on no account(绝对不，决不可以) tell** the agent of our future plans.  e.g. You should, when necessary, supply them with food and fuel and advise them to return, but **on no account allow** foreigners to land. 决不许外国人登陆。  2. **On no account** **would** I dare walk in that neighborhood at night. 夜晚我决不敢在那附近走。**=> When a sentence starts with “On no account”, it must use “倒装句”**  e.g. We must always go into the whys and wherefores of anything. **On no account should** we follow anyone like sheep. 绝对不应盲从任何人。=> 倒装句 |
| **[但前提条件是xxx: on the proviso that ( [prə'vaɪzəʊ]); with the proviso that xxx ]**  英 [prə'vaɪzəʊ] 美 [prə'vaɪzo] proviso n. 附带条件；限制性条款; 复数 provisos或provisoes  Proviso is a condition that you ask for before you will agree to something. A proviso is a condition in an agreement. You agree to do something only if this condition is fulfilled. 限制性条款  e.g. I told Norman I would invest in his venture as long as he agreed to one **proviso**. 只要他同意 **一个限制性条款** 我就投资他的企业。  e.g. The money was given to the museum **with/on the proviso that** it is spent on operating costs. 那笔钱提供给博物馆，前提条件是必须用于博物馆的营运。  e.g. We have a deal **on the proviso[prə'vaɪzəʊ] that** you pay at least 30% **up front 预付**for transport，我们同意达成协议 **但前提条件是**如果你们同意　预付30% 运输费用的话。  e.g. This deal is only to be done **on the proviso[prə'vaɪzəʊ] that** you keep intact all copyright and other proprietary notices and that the above trademark notice appears on such reproductions. 但是 阁下必须在该复制内容上完整保留所有的版权、智慧财产权与商标的声明示。  e.g. ## Talk about **the sticking points (进程中的) (症结／难点)** in the previous round of negotiation  So, it seems that the billing of our product should not be an issue. Our product is always a standard size and our shipping routes regular. I think we can agree on a **fixed-rate billing** based on size and weight. They have promised a 24-hour **turnaround time** **on the proviso that ( [prə'vaɪzəʊ]但前提条件是)** we would extend the contract to a full year, which I think is a fair offer **on that note/in this respect在这一点上**. You can definitely agree to this.  **Next**, the major **sticking point** seems to be payment. I am not comfortable in paying 50% **up front预付**, then the remainder/rest when the delivery arrives. I would much prefer to pay 10 or 20% **up front预付**. I think we can go as high as 25, but no higher. |
| ['mɪshæp] 美 ['mɪshæp] mishap n. 小灾祸；不幸事故；晦气/倒霉事  a small accident or mistake that does not have very serious results  小事故；小错误  e.g. I had a slight mishap with one of the glasses. 我犯了一个小小的错误，把其中的一个玻璃杯打破了。  e.g. a series of mishaps 一连串的倒霉事  without mishap = plain sailing 一帆风顺 e.g. Only one horse finished the course without mishap. 只有一匹马顺利地跑完全程。 |
| [pə**'r**ɛmptəri] peremptory  adj. 强制的；绝对的；断然的；专横的; 比较级 more peremptory最高级 most  peremptory behaviour, speech etc is not polite or friendly and shows that the person speaking expects to be obeyed immediately  〔行为、说话等〕专横的，霸道的，盛气凌人的  •a peremptory demand for silence 要人肃静的蛮横要求  DERIVATIVE 派生词  peremptorily adv  peremptory /pəˈrɛmptərɪ/  1.  [ADJ](javascript:;)Someone who does something in a peremptory way does it in a way that shows that they expect to be obeyed immediately. 霸道的; 专横的 V.S. authoritarian system 独裁主义的/独裁的，专制的  •  With a brief, almost peremptory gesture he pointed to a chair.   用一个简短、近乎霸道的手势他指向一张椅子。   1. [ADV](javascript:;)   "Hello!" the voice said, more peremptorily. "Who is it? Who do you want?"   “喂！”那声音更加霸道地说道，“谁啊？你要干什么？” |
| [ scuffle with sb. = fight]  e.g. A small group of the protesters scuffled with police who kept them well clear of the North Korean delegation. Many of the protestors were older, conservative South Koreans who largely oppose South Korean President Moon Jae-in's strategy of increased engagement with North Korea. |
| ['blʌdθɜːstɪ] bloodthirsty adj. 嗜杀的；残忍的  [ADJ](javascript:;)Bloodthirsty people are eager to use violence or display a strong interest in violent things. You can also use bloodthirsty to refer to very violent situations. 嗜血的; 血腥的  •  They were savage and bloodthirsty.   他们曾是野蛮而血腥的。  •  ...some of the most tragic scenes witnessed even in this bloodthirsty war.   ...甚至在这场血腥的战争中目睹的一些最悲惨的场面  E.g. **Use emotive language to appeal to the audience**. For example, \* words like 'loving,' 'innocent' and 'kind' will **encourage sympathy.**   \* Words like ‘brutal/cruel,’ ‘**blood-thirsty嗜杀的；残忍的**,’ and ‘vindictive报复 (性)的；怀恨在心的’ will **encourage rage.** |
| [vɪn'dɪktɪv] vindictive  unreasonably cruel and unfair towards someone who has harmed you  报复 (性)的；怀恨在心的  •a bitter and vindictive old man 充满仇恨和报复心的老人  DERIVATIVE 派生词  vindictively adv  vindictiveness n [U]  vindictive /vɪnˈdɪktɪv/     1. [ADJ](javascript:;)If you say that someone is vindictive, you are critical of them because they deliberately try to upset or cause trouble for someone who they think has done them harm. 想复仇的   •  ...a vindictive woman desperate for revenge against the man who loved and left her.   …一个想复仇的女人，要报复那个爱过她又离开她的男人。   1. [N-UNCOUNT](javascript:;)报复   •  ...a dishonest person who is operating completely out of vindictiveness.   …一个完全出于报复而行事的不诚实的人。  E.g. **Use emotive language to appeal to the audience**. For example, \* words like 'loving,' 'innocent' and 'kind' will **encourage sympathy.**   \* Words like ‘brutal/cruel,’ ‘**blood-thirsty嗜杀的；残忍的**,’ and ‘vindictive报复 (性)的；怀恨在心的’ will **encourage rage.** |
| 葡萄酒专家/影迷/歌剧爱好者等  [ a wine/film/coffee/opera etc buff ] someone who is interested in wine, films etc and knows a lot about them  e.g. I’m a coffee buff. Green Tea Latte and caramel焦糖 latte from Barista’s recommendation. |
| [ɪn'kʌmb(ə)nt] incumbent  adj. 现任的；依靠的；负有职责的 n. 在职者；现任者；领圣俸者   /ɪn'kʌmbənt,ɪnˋkʌmbənt/ n. [C ]  someone who has been elected to an official position, especially in politics, and who is doing that job at the present time  在职者，现任者〔尤指政治职位〕  •In the June elections, Morris easily defeated the incumbent, Tom Smith. 在6月的大选中，莫里斯轻松击败了在任的汤姆·史密斯。 [Googe’s incumbent CEO] |
| [dɪ,lɪbə'reɪʃ(ə)n] deliberation  N. 审议；考虑；从容；熟思; (Jury’s) deliberation: (Law) 陪审团的审议  MEANINGS 义项  1.  [C,U] careful consideration or discussion of something  细想；考虑；商议  •After much deliberation, first prize was awarded to Derek Murray. 经仔细商议，一等奖颁给了德里克·默里。  [+ of]  •the deliberations of committee meetings 委员会会议的商议过程  2.  [U] formal if you speak or move with deliberation, you speak or move slowly and carefully  〔说话、行动时的〕从容，谨慎  deliberation /dɪˌlɪbəˈreɪʃən/    1.  [N-UNCOUNT](javascript:;)Deliberation is the long and careful consideration of a subject. 仔细的考虑  •  In this house nothing is there by chance: it is always the result of great deliberation.   在这房子里，没有什么东西是偶然的——总是非常仔细考虑后的结果。  2.  [N-PLURAL](javascript:;)Deliberations are formal discussions where an issue is considered carefully. 审议  •  Their deliberations were rather inconclusive.   他们的审议没有什么结论。  **[ (Jury’s) deliberation: (Law) 陪审团的审议/仔细商议/仔细审议/斟酌]**  deliberation: careful consideration, **rumination(on sth)沉思,** or discussion of something 细想；考虑；仔细商议/仔细审议/斟酌  e.g. The jury **deliberated on** this case for four days before **acquitting him of the** “attempted murder谋杀未遂”. 陪审团**仔细商议/仔细审议/斟酌** 了四天之后裁断他 “谋杀未遂” 罪名不成立&无罪释放 |
| V, Adj) deliberate     intended or planned  故意的，有意的，蓄意的  [OPP](javascript:;) UNINTENTIONAL  [SYN](javascript:;) INTENTIONAL  •a deliberate attempt to humiliate her 对她的故意羞辱  •The attack on him was quite deliberate. 对他的袭击完全是有预谋的。  2.  deliberate speech, thought, or movement is slow and careful  〔讲话、思想或行动〕沉着的，从容不迫的  •He approached her with slow, deliberate steps. 他迈着缓慢、从容的步子向她走去。  |CET4 (deliberatingdeliberateddeliberates)  1.  [ADJ](javascript:;)If you do something that is deliberate, you planned or decided to do it beforehand, and so it happens on purpose rather than by chance. 故意的  •  Witnesses say the firing was deliberate and sustained.   目击者说这次射击是蓄意的，而且还持续了一段时间。  2.  [ADV](javascript:;)故意地  •  It looks as if the blaze was started deliberately.   看来那场火是有人故意放的。  3.  [ADJ](javascript:;)If a movement or action is deliberate, it is done slowly and carefully. 从容谨慎的  •  ...stepping with deliberate slowness up the steep paths.   …小心翼翼地缓步走上陡峭的小径。  4.  [ADV](javascript:;)从容谨慎地  •  The Japanese have acted calmly and deliberately.   那些日本人表现得镇定且从容。  5.  [V-T/V-I](javascript:;)If you deliberate, you think about something carefully, especially before making a very important decision. [deliberate on sth; ponder on? Ruminate ? ] 仔细考虑  •  She deliberated over the decision for a good few years before she finally made up her mind.   在她最终下定决心之前，她仔细考虑了这个决定多年。  to think about something very carefully  仔细考虑，反复思考  •The jury deliberated on this case for four days before acquitting him. 陪审团斟酌了四天之后裁断他无罪。  [+ on/about/over]  •There was silence while she deliberated on his words. 她掂量着他的话，四周一片沉默。  e.g. The jury **deliberated on** this case for four days before **acquitting him of the** “attempted murder谋杀未遂”. 陪审团**仔细商议/仔细审议/斟酌** 了四天之后裁断他 “谋杀未遂” 罪名不成立&无罪释放 |

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| level out = level off  把……弄平；达到平衡；持平   1. [PHRASAL VERB](javascript:;)If a changing number or amount levels off or levels out, it stops increasing or decreasing at such a fast speed. 趋向稳定  e.g. The figures show evidence that murders in the nation's capital are beginning to level off.   这些数据证明该国首都的凶杀发案率正开始趋向稳定。 2. [PHRASAL VERB](javascript:;)If an aircraft levels off or levels out, it travels horizontally after having been travelling in an upward or downward direction. (飞机在爬升或俯冲后) 水平飞行  e.g.The aircraft levelled out at about 30,000 feet.   飞机在大约三万英尺的高度水平飞行。 |
| line graph: (math)折线图，曲线图//fluctuating line |
| exponential /,ekspəu'nenʃəl/, [ˌekspəʊˈnen**ʃə**lɪ] 美 [,ɛkspo'nɛn**ʃə**li] Exponentially adv. 以指数方式(迅速增长)  (literal meaning) 【数学】指数的2. 指数方程的 3. 可用指数函数表示的  (figurative meaning) 迅速增长的，迅猛发展的 = to rise/shoot up/skyrocket dramatically  n. 【数学】指数；指数函数  e.g. The number of businesses we deal with has risen/shot up/skyrocketed **exponentially** [ˌekspəʊˈnen**ʃə**lɪ] 以指数方式(迅速增长) |
| 射出；发芽burgeon；暴涨；迅速成长  [ shoot up ] : [PHRASAL VERB](javascript:;)If something shoots up, it grows or increases very quickly. 快速成长; 激增 = skyrocket, go up through the roof  e.g. Sales shot up by 9% last month.   上个月的销售猛增了9%。  e.g. e.g. The number of businesses we deal with has risen/shot up/skyrocketed **exponentially** [ˌekspəʊˈnen**ʃə**lɪ] 以指数方式(迅速增长) |
| [ butt in]  e.g. If I could **butt in** here (interrupt) ...Our customers expect 24-hour product delivery. |
| **[on that note/in this respect关于这一点, 在这一点上]**  e.g. DANA: Well, **on that note/in this respect关于这一点, 在这一点上,** I have some good ideas.  SIMON: **I'm all ears.**  e.g. ## Talk about **the sticking points (进程中的) (症结／难点)** in the previous round of negotiation  So, it seems that the billing of our product should not be an issue. Our product is always a standard size and our shipping routes regular. I think we can agree on a **fixed-rate billing** based on size and weight. They have promised a 24-hour **turnaround time** **on the proviso that ( [prə'vaɪzəʊ]但前提条件是)** we would extend the contract to a full year, which I think is a fair offer **on that note/in this respect在这一点上**. You can definitely agree to this. |
| [ rebate['riːbeɪt] V.S. abate (N. abatement; abatement of GHG emissions; abatement of noise.)]   vt. 减少；打折扣  vi. 退还部分付款，打折扣  n. 折扣  rebate is an amount of money that is paid back to you when you have paid too much tax, rent etc  〔税、租金等的〕退款  •You may be entitled to a tax rebate. 你也许可以享受退税。  V.S. refund  ['riːfʌnd]  MEANINGS 义项  1.  an amount of money that is given back to you if you are not satisfied with the goods or services that you have paid for  退款  •They refused to give me a refund . 他们拒绝给我退款。  •Return your purchase within 14 days for a full refund . 14 天之内退货可以全额退款。  •You should go down there and demand a refund. 你应该到那里去，要求退款。  2.  tax refund  money that you get back from the government when it has taken too much money in taxes from your salary  退税  refund      1.  [N-COUNT](javascript:;)A refund is a sum of money that is returned to you, for example because you have paid too much or because you have returned goods to a shop. 退款  •  Face it – you'll just have to take those cowboy boots back and ask for a refund.   面对现实吧–你不过是要把那些牛仔靴拿回去，要求退款。  2.  [V-T](javascript:;)If someone refunds your money, they return it to you, for example because you have paid too much or because you have returned goods to a shop. 退还  •  We guarantee to refund your money if you're not delighted with your purchase.   如果你对购买的商品不满意，我们保证退款。 |
| ['stæmɪnə] [stæmənə] stamina  n. 毅力；精力；活力；持久力  physical or mental strength that lets you continue doing something for a long time without getting tired  持久力，耐力，毅力  •You need stamina to be a long-distance runner. 当长跑运动员需要耐力。  •Elaine has the stamina and the determination to succeed. 伊莱恩具有成功所需的毅力和决心。  e.g. Most employees in this industry work full time, and many work over 40 hours a week. Construction workers often work evenings, weekends and holidays to finish a job**. The nature of the work**工作性质 requires **physical stamina['stæmɪnə] [stæmənə]（耐力,体力持久）**, as the body has to be able to cope with **prolonged** standing, bending, **stooping [stuːp]弯腰驼背**and working in small spaces.. |
| [stuːp] stoop V.S. give sb. a piggyback    vi. 弯腰驼背；屈服；堕落 [ condescending manner, condescending way ]  n. 弯腰驼背，屈背；屈服   1. [V-I](javascript:;)If you stoop, you stand or walk with your shoulders bent forward. 驼背   •  She was taller than he was and stooped slightly.   她比他高，但有点儿驼背。  2 [N-SING](javascript:;)Stoop is also a noun. 驼背  •  He was a tall, thin fellow with a slight stoop.   他是一个有点儿驼背的瘦高个男子。  3. [N](javascript:;)a small platform with steps up to it at the entrance to a building 小门廊  4. [V-I](javascript:;)If you stoop, you bend your body forward and downward. 弯腰  •  He stooped to pick up the carrier bag of groceries.   他弯腰提起装满食品杂货的购物袋。  •  Two men in shirt sleeves stooped over the car.   两个穿衬衫的男人趴在那辆汽车上。  5. [V-I](javascript:;)If you say that a person stoops to doing something, you are criticizing them because they do something wrong or immoral that they would not normally do. 卑鄙到…  •  He had not, until recently, stooped to personal abuse.   他最近才卑鄙到进行人身攻击。  MEANINGS 义项  1.  to bend your body forward and down  俯身，弯腰  •We had to stoop to pass through the low entrance. 我们得弯腰通过那低矮的入口。  •Dave stooped down to tie his shoes. 戴夫俯身系鞋带。  e.g. Most employees in this industry work full time, and many work over 40 hours a week. Construction workers often work evenings, weekends and holidays to finish a job**. The nature of the work**工作性质 requires **physical stamina['stæmɪnə] [stæmənə]（耐力,体力持久）**, as the body has to be able to cope with **prolonged** standing, bending, **stooping [stuːp]弯腰驼背**and working in small spaces.  2.  to stand with your back and shoulders bent forwards  弓背站立，弯腰曲背站立  PHRVB 短语动词  stoop to sthphr v  to do something bad or morally wrong, which you do not normally do  堕落[卑鄙]到去做…  stoop to doing sth  •I didn’t expect you to stoop to lying.我没料到你竟然卑劣到会撒谎。  stoop to sb’s/that level  •Don’t stoop to her level.别把自己降低到她的档次。  V.S. piggyback |
| /'ʃæbi,ˋʃæbɪ/ adj. shabby  => comparative: shabbier ; su’perlative [suːˈpəːlətɪv]: shabbiest  => DERIVATIVE 派生词=> shabbily adv; shabbiness n [U]   1. shabby clothes, places, or objects are untidy and in bad condition because they have been used for a long time又脏又破的(衣服，东西，地方); 肮脏破旧的(地方) **[ old and shabby ]** e.g. a shabby little hawker 一家肮脏的小贩中心 e.g. His clothes are old and shabby.   他的衣服又旧又破。 2. wearing clothes that are old and worn 衣衫褴褛的，衣着寒酸的 a shabby tramp 一个衣衫褴褛的流浪汉 ; a shabby begger 3. unfair and unkind不公平的；不仁慈的 **[卑鄙的花招a shabby trick/maneuver/ruse/artifice]**   肮脏破旧的(地方) a shabby place/ restaurant; a shabby **hawker**: 一家肮脏的小贩中心  V.S.  破旧的，破落的〔建筑物或地区〕: a run-down area; a run-down building; a run-down community   1. a building or area that is run-down is in very bad condition 破旧的，破落的〔建筑物或地区〕 2. [not before noun, 不用于名词前] someone who is run-down is tired and not healthy精疲力竭的，衰弱的 e.g. You look a bit run-down. 你看上去有点疲倦。 |

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| [ʌndə'teɪk] undertake; 过去式 undertook过去分词 undertaken现在分词 undertaking  vt. 承担，保证；从事；同意；试图   1. to accept that you are responsible for a piece of work, and start to do it 承担；着手做〔某事〕 [ undertake a task/a project/research/a study] etc e.g. Dr Johnson undertook the task of writing a comprehensive English dictionary. 约翰逊博士担负起编写一本综合性英语词典的工作。 2. **undertake to do sth = promise or agree to do something 承诺做某事，答应做某事** e.g. He undertook to pay the money back in six months. 他保证在六个月之内还钱。 e.g. We understand that the Villa comes fully equipped for use and that a before and after “maid service(客房清洁服务): is included. We undertake/promise to pay you back a deposit of $250 which will be refundable on arrival home. We also undertake/promise to leave the property in a reasonably clean and tidy order. Please note that if there is excessive cleaning of damage to the Villa part of your deposit may be withheld (withhold: refuse to give). |

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| (会谈，政治对话的) 对话者；谈话者 interlocutor  [,ɪntə'lɒkjʊtə] your interlocutor is the person you are speaking to 对话者，参加谈话者  [词条图片](javascript:;) |
| **[ 有约束力的决定: a binding decision; 一种具有法律约束力的决定: a legally binding decision; 没有约束力的决议: a non-binding decision ]**  e.g.The CHMP's recommendation has now been forwarded to the European Commission for the adoption of a legally binding decision.  以便作为一种具有法律约束力的决定而被采用。  e.g. from the perspective of the North Koreans, they will want **interlocutors** who have the authority to make **a binding decision有约束力的决定**, pending President Moon's approval, about the North's participation.  2. China has already ruled out a joint referral to the tribunal, but del Rosario said it is possible for acountry to go to the panel unilaterally for a non-binding decision.  寻求一个单方的专家组做出没有约束力的决议对一个国家来说还是有可能的。  3. May I remind everyone that this committee has authority to make a binding decision.  有权做 约束性的决定。 |
| 插入一根不谐锲子, **制造分裂,** 种下不和的种子: **drive a hedge; drive a hedge between A and B.**   * + 1. The president accused his hardline rivals of trying to **drive a wedge between him and the man** whosits at the top of Iran's clerical leadership and has final say in all state matters. 对手冀图在他和卡梅尼之间插入一根不谐锲子(**制造分裂**)，离间两人之间的关系。     2. E.g. There is concern in Seoul that Pyongyang's insistence on holding bilateral talks with Washingtoncould drive a wedge between the U.S. and South Korea.  平壤坚持要同华盛顿举行双边会谈，这可能在美国和韩国之间种下不和的种子   They're talking about **appeasement** of the North, of Pyongyang using its potential participation in the Olympics as a way to extract **concessions** on issues of geostrategic concern, and to give voice to a "sky is falling" perspective that Pyongyang is attempting to **drive a wedge制造分裂** in the South Korean-US alliance. |
| [əʊvə'rɔːt] overwrought  adj. 过度紧张的；过度兴奋的；过分劳累的；（文体等）过于考究的  v. 工作过度；把…做过头；使过于激动（overwork的过去式和过去分词: overwork, overwrought, overwrought）  very upset, nervous, and worried  非常烦恼的；神经很紧张的；十分忧虑的  e.g. Clara was tired and overwrought after all the problems of the last few days. 经历了过去几天的重重困难之后，克拉拉既疲惫又紧张。  E.G. The fact that South Korean President Moon Jae-in even proposed the meeting, in response to remarks Kim Jong-un made during his New Year's Day address, has sent some analysts into making overwrought([‚əʊvə'rɔːt◂ over upsetting and nervous) and heavy handed pronouncements. |
| **对 <xxx事情的发生>抱有一线希望 [ on the off-chance that sth will happen ]** if you do something on the off-chance that something will happen, you do it hoping that it will happen although it is unlikely 对 <xxx事情的发生>抱有一线希望  E.G. I just came to see you **on the off-chance that** Pippa might be here. 我来看你只是抱着一丝希望皮帕或许会在这儿。  E.G. After the call ended, officials from the Ministry of Unification -- responsible for "all issues pertaining to inter-Korean relations and unification" -- stayed by the phone, **on the off-chance that** the North would call again. The DMZ village is home to 33 communications lines between South and North Korea, according to the Ministry of Unification. |
| (替代前一个提议的)新提议counterproposal /ˈkaʊntəprəˌpəʊzəl/ : [N](javascript:;)a proposal offered as an alternative to a previous proposal. |

# Lexical\_related with logistics

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| [lə'dʒɪstɪks]  logistics: the practical arrangements that are needed in order to make a plan that involves a lot of people and equipment successful 〔使计划成功的〕统筹安排，后勤（工作）；物流  •the day-to-day logistics involved with mining 采矿所涉及的日常后勤工作  [+ of]  •the logistics of travelling with small children 带小孩子出行的具体安排  Summary of the logistics industry: Basically, logistics is the science of planning, organizing and managing a flow of information and resources regarding the transportation of goods from **the point of manufacturing制造地** to **the point of consumption消费地** . In order to keep these supply chains running smoothly, companies need to think about transportation, storage , handling and inventory levels.  There’re two main types of logistics:   |  |  | | --- | --- | | “outbound logistics” | The transportation of goods to their **point of consumptions(消费地)** | | “inbound logistics” | The receipt and storage of the raw materials before they’re processed and packed up for shipping. | |
| |  |  | | --- | --- | | 消费地/点the point of consumption | The “outbound logistics” amounts to “The transportation of goods to their **point of consumption(消费地)** | | 制造地The point of manufacturing |  |   e.g. Summary of the logistics industry: Basically, logistics is the science of planning, organizing and managing a flow of information and resources regarding the transportation of goods from **the point of manufacturing制造地** to **the point of consumption消费地** . In order to keep these supply chains running smoothly, companies need to think about transportation, storage , handling and inventory levels. |
| **n. 一帆风顺 plain sailing**  e.g. Shipping goods from one country to another is rarely **plain sailing**一帆风顺. It takes time, patience, and requires lots of paperwork. |
| [leɪd] lade vt. 装载；装（船） vi. （用勺子）舀出；装货   * [V](javascript:;)to put cargo or **freight** on board (a ship, etc) or (of a ship, etc) to take on cargo or freight 裝船 * [N](javascript:;)a watercourse, esp a millstream 水道(尤指水车用水流)   ['leɪdɪŋ] lading, **[ the bil[l o]f lading (物流，船)提(货)单 ]** V.S. **cargo manifest货单; passenger manifest:旅客名单**  N. 装船；装载；船货  v. 装货；载满（lade的ing形式） |
| **[物流协议: logistics protocols]**  e.g. It’s essential that all documents contain accurate information and conform to/comply with the standard **logistics protocols物流协议.** |
| **[ The goods are cleared through customs]**  e.g. Finally, after all the paperwork is **vetted** (check carefully) and **the goods are cleared through customs**, the items can be shipped to their final destination. |
| 1. 周转期，周转时间(指物流界 logistics里接受、加工、送回某物所需的时间)； 2. (飞机、船舶等抵达后装卸货物、加油、服务等所需的)　停航时间　[ turnaround time]   Eg. We need a 24-hour **turnaround time周转时间**.  Eg. So, to recap, we agreed upon every issue barring **turnaround time** and total cost. I pushed for a 24-hour **turnaround time**, but Simon insisted this would mean a 10% increase in cost.  e.g In other words, faster **turnaround time** means more expense. That's nothing out of the ordinary. e.g. So, that just leaves **turnaround time**. After discussing it with my associates, it was decided that we would be willing to pay the extra 10%, as long as you could guarantee a 24-hour **turnaround time** for the length of the new contract. |
| adj. 预付地；坦率的up-front ['ʌpfrʌnt]   1. [ADJ](javascript:;)If you are up front about something, you act openly or publicly so that people know what you are doing or what you believe. 坦率的  e.g. You can't help being biased so you may as well be up front about it.  你阻止不了别人对你的偏见，因此你还不如就大大方方地接受。 2. [ADV](javascript:;)If a payment is made up front, it is made in advance and openly, so that the person being paid can see that the money is there. 预付地  e.g. Some companies charge a fee up front, but we don't think that's right.   一些公司预先收费，但我们不认为这是对的。 3. [ADJ](javascript:;)Up front is also an adjective. 预付的  e.g. The eleven percent loan has no up-front costs.   11%的那笔贷款没有预付费用 e.g. We'll pay 25 percent **up-front预付**, the rest (75%) after delivery. e.g. And you have no problem with us paying 25% **up front预付** and the remainder after delivery?   e.g. **Next**, the major **sticking point** seems to be payment. I **am not comfortable in** paying 50% **up front预付**, then the remainder/rest when the delivery arrives. I would much prefer to pay 10 or 20% **up front预付**. I think we can go as high as 25, but no higher. |
| 〔进程中的〕症结**／难点**，障碍 [ sticking point ] something that a group of people cannot agree on and that stops them from making progress  e.g. DPRK’s refusal had long been **a sticking point** in the bilateral talk that is pushed to resume between Seoul and DPRK (a rogue nation流氓国家) . 朝鲜的拒绝一直是症结所在。  e.g. **Sticking points** in logistical process **（物流进程中的）症结／难点，障碍:**   * **What if** we agreed to extend our contract **by** six months? = What would you do if xx * We have some concerns about the billing process. * We'll pay 25 percent **up-front预付**, the rest (75%) after delivery. * Our billing is based on weight or dimensional size. * We will guarantee delivery within three days. * We need a 24-hour **turnaround time周转时间**.   e.g. ## Talk about **the sticking points (进程中的) (症结／难点)** in the previous round of negotiation  So, it seems that the billing of our product should not be an issue. Our product is always a standard size and our shipping routes regular. I think we can agree on a **fixed-rate billing** based on size and weight. They have promised a 24-hour **turnaround time** **on the proviso that ( [prə'vaɪzəʊ]但前提条件是)** we would extend the contract to a full year, which I think is a fair offer **on that note/in this respect在这一点上**. You can definitely agree to this.  **Next**, the major **sticking point** seems to be payment. I am not comfortable in paying 50% **up front预付**, then the remainder/rest when the delivery arrives. I would much prefer to pay 10 or 20% **up front预付**. I think we can go as high as 25, but no higher. |
| [ a fixed-rate billing; a fixed-rate loan; a fixed-rate mortgage 月供]  a fixed-rate loan or mortgage is one in which the amount of interest you pay remains the same for a specific period of time　固定利率的  e.g. **I'd like to recap the main points** we've already agreed upon, just so there's no future misunderstanding. So far, Seabright Shipping has agreed **a fixed-rate billing**固定利率的based on dimensional size, **on the proviso [prə'vaɪzəʊ] that但前提条件是** the contract is extended another six months.  e.g. ## Talk about **the sticking points (进程中的) (症结／难点)** in the previous round of negotiation  So, it seems that the billing of our product should not be an issue. Our product is always a standard size and our shipping routes regular. I think we can agree on a **fixed-rate billing** based on size and weight. They have promised a 24-hour **turnaround time** **on the proviso that ( [prə'vaɪzəʊ]但前提条件是)** we would extend the contract to a full year, which I think is a fair offer **on that note/in this respect在这一点上**. You can definitely agree to this.  **…. Last but not least,** the distance. In the future, some of our routes may be a bit longer. See if you can get **a fixed rate** on distance included in the final agreement. This will save us a lot of money later in the year. However, **on no account(绝对不，决不可以)** tell the agent of our future plans. |

# Lexical\_personnels in Logistics

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| [海关业务员　customs clerks]  The first step is to get an export license from the customs department. Then it’s important to check the regulations covering the products to be exported. |
| [ intended recipients of the goods] |
| [brokers]  e.g. The next step is to hire a local **broker** to act as your “**legal representation”** in the country which you’re trading. Using a broker minimizes the number of **governmental agencies政府机关** that the carrier has to **deal with**. As well as **handling** the submittal of documents to customs, the broker helps determine the currency of payment and tackle the exchange rate issues. **Last but not least**, the broker also **copes with** the commercial **invoice**发票 for **reimbursement**报销, the shipper’s export declaration, **the bill of lading(船)提(货)单**the any other document required. |
| [the carrier companies, e.g. 韩进物流] |
| [a supply chain manager]  e.g. You work as **a supply chain 供应链manager** in the logistics industry. You have been asked to make a presentation to a group of university undergraduates, outlining the industry and then conducting a question-and-answer session on its current trends. |
| [**upstream suppliers and retailers**.]  Using a **CPFR (Collaborative Planning, Forecasting and Replenishment补充，再装满**) system helps a logistics company to reduce overheads by collaborating with other companies and to develop clear business guidelines and roadmaps for various collaborative scenarios, including **upstream suppliers and retailers**. Sharing expenses between companies can be an effective way to reduce costs. |
| **[supply chain and ERP vendors]**  E.G. That’s why the leading SCM and **Enterprise Resource Planning (ERP)** software vendors are **ramping up** their products to perform in real time, across different environments, and with better analysis tools. They are promising systems that integrate more easily with other applications and map more closely to the business processes and priorities on which companies actually operate.  The industry’s leading **supply chain and ERP vendors** are very much aware of this need for real-time capabilities. This year, they are adding support for web services so their applications can more easily share information with other vendors’ apps, as well as with legacy systems. Some vendors have even rebuilt their software so it’s purely web based. Such efforts have set the stage for companies to automate business processes across departments and beyond their own walls. |

# STOP

# Lexical\_Logistics acronyms

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| ROI | Return On Investment, the amount of profit a company makes, compared with the capital it invested. |
| SCM | Supply Chain Management, the organization and management of shipping and other logistical supply methods.  SCM is committed to improving the way that a company finds **the raw components** that enable it to make a product and then delivers it to customers. There are **five basic components of SCM: Plan, Source, Manufacture, Deliver and Return.** |
| CPFR | Collaborative Planning, Forecasting and Replenishment, a system that enables logistics companies to reduce overheads by collaborating with other companies and to develop clear business guidelines and roadmaps for various collaborative scenarios, including upstream suppliers and retailers. Sharing expenses between companies can be an effective way to reduce costs.  As companies search for new ways to reduce costs, collaboration is more and more becoming a key component in optimizing supply chain. The CPFR system is one effective way of doing this. |
| RFI | Radio Frequency Identification, a way of tagging shipments and goods to track their progress.  Logistics companies are now using RFID (Radio Frequency Identification?类似电子码？), tags that can identify what the product is, where it has been and when it expires – essentially whatever information a company wishes to program. Right now the major **drawback/downsides** is the high cost of building the infrastructure to manage **RFID data** and the consequent **lack of ROI (return on investment).** |
| Just In Time, | Just In Time, a system of signals that alerts those involved to when to begin the next part of the process, thus reducing costs and increasing ROI. |
| CRM | Customer Relationship Management, a software that helps a company manage its clients  Many SCM applications are reliant upon the kind of information stored inside **Enterprise Resource Planning (ERP) software** and, in some cases, **Customer Relationship Management (CRM) packages**, making the cost very high. It can be a nightmare getting information flowing on a fast, reliable basis from all the areas of a company, especially if that company doesn’t collaborate with other companies to help lower costs. |
| ERM | Another important factor is **ERM (Enterprise Resource Management).** Recently, due to a decline in demand, distribution centers produced SKUs (stock-keeping units). However, this system created some serious problems and many companies soon replaced it with a JIT (just in time) system. Unfortunately, as a supplier adopts JIT and other ‘lean production’ concepts, it also tends to reduce its indirect labor and technical staff. |
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# Part 1)Transporting goods-logistics

Shipping goods from one country to another is rarely **plain sailing一帆风顺**. It takes time, patience, and requires lots of paperwork.

The first step is to get an export license from the customs department. Then it’s important to check the regulations covering the products to be exported.

There are many restrictions on what can and cann’t be brought into a country and specific paperwork is required for each item, especially if you’re shipping food or drink. Detailed information about the items being shipped-including their **country of origin原产地**, weight, measurements, packaging and quantity – has to be supplied to the relevant **governmental agencies政府机关**.

The next step is to hire a local **broker** to act as your “**legal representation”** in the country which you’re trading. Using a broker minimizes the number of **governmental agencies政府机关** that the carrier has to **deal with**. As well as **handling** the submittal of documents to **customs**, the broker helps determine the currency of payment and tackle the exchange rate issues. **Last but not least**, the broker also **copes with** the commercial **invoice**发票 for **reimbursement**报销, the shipper’s export declaration, **the bill of lading(船)提(货)单**the any other document required.

It’s essential that all documents contain accurate information and conform to/comply with the standard **logistics protocols物流协议.** If the revenue service officers find a **discrepancy差异** with, for example, the weight declared, they can **impose stiff fines**, perhaps even 30 percent of the total cost. **Tariffs**, that is import taxes, also add to the carrier’s costs, although the exact tax rate depends on the type and destination of the product.

Finally, after all the paperwork is **vetted** (check carefully) and **the goods are cleared through customs**, the items can be shipped to their final destination. Once the items are en route, the first part of the process be can considered complete. But for the brokers, the carrier companies, the customs clerks and the intended recipients of the goods, the journey has only just began.

# Part 2) Changes in the logistics industry

## Logistics process

You work as **a supply chain 供应链manager** in the logistics industry. You have been asked to make a presentation to a group of university undergraduates, outlining the industry and then conducting a question-and-answer session on its current trends. Use the notes to help you make the first part of the presentation.

-  What is logistics?

-  Briefly describe the industry.

-  What does 'supply chain' mean?

-  What is 'inbound' and 'outbound'?

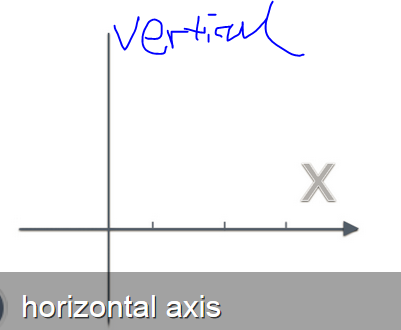
-  Use an analogy (canned fruit?) to explain the process.

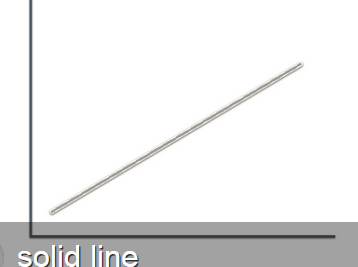
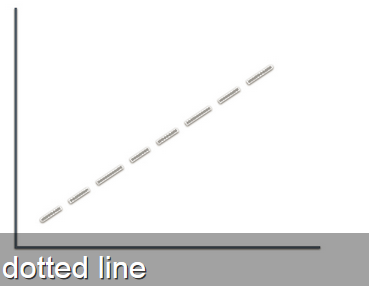
Summary of the logistics industry: Basically, logistics is the science of planning, organizing and managing a flow of information and resources regarding the transportation of goods from **the point of manufacturing制造地** to **the point of consumption消费地** . In order to keep these **supply chains** running smoothly, companies need to think about transportation, storage, handling and inventory levels.

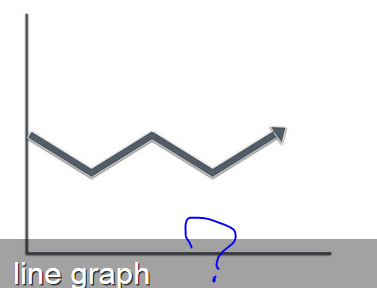
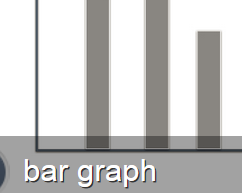
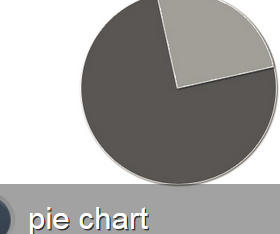
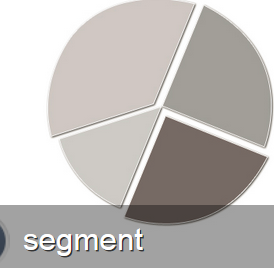
There’re two main types of logistics:

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| “outbound logistics” | The transportation of goods to their **point of consumptions(消费地)** |
| “inbound logistics” | The receipt and storage of the raw materials before they’re processed and packed up for shipping. |

## Introducing charts and graphs

 horizontal axis V.S. vertical axis

 solid line; 

 line graph(math)折线图，曲线图   

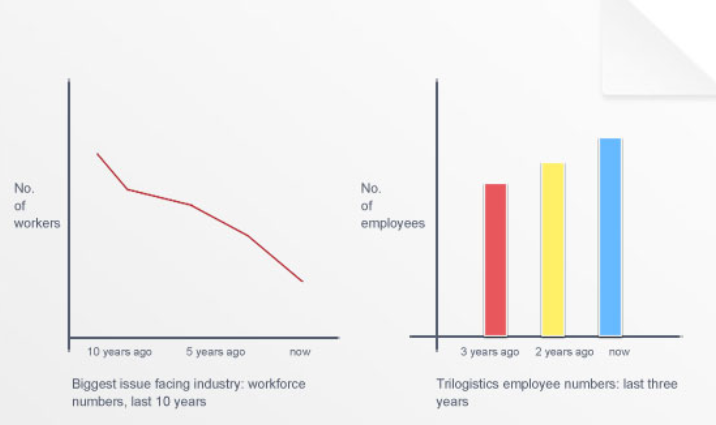
//fluctuating line

* This bar chart **you see in front of you** outlines...
* **Have a look at** this pie chart ..
* **You'll have noticed that** the pie chart illustrates...
* **If you'll turn your attention to** the bar chart..
* **If I can draw your attention to** the vertical axis..
* **As you can see,** the chart's horizontal axis indicates..

## Describing change

Present a short speech about the logistics industry. If you are working in the industry right now, talk about your company, the trends you are seeing and the predictions being made about the future.

* The number of businesses we deal with has risen/shoot up/skyrockete **exponentially** [ˌekspəʊˈnenʃəlɪ]以指数方式(迅速增长)
* Our workforce has increased **by t**wenty-five percent compared to three years ago.
* We are predicting a ten percent year-on-year increase over the next five years.
* Industry trends indicate port-based operations will rise/hike/mount **by** five percent.
* The scale of our company continues to **shoot up/skyrocket** dramatically.
* In five years' time, the workforce will have grown **by** fifty percent.



Line graph 折线图，曲线图 V.S. bar graph

# Part 3) Negotiate a delivery deal

## **Sticking points〔进程中的〕症结／难点，障碍**

**Sticking points** in logistical process**:(物流进程中的）症结/难点，障碍**

* **What if** we agreed to extend our contract **by** six months? = What would you do if xx
* We have some concerns about the billing process. Our billing is based on weight or dimensional size.
* //fixed-rate billing or ? flexible billing based on size, weight, dimensional of the product to deliver
* We'll pay 25 percent **up-front预付**, the rest (75%) after delivery.
* We will guarantee delivery within three days.
* We need a 24-hour **turnaround time周转时间**.

## Making suggestions and giving opinions

Dana is discussing Seabright Shipping's offer with her colleagues.

1. So, **to recap/to summarize,** we agreed upon every issue barring **turnaround time** and total cost. I pushed for a 24-hour **turnaround time**, but Simon insisted this would mean a 10% increase in cost.
2. **In other words,** faster **turnaround time** means more expense. **That's nothing out of the ordinary这是正常的.** //turnaround time: 周转期，周转时间(指物流界 logistics里接受、加工、送回某物所需的时间)
3. **If I could butt in here (interrupt)** ...Our customers expect 24-hour product delivery.
4. **I'm just throwing out an idea here,** but we could downgrade service levels...
5. Well, **that may be true, but** we don't have the time to analyze thousands of small shipments a day - our resources are stretched already.
6. **As far as I'm concerned我所担心的是,** we shouldn't change our approach until we've looked more deeply into the issues involved.

## Concluding a negotiation

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| Dana and Simon are discussing **the sticking points of the logistical process:(物流进程中的）症结／难点，障碍:**  DANA: Simon, hello again.  SIMON: Hi, Dana.  DANA: How has your stay been so far?  SIMON: Great. And if we can conclude our deal successfully today, I can safely say that it will have worked out as the perfect business trip.  DANA: Well, **on that note/in this respect关于这一点,** I have some good news.  SIMON: **I'm all ears.**  DANA: First, **I'd like to recap the main points** we've already agreed upon, just so there's no future misunderstanding. So far, Seabright Shipping has agreed **a fixed-rate billing** based on dimensional size, **on the proviso that** 前提条件是the contract is extended another six months.  SIMON: That is my understanding of the situation.  DANA: And you have no problem with us paying 25% **up front预付**and the remainder after delivery?  SIMON: No problem at all.  DANA: So, that just leaves **turnaround time**. After discussing it with my associates, it was decided that we would be willing to pay the extra 10%, as long as you could guarantee a 24-hour **turnaround time** for the length of the new contract. **// turnaround time: 周转期，周转时间(指物流界 logistics里接受、加工、送回某物所需的时间)；(飞机、船舶等抵达后装卸货物、加油、服务等所需的)　停航时间**  SIMON: **You have my word on that. //I give you my promise. Undertake to do=promise to do**  DANA: **Then we have a deal. Let's shake on it.**  SIMON: Pleasure doing business with you.  DANA: And you. I'll have my secretary **draw up the contract起草（合同）.** |

## Negotiating a delivery deal in logistics industry

See the C:\Tracy\TW related\English\IETLS\oral topic\2 EF oral topics - Script based on Level\EF L17\_FieldSpecific\Business English\**Negotations** I

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| You work for an online toy store called funtime.com. You are about to enter into the second round of negotiations with the carrier Seabright Shipping. Look at the email from your line manager and work out which issues are **sticking points(症结／难点)** and which should be no problem. Group the items  Hi.  It is my understanding that negotiations went well last week with the Seabright Shipping agent. I want to just confirm what I think are the important issues, and to check that my understanding of the negotiation is correct, before you go into round 2.  ## Talk about **the sticking points (进程中的) (症结／难点)** in the previous round of negotiation  So, it seems that the billing of our product should not be an issue. Our product is always a standard size and our shipping routes regular. I think we can agree on a **fixed-rate billing** based on size and weight. They have promised a 24-hour **turnaround time** **on the proviso that ( [prə'vaɪzəʊ]但前提条件是)** we would extend the contract to a full year, which I think is a fair offer **on that note/in this respect在这一点上**. You can definitely agree to this.  **Next**, the major **sticking point** seems to be payment. I am not comfortable in paying 50% **up front预付**, then the remainder/rest when the delivery arrives. I would much prefer to pay 10 or 20% **up front预付**. I think we can go as high as 25, but no higher.  **Last but not least,** the distance. In the future, some of our routes may be a bit longer. See if you can get **a fixed rate** on distance included in the final agreement. This will save us a lot of money later in the year. However, **on no account(绝对不，决不可以)** tell the agent of our future plans.  // a fixed-rate loan or mortgage is one in which the amount of interest you pay remains the same for a specific period of time　固定利率的  **//绝对不可以: on no account do sth** |

# Part4) SCM, supply chain mgmt

## Five basic components of SCM

You are about to read a magazine article describing the ‘five basic components’ of **supply chain management** (SCM) and how to carry these out more efficiently and cost-effective.

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| --- | --- |
| ‘Five basic components’ of SCM | how to carry these out more efficiently and cost-effective |
| Plan | To discuss and decide |
| Deliver | To send |
| Source | To look for????? |
| Return | To send back |
| manufacture | To make |

## State of the logistics industry

If you haven’t yet thought about the State of the Logistics Industry article from the SCM (Supply Chain Management) Group, now is the time.

It’s no secret there have been some ups and downs in the industry recently, especially in the areas of cost, inventory and carrier prices. This trend is in part due to the industry consolidating, but also to new technology or, more precisely, the lack of it.

SCM is committed to improving the way a company finds the **raw** components that enable it to make a product and then delivers it to customers. There are **five basic components of SCM: Plan, Source, Manufacture, Deliver and Return.** This last area can be an especially problematic part of the supply chain. So what can be done? Bar codes only? Not anymore. Companies are now using RFID (Radio Frequency Identification), tags that can identify what the product is, where it has been and when it expires – essentially whatever information a company wishes to program. Right now the major **drawback/downsides** is the high cost of building the infrastructure to manage **RFID data** and the consequent **lack of ROI (return on investment).**

Many SCM applications are reliant upon the kind of information stored inside **Enterprise Resource Planning (ERP) software** and, in some cases, **Customer Relationship Management (CRM) packages**, making the cost very high. It can be a nightmare getting information flowing on a fast, reliable basis from all the areas of a company, especially if that company doesn’t collaborate with other companies to help lower costs.

Another important factor is **ERM (Enterprise Resource Management).** Recently, due to a decline in demand, distribution centers produced SKUs (stock-keeping units). However, this system created some serious problems and many companies soon replaced it with a JIT (just in time) system. Unfortunately, as a supplier adopts JIT and other ‘lean production’ concepts, it also tends to reduce its indirect labor and technical staff.

Using a **CPFR (Collaborative Planning, Forecasting and Replenishment补充，再装满**) system helps a logistics company to reduce overheads by collaborating with other companies and to develop clear business guidelines and roadmaps for various collaborative scenarios, including **upstream suppliers and retailers**. Sharing expenses between companies can be an effective way to reduce costs.

As companies search for new ways to reduce costs, collaboration is more and more becoming a key component in optimizing supply chain. The CPFR system is one effective way of doing this.

## SCM and ERP vendors

 (Logistics industry)

That’s why the leading SCM and **Enterprise Resource Planning (ERP)** software vendors are **ramping up** their products to perform in real time, across different environments, and with better analysis tools. They are promising systems that integrate more easily with other applications and map more closely to the business processes and priorities on which companies actually operate.

Supply chain product managers say that real-time visibility offers greater responsiveness, which lets them operate with lower **inventory levels**. It also helps them improve their **forecasting capabilities,** which is important because inaccurate forecasts could translate into lost sales.

The industry’s leading **supply chain and ERP vendors, e.g. SAP limited,**  are very much aware of this need for real-time capabilities. This year, they are adding support for web services so their applications can more easily share information with other vendors’ apps, as well as with legacy systems. Some vendors have even rebuilt their software so it’s purely web based. Such efforts have set the stage for companies to automate business processes across departments and beyond their own walls.

One example of real-time operation is Alcatel’s enterprise networking division. A few years ago the division out sourced its production and logistics services. Now it assembles products only when inventory drops to specified levels, rather than according to forecasted sales. The changes have cut in half the dollar value of the inventory that the company holds: and the planning cycle, which previously relied on manually constructed spreadsheets, by about 75%.

But trimming inventory and planning cycles put hefty demands on Alcatel’s supply chain. In order for the outsourcing to be successful, the company required visibility across the supply chain of assemblies and critical components. So they upgraded their applications to better share planning and production schedules with their business partners. The software lets Alcatel treat outsourced manufacturers as though they were internal organizations. They can now, in real time, work with suppliers to compare order forecasts with supply commitments, determine demand-supply mismatches, and analyze suppliers’ performance.



## Skimming/scanning a business proposal 略读

TriLogistics Inc.  
SCM

Project:

Information Technology using RFID

Prepared for: Better Logistics Ltd.

Prepared by: Lauren Stewart, TriLogistics Inc.

Description:

An automated program equipped with RFID Technology

Proposal Number: 33430921

Objective:

To create an automated program to facilitate the use of tags in tracking the situation, route, destination and contents of a product, including where the product is, where it has been and its expiration date. The logistics sector is perfectly positioned as one of the primary beneficiaries of the adoption of RFID into the supply chain.

We will be keeping in mind all possible present and future scenarios and carefully analyzing and implementing forecasts on the behalf of the client.

• Cost-effective  
• Complete database  
• A range of tracking applications  
• Cutting edge but easy-to-implement technology

Opportunity:

Our company will build a secure database located at an information storage facility. The information can be read by any computer with access to the internet and with no special software required. RFID tagging represents a great opportunity to expand a company’s portfolio of services rendered. These opportunities include:

• Performing inspections  
• Viewing and printing inspection certificates  
• Recording inventories   
• Tracking assets   
• Lowering inventory stock levels  
• Reducing manual checks  
• Reducing logistics costs  
• Providing RFID compliance services to clients    
• Expanding service and revenue bases to suppliers

* + Conclusion



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| **Project**  Information Technology using RFID  Prepared for: Better Logistics Ltd.  Prepared by: Lauren Stewart, TriLogistics Inc.   **Description**  An automated program equipped with RFID Technology.  Proposal Number: 33430921   **Objective**  To create an automated program to facilitate the use of tags in tracking the situation, route, destination and contents of a product, including where the product is, where it has been and its expiration date. The logistics sector is perfectly positioned as one of the primary beneficiaries of the adoption of RFID into the supply chain.  We will be keeping in mind all possible present and future scenarios and carefully analyzing and implementing forecasts on the behalf of the client.   **Opportunity**  Our company will build a secure database located at an information storage facility. The information can be read by any computer with access to the Internet and with no special software required. RFID tagging represents a great opportunity to expand a company’s portfolio of services rendered... |

## Making a counter-proposal

替代前一个提议的新提议counterproposal /ˈkaʊntəprəˌpəʊzəl/ : [N](javascript:;)a proposal offered as an alternative to a previous proposal.

As the managing director of Blue Sea Logistics, you have commissioned a proposal from LookAhead Software to build an automated program featuring SCM and ERP software. The proposal is a little vague, especially the ‘Opportunity’ section, and the completion date is one month later than you had requested. Make notes below on the extra points you want to include in your counter-proposal. Compare your text with the model.

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| --- |
| LookAhead Software  Project:  Information Technology using RFID  Prepared for: Blue Sea Logistics Ltd.  Prepared by: Jim Bell, Blue Sea Logistics Ltd.  Description:  An automated program with leading SCM and ERP software  Proposal Number: 3021 44 688 676  Objective:  • Create systems that integrate more easily with other applications and that map more closely to the business processes and priorities of the company. • Real time performance • Support for web services  • Automated processes  Opportunity:  • Providing greater ROI • Making company more efficient  • Reducing manual checks  Completion date:  17/10/2012 |

