

CHAPTER 2

LITERATURE REVIEW

2.1 Overview of logistics enterprises

2.1.1 The definition of logistics enterprises

According to the logistics industry in the role of social economy, combining with the theory of logistics, logistics enterprises can be defined as the market main body, which is provided with all sorts of goods transportation, loading and unloading, storage, sorting, packaging, or simple processing and other services. Next, it is connected to the product of upstream suppliers and downstream buyers. Then, in the process of logistics business, in addition to bear the circulation function of physical commodities, it also needs to bear the relevant information and the transfer function. In conclusion, logistics enterprise is regarded as the implementer of logistics activities, and its business is throughout the process of all kinds of products from raw material supply, consuming, completing to recycling.

2.1.2 The classification of logistics enterprises

In different dimensions, logistics enterprises are classified into different types.

According to the logistics enterprises operating focus, logistics enterprises can be divided into the transportation, warehousing and integrated service-oriented logistics enterprises. Transportation logistics enterprise mainly provide goods transportation services, including land, sea and air. During the process of transport goods, they do not produce added value, but only change the position. In a word, net-like distribution business, capacity for the enterprise core resources, the daily operation process flow are synchronized with the products.

Warehousing logistics enterprise is focus on the supply of the goods storage facilities, and provide the necessary production function of goods loading and unloading, packaging, sorting, producing certain logistics value-added. Generally, such companies are close to the target market, meanwhile the site and location for the

enterprise are core resources. Therefore, they are dotted in the market, and are all sorts of products circulation distribution and the carrier, radiating daily business.

Integrated service logistics enterprises, not only to provide trunk transport, feeder and a certain amount of storage, but also to achieve the distribution of goods and information management functions. This kind of logistics enterprises are distributed in the social consumption industry, the socialization degree is higher, the internal management mechanism of the enterprise is more standardized, the business scale is bigger, and it is the main trend of the development of the third party logistics enterprise.

From the logistics services to distinguish between objects, to the whole society to provide specialized logistics services enterprises called third party logistics enterprise. The enterprise which is closely related to the fixed one or more objects, which is called the self owned or exclusive logistics enterprise, can be regarded as the Logistics Department of the core enterprise.

And from the commodity specifications, weight and other indicators, logistics enterprises are divided into conventional logistics and courier companies, the latter is the product of the era of e-commerce.

2.1.3 The social function of the logistics enterprises

The existence of the logistics enterprises is the necessity of social division of labor. Any market main body in market competition environment are eager to live with minimal input to obtain the biggest benefit, and to abandon a lot of organization function, as well as to promote core competence by refined management organization of the cultivation and promotion. So professional logistics enterprise arises at the historic moment, and they offer non-core business outsourcing logistics activities, providing possibilities of reasonable allocation of resources. Logistics enterprise market decides the inevitability of its core social functions. Logistics enterprises should co-ordination the logistics resources and logistics demand of the whole society through the specialized services, to continuously reduce the social total cost of commodity circulation, and improve the efficiency of circulation. In today's society, the circulation costs of commodities produced in the process of logistics account for

about a third of commodity prices. Logistics activity covers the entire industry of market economy, especially manufacturing and trading industry.

In the manufacturing of goods, logistics enterprises bear the circulation of raw materials and semi-finished products. The impact of logistics supply chain on the value chain. Through the optimization of manufacturing supply chain, to achieve enterprise resource intensive use; rely on high standard logistics service enterprises, manufacturers can achieve inventory control, production planning, procurement and other key ring section of the cost control, improve the utilization of enterprise resources.

In the circulation of commodities, logistics enterprises are responsible for the realization of the value conversion process from manufacturers to consumers. In the traditional consumption channels, from the manufacturer to the agents, distributors, retail terminals, and then to the consumer in the whole process, logistics enterprises to provide comprehensive transport and temporary storage and sorting function. In the most common chain of super channel, the logistics enterprise centralized transportation, classification and distribution functions to support the daily operation of such enterprises. In the network of sales channels in the new logistics service itself is essential to the process of consumer consumption, has become an important reference to influence consumers' decisions, take all the functions of commodity circulation, goods from the factory to the consumer, from the logistics enterprise network consumption is undoubtedly the absence of castles in the air.

In addition to the traditional social function with the social division of labor gradually refined, social economic organization correlation degree unceasing enhancement, basic function of logistics in social economy to further strengthen the logistics enterprise social function more rich. Business optimization and service innovation of logistics enterprises, can not only enhance the commodity producers market coping ability, provide a basis for the inventory strategy, supply chain strategy and market development; also can provide more choice of goods, quality is more abundant consumer experience; and with the application of big data technology, cloud computing technology the operation process of logistics enterprises, resulting in

detailed and accurate data flow, its commercial value is inestimable, can provide important reference for the related market commodity value chain development strategy, also make logistics enterprises in the social economy the link function is more prominent.

2.2 Overview of strategic management

2.2.1 The definition of strategic management

As well as logistics concept, we know about the knowledge of the strategy from the military. Game on the market, the definition of the enterprise strategic management is operating activities. During the activities, the market main body analyzes the environment and its own resources and combines enterprise's development vision, setting longer market goals to realize the path, the method and time limit.

Because the strategy is the long-term management of the enterprise. After the completion of all enterprise management strategy, the enterprise management strategy should be consistent with the content of the strategy. At the same time, daily business need go around strategy, so enterprise strategic management is a long-term behavior. But the enterprises environment is dynamic, and it may cause some uncertainty to the enterprise strategic target realization. Therefore in the process of strategy implementation, strategic management is a dynamic. According to the market change, it needs to adjust strategy implementation means in time, or make reasonable adjustments on the strategic target. So it can ensure that the strategic management process is in accordance with objective reality.

2.2.2 The key elements of strategic management

According to the content and scope of strategic management, the key elements of strategic management has four aspects: strategic analysis, strategic choice, strategy implementation and strategy evaluation.

Strategic analysis is a process. In the initial stage of strategic management, through the definition and cognition for enterprise development goals, the enterprises analyzes the external social environment, market segment, competition, and enterprise

internal allocation of resources, various kinds of the ability of stakeholders. Then the enterprises will realize the possibility of setting goals.

Strategic choice is a strategy. On the basis of strategic analysis, according to enterprise strategic target and the internal and external environment, the enterprise makes a variety of implementation plans, and then sufficiently demonstrate and evaluate plans. Finally, a kind of feasible and most balanced strategy is made. Generally, for strategic choice schemes, the more, the better. Also, in the selection process, the enterprise regards benefit maximization's most as strategic decision criteria, as well as considers all kinds of management risk, competition risk, etc.

Strategy implementation is the practical activity after the strategy is determined. Enterprises in the implementation process from top to bottom on the strategic goal of node deconstruction, the implementation strategy of planning into various functional departments, the intellectual level of management, and to adjust the internal process, enterprise culture and management system, the enterprise internal organization execution operator to achieve the strategic goal and requirements. In the implementation process, we should focus on the right process to get the expected results, and achieve the strategic objectives of the stage.

Strategic assessment runs through the whole process of strategic management, can be roughly divided into the stage of pre evaluation, assessment, summative assessment, key nodes in strategy formulation, selection, implementation, strategy evaluation is the role of the various elements of the strategic goal of enterprise management and Practice for comparison, the strategic management is not reasonable, and then combined with the reality of the market and enterprise status of strategic objectives, implementation process of adjustment and optimization, to ensure the practicality, feasibility and rationality of the strategic management is out of touch with reality and become empty.

The above four are not isolated exist in enterprise strategic management, and is not a simple causal relationship between before and after, but in the whole process of strategic management interspersed with each other, mutual promotion: strategic analysis throughout all aspects of selection, implementation and evaluation activities;

strategic choice or adjustment according to the analysis, from the implementation and evaluation of the results; the implementation of the strategy process analysis, selection, evaluation by stages based on the guidance, and the key information in the implementation and effects of the three; strategic evaluation in the implementation of the strategy, the selection process is throughout, is an objective reflection of the key content of the strategic management of each stage.

2.2.3 The realization steps of the strategic management

Set up a long-term goal of enterprise development. According to the current phase of the performance of company products and services and development potential, policy makers reasonably position business objectives for a period of time, such as the size of the market, brand image, economic benefits. For strategic target positioning, they not only need external and actual situation of the enterprise, but also closely join with enterprise executive ability, to make the target realized.

Strategic goals established, the enterprises ought to make careful and objective analysis, according to the enterprise internal and external environment. On the other hand, the enterprises need to understand the advantages and challenges, in order to realize strategic goals. Internal environment analysis for enterprises' management is a full understanding of resource distribution. However, the external environment analysis is a precise and comprehensive grasp of social factors, such as enterprise's age, region, market situation. Through the internal and external environment analysis, the enterprises need to distinguish the strengths and weaknesses, as well as opportunities and threats in the market.

On the basis of a comprehensive and objective understanding of self and external knowledge, the strategic goal is to enter the stage of strategy formulation. The development process must conform to the trend of the external environment and internal resources, to optimize resources and avoid weaknesses in order to exert the advantages of bad factors and potential threats, to develop a variety of strategies, the decision-making based on the management experience, the market sense, the core competence of enterprises establish strategic plan the most appropriate.

In the process of the implementation of the strategy, the management of the

enterprise begins to decompose the strategic objectives, and divides the time into the latitude for the vertical decomposition and the development of the phased objectives. To maintain the unity and cooperation among the various stages of the target and the business strategy, and to serve the strategic objectives.

The implementation of the strategy of each time node, the enterprise according to the practical effect as compared with the original goal, strategy strategic assessment, analysis of factors affecting the performance of the implementation of the implementation process, and identify the corresponding negative factors, clearly define the origin, extent, degree of control and the measures to deal with, and then as the adjustment of strategic objectives or implementation plan.

2.3 Logistics enterprise strategic management

2.3.1 The content of the logistics enterprise strategic management

The contents of Logistics enterprises strategic management should conform to the requirements of the two aspects:

1. The objective law of strategic management discipline. Logistics enterprises is the product of social and economic development. As a legal person restrained by the objective law of market economy, the management structure and operation mechanism should comply with the same general corporate governance norms, and the main framework of strategic management should also comply with the general theory of strategic management discipline, as well as implementation steps. After all, the purpose is to make strategic analysis, formulation, selection, implementation and evaluation through mature strategic management tools and methods.

2. The business characteristics of logistics industry and the standard. Logistics enterprises and other industries of market main body exist commonness and industry characteristics, so its content must consistent with industry characteristics. That is to say, strategic management is not divorced from reality, in order to make effective strategic management. The continuous improvement of the service quality is considered as a strategic management content. Because the service is the core of the

logistics enterprise products. But the service is subject to the limit of the homogeneity, which means easy appear substitutes. So the long-term stability of the logistics service quality and continuous optimization can reduce the risk of logistics enterprise market alternative. And cost optimal strategy management content is due to the cost of commodity circulation in the social economy of the high proportion, so the optimal cost do not blindly pursue cost minimum, but is a balance between the quality of service and logistics cost control. So in the long run, logistics cost optimization is a new source of profits in a market economy, and the resource intensive logistics is the only way to reduce the cost of circulation of commodities, which determines that the cost of the optimal strategy must be one of the main content of the logistics enterprise strategic management.

2.3.2 The main points of the logistics enterprise strategic management

For logistics enterprises, especially Socialization of logistics enterprises, the main points of the strategic management should be based on the logistics resources and market demand. On the other hand, they support the realization of strategic goals and strategic deployment of propulsion around the efficient logistics system construction. Combined with the current logistics market form, the author thinks that the main points of the logistics enterprise strategic management have the following aspects:

1. The self-image of logistics system and cognition. First of all, to make up the clear strategic orientation of logistics system. The logistics activity service advantages should be regarded as focal points of logistics service promotion, such as market advantages, technological advantage, scale advantage, industry resources, the outstanding components organizing. Also, forging enterprise core competitive ability needs to be considered as the important direction of business strategy. Second, to combine strategic orientation and accurately grasp the strategic advantage and trends. Strategic factors consist of the industry advantages, location advantages, industry resources, information technology and internal management advantages, etc. Therefore, in the process of strategic management according to the enterprise market and the competition situation, the enterprises need to distinguish irreplaceable

absolute advantage and comparative advantage, and take advantage of the potential for strategic advantage. If the enterprises want to hold strategic trend according to market development process, demand growth trend, industry change direction and development trend, they should contrast with operational indicators, such as marketing strategy controlling, service quality evaluation, market distribution and user groups to objectively judge the capacity of the enterprise in the market . Finally, to have a clear cognition of the enterprise's own logistics system types and corresponding industry conditions. The enterprises need to have the deep understanding of the basic characteristics of the enterprise logistics system, internal norms and operation mechanism, which are the basis of the perfect logistics system, the improvement of the standpoint of service quality and the logistics cost reducing.

2. Pay attention to the integration of logistics system resources. Logistics industry is a high socialization degree of resource-intensive industries with its capacity and market resources scattered. In the strategic management process, logistics enterprises closely link the enterprise internal business with the external cooperation enterprise business module. Meanwhile, logistics enterprises aggregate them into unified logistics service system through modern enterprise resource integration means. In the process of logistics enterprise operation strategy, resource integration requires to be combed again according to the key factors such as market demand, capacity allocation, storage resource and logistics information service system. And the purpose is to form the enterprise core ability and market demand docking. In the process of the internal management, through adjusting and optimizing the management system of the operating mechanism, business process, logistics enterprises ensure that the logistics system effectively improve response ability, and form market demand oriented logistics service quality improvement strategy.

The logistics enterprise resource integration to choose according to the integration of the scientific enterprise business characteristics, transport logistics enterprises should pay attention to the integration of internal and external resources and capacity, in order to optimize the transportation line network layout, improve market coverage for the purpose; warehousing logistics enterprises to integrate

resources and hardware facilities, the integration of internal and external resources sorting, to highlight the market the location for warehousing distribution basis; integration of integrated logistics enterprise both transportation resources, storage resources, market demand and logistics information resources integration. In a word, the process of logistics enterprise resource integration should be the unity of internal integration and external integration, vertical integration and horizontal integration, internal management system and operation mechanism of attention through the adjustment of organizational functions to make more intensive and efficient, to maximize the enterprise internal resources utility; external integration is through mergers and acquisitions, restructuring, cooperation and other means of fragmented industry resources are concentrated, in order to improve the overall size of the logistics system. Closely related to vertical integration and internal integration, aimed at enterprises from decision-making to implementation the integration of execution and coordination functions; horizontal integration and external integration and consistency, is from a strategic height to promote the logistics system expansion, improve the market layout, make up the short board business.

3. To supply chain management. The main reason for the high logistics cost is the dispersion of the socialized logistics demand. For the production of enterprises, the micro logistics demand is relatively concentrated, there is a causal relationship with the production of commodity demand, but the industrial distribution pattern of such enterprises on the macro decision distribution of logistics demand; for circulation enterprises, logistics demand according to the target market distribution, due to the change of market demand determines the change of logistics demand therefore, enterprises in the industry market distribution determines the distribution of logistics demand, and according to the demand of diversity; and for individual consumers, with the total logistics needs, but demand is discrete random distribution, and individuality. The above three challenges to the intensive management of logistics enterprises. In the process of logistics development, the core enterprises in a certain industry, the upstream and downstream enterprises to form a complete industrial chain for the development of supply chain logistics to provide a market basis. The market

demand of distributed logistics enterprises, supply chain logistics professional, the whole industry chain can improve the logistics enterprise intensive management, reduce the total cost of logistics operation system, and reduce the operation cost of the logistics system and logistics service object to reduce operating costs and improve profitability and lay the foundation. Therefore, in the current market competition, supply chain management has become an important proposition. In this environment, the logistics enterprises with their own resources, strategic orientation to comply with market demand, the logistics system to supply chain management direction, no doubt can promote their own competitive advantage.

2.4 The present situation and challenge of logistics enterprise strategy management in e-commerce environment

2.4.1 The present situation

1. Strategic planning process. Due to historical reasons for the specification degree of the Chinese market economy cannot be on a par with the western developed countries, as well as the corresponding logistics enterprise management concept and means. Meanwhile, the content and process of strategic management are within the framework of relatively mature practical experience and theoretical results of developed countries.

The current Chinese logistics enterprise strategic management, with mature strategic analysis and planning tools such as SWOT method, PEST model, Potter was unable to model, formal analysis of the internal and external environment, combined with the development trend of logistics industry and enterprise development stage, short-term development strategy.

The Chinese logistics industry is in a stage of rapid development, market level is not high, a large number of enterprises and the body of a strategic planning present situation also is quite different: the current strength of the large enterprise in the industry has a special strategic management team, from the field of logistics management experts and technical experts, marketing experts, a comprehensive top-level design responsible for business development strategy, such as Baogong

logistics group headquarters with the special committee of experts and strategic research specialist. But for the majority of small and medium sized logistics enterprises, as the market scale, management ability, survival ability is relatively poor, the strategic planning is almost blank, or in the short term economic goal as the core, the service strategy, core competence strategy is relatively lack. In addition the development process of Chinese market economy, due to the impact of government intervention policy factors leading to strategic planning for logistics enterprises is significant, in the logistics enterprises to maximize their own interests to consider, its strategic planning content often conform to the trend of logistics industry policy, such as "a road with a" National strategic deployment, planning to advance Transfar logistics inland expansion strategy in a timely manner; in 2009 the government introduced Chinese "logistics revitalization plan" after the start of the layout of the national logistics development strategy. It can be seen that the strategic planning of China's logistics enterprises is extremely sensitive to government decision-making.

2. Strategic control process. Strategic control includes strategy implementation and strategy adjustment. Chinese enterprises' strategic control process is generally based on the western theory of strategic management. Considering China's unique business culture and employee psychological, the enterprises formed strategic control strategy with performance evaluation as the core. China's current situation of the basic of logistics enterprise strategic control tallies with strategic planning. In the process of strategy implementation, the enterprises forms the strategic control system on the basis of the performance evaluation. Decision-making, management and executive business division of labor are clear and consistent with the enterprise culture. In the process of all kinds of business strategy implementation, the business logic is relatively clear and reasonable. For example, the strategy of logistics group control regards the user as the center, and organization functions as the carrier. In strategic decisions, the division of design is realized on the basis of long-term management and expert team. Managers use the project manager system to satisfy the needs of different users, and carry on the service innovation under the constraint of strategic goals. The goal is to ensure the feasibility of all kinds of

business strategy. Finally, through the standard operating procedure (SOP), executive layers pay attention to achieve supply chain services in the process of critical business services node index of quantitative assessment.

At the same time, large-scale logistics enterprises, strong financial capital flow is larger, the implementation of the strategy and ability to co-ordinate the resources control in the process of outburst, according to the target input of modern logistics technology and the necessary hardware facilities to support the strategic implementation. For example, self built logistics distribution system of Jingdong in the mall process control strategy, enhance the quality of service is always around the strategic deployment and implementation, has invested billions of Renminbi in the national strategic layout, construction of transportation, warehouse and distribution network covering the country, the strategic control always serve the target market, and the Jingdong mall scale growth remain consistent and clear steps.

But Chinese logistics market of small and medium enterprises accounted for the majority, because of the size and strength of enterprises, lack of strategic planning, strategic control process, needless to say.

3. Strategy evaluation process. Consistent with strategic planning and the process of control, China's logistics enterprise strategic evaluation process still presents a situation that big enterprises are relatively perfect, while the current situation of small and medium enterprises are relatively lack. Generally, strategic evaluation of large logistics enterprises carries on with the general growth, the scale of target market and customer feedback. And it refers to factors, such as the industry competition situation, national policy guidance, enterprise internal ecology, to carry on objective analysis of the control of the strategic goal setting, implementation process, strategic adaptability and continuity. Therefore the evaluation results should be based on strategy optimization, and then forms the closed loop model of strategic management.

2.4.2 Challenge

Geographical distribution in e-commerce environment is relatively discrete, and due to a commodity category, the logistics demands are comprehensive,

personalizing and complicating. So in e-commerce environment, the logistics apriority presents the following characteristics. First, a whole chain of informatization. Because the development of e-commerce relies on the information technology, as well as the corresponding logistics system. The purpose is to realize information technology and e-commerce, data interaction. Also, from commodity production, circulation to transport, storage, sorting, distribution, it requires to have full data collecting and processing ability. Second, network data interaction. This is an extension of the informatization, and it requires the basic data of logistics activity to transmit product logistics dynamic feedback to the shopping platform user interface, through the network technology. Importantly, it is convenient for users to query. Third, automated sorting. This is the objective requirements of improving the working efficiency, reducing the circulation of the logistics distribution costs and improving the objective demand of logistics service quality. On the other hand, automated sorting cooperate information data processing can ensure the sorting accuracy and the speed of operation. Fourth, data processing flexibility. Because what the network shopping platform faces are thousands of different customers. The product outbound logistics system is consistent with the consumer decision making, and the aim is to realize the dynamic control of the data to maintain appropriate flexibility. Fifth, intelligent distribution scheme. During the network shopping, personalized needs of consumers will produce huge amounts of data, and it needs the network shopping platform of logistics support system to continuously optimize data and algorithm, as well as to implement the intelligent of the logistics distribution path allocation and choice. Besides, it can improve the response speed. In a word, the core of the above characteristics is the improvement of the logistics system response speed and enhancement of the efficiency of logistics system operation. The goal is to improve user experience of electronic business consumers. Based on the above characteristics, the development of electronic commerce brings logistics enterprises strategic management the following challenges:

1. The challenge of growing direction. The growing direction is the position of the enterprise itself, the market situation and the business direction that is

consistent with the objective laws of social economy. The growing direction of logistics enterprises means that the ability of logistics system to adapt to the market demand is affected by the enterprise management status and the Changes of market demand. Strategic management of logistics enterprises in e-commerce environment is uncertain for the judgment and determination of growing direction.

Because the electronic commerce industry itself is changing, technological innovation and model innovation itself can cause the industry reshuffle, the external conditions of the logistics enterprises in this, how to determine the direction of the growth of low risk, or how to maintain and keep step with development of e-commerce industry is focused on B2B, under the environment of logistics, or to focus on B2C or O2O the city distribution, to formulate development strategy of logistics enterprises is inevitable decision risk and selection of the pick, is also facing up.

The challenge of the development of electronic commerce to the strategic management of logistics enterprises is various. The first is the organization management challenges, enterprise logistics demand based on the traditional logistics discipline is relatively concentrated to the organization construction and function division, the business process management in the process of running after the short-term after quickly familiar relationship between logistics enterprises and service objects are more stable, orderly docking process. Even the scattered social logistics demand, also has a fixed capacity allocation, distribution, transport and sorting program, the corresponding management mechanism despite extensive but relatively mature. But in the electronic commerce environment, the information service of the supply chain, so that the original management need to flat adjustment, operation process of logistics system to optimize, require traditional logistics enterprises to process remodeling and function reorganization, to adjust its direction of growth.

The internal factors that restrict the direction of enterprise growth. The full coverage of high efficiency e-commerce transaction model, the logistics enterprise internal resources to optimize the objective requirements. The growth direction of logistics enterprises should be consistent with the needs of e-commerce logistics, the

internal resources must be focused on the innovation of logistics technology, the improvement of logistics network and the improvement of management level. Logistics technology innovation need to be equipped with all the modern hardware equipment, technology to enhance transportation, handling, storage, sorting and packaging of the intelligence and automation level, but also the need for logistics system process, performance evaluation, iterative method, information system is improved, the operation efficiency of logistics system with electronic commerce environment requirements. The sound of the logistics network requires the expansion of the scale of logistics enterprises, which is consistent with the scope of e-commerce. To improve the management level, it is necessary to coordinate the management tools, means and effects of logistics enterprises and the innovation of internal technology and network, as well as the external market demand and market trend. Due to the different scale of logistics enterprises in the above-mentioned internal resources to adjust the focus of different, directly affect the enterprise growth strategy.

2.The challenge of core competitiveness. Cultivating the core competitiveness is one of the fundamental purposes of enterprise strategic management. Core competitiveness is the competence, which ensures enterprises to maintain a long-term competitive advantage in the fierce competitive environment. It is also the cornerstone of the continuous improvement of the market size and enterprise profitability. The core competitiveness of logistics enterprises lies in the ability to bring the core value to customers through logistics service, and the value is original and difficult to be imitated or substituted in the short term. The innovation of products, technology and service is the carrier of core competitiveness. Technological innovation is the most likely to give birth to the core competitiveness in the production enterprise. But in the logistics industry is service quality.

In the electronic commerce environment, the logistics enterprise's core competitive ability training strategy, and the enterprise logistics system efficiency, the market scale and the logistics network layout influence each other. The core competitiveness of large logistics enterprises is obvious, or to the scale of victory, or speed to win, or service to win, this is not the only one, is gradually formed in the

long-term practice of the enterprise market. However, the core competitiveness of small and medium-sized logistics enterprises is affected by business process assimilation, and is not prominent. Large logistics enterprises to optimize existing resources timely with the development of e-commerce logistics characteristics of small and medium-sized logistics enterprises in response to the relatively weak, which makes the core competitiveness between different scale logistics enterprises to further expand, increasing the difficulty in forming the core competitiveness of the logistics enterprises if the weak position in the market, its living space by extrusion.

However, the core competitiveness of the same scale logistics enterprises in the traditional logistics cannot be extended to the electronic commerce environment, it needs to adjust and sort out the core competitiveness. But because of the intensive electronic commerce logistics demand transverse dispersion and vertical demand, the logistics enterprise's core competitiveness challenges from information technology, market layout, logistics system design, related elements in the process of extension is more complex, the objective of creating the core competitiveness of enterprises to cultivate the direction of trade-offs, the potential resource advantage limited increased difficulty.

3.The challenge of strategic flexibility. The strategic flexibility of logistics enterprises is forward-looking while maintaining long-term certainty. he challenge of strategic flexibility of logistics enterprises in e-commerce environment is due to the development of e-commerce industry. Information technology, network technology innovation will bring changes and even subversion of E-commerce model and coverage. In the long run, the evolution of the e-commerce industry is still uncertain. This situation determines the development trend of the logistics market, puts forward higher requirements to the logistics enterprise strategic flexibility, implements basic and necessary information strategy, logistics system layout strategy and strategy of improving the quality of service in varying degrees. On this basis, according to the internal and external environment, enterprise strengthens the adaptability of strategic management.

But the internal elements of something more, the spontaneous factors also

will inevitably increase, the basic strategy of the logistics enterprise strategic management in the e-commerce environment, logistics informatization strategy is necessary for logistics enterprises strategic management in electronic commerce environment. But the longer strategy implementation cycle, information system and iteration throughout the life cycle, also needs to be adjusted and curing business process system once after setting the line; with the development of the market and the expansion of enterprise scale, information system and the need for timely adjustment, the corresponding line of business vice versa. Therefore, the strategy of logistics information is not easy to restrict the enterprise strategic flexibility on the micro level. Logistics system layout strategy of the large investment, long payback period, the implementation process will occupy the long-term strategic resources inside and outside the enterprise, caused by internal pressure to the enterprise; at the same time, the situation of electronic commerce market will lead to the change of logistics demand model, increase logistics system layout does not adapt to the risks to the logistics business strategy implementation caused by external problems. Furthermore, to develop logistics service quality strategy should be carried out around the logistics market demand diversification, personalized e-commerce logistics demand increases the difficulty of service quality evaluation standards, process improvement, and with the development of electronic commerce form, the difficulty will continue to increase.

In summary, the logistics enterprises in e-commerce industry external environment and internal business strategy through to its strategic flexibility challenges.

4.The challenge of competitive strategy. The challenge of competitive strategy is the lack of competitive response ability, which is due to the lack of growing direction, core competence and strategic flexibility in the complex and changeable e-commerce environment. The competition in traditional logistics environment depends on the scale of the logistics system, logistics service quality, logistics costs and other rigid indexes. And all of these depend on the overall strength of the enterprise. Although this kind of competition is extended to the e-commerce environment, the influence is greatly reduced. In the era of e-commerce, the

competition of logistics enterprises puts more emphasis on the innovation ability of logistics technology and logistics concept, which depends on the fusion degree of logistics system and e-commerce demand.

The electronic commerce logistics market competitors almost with the same type and change the challenge, but different in the growth direction of enterprises began to split, some prominent in supply chain services, some outstanding logistics distribution limitation on information technology based, some with the expansion of the scale and layout of logistics network. At the same time, the different growth direction of enterprise development to a certain stage in the development of lateral association, seeking to become a modern third party logistics enterprises to provide comprehensive logistics services five, Langya staggered pattern to the competitive environment of logistics enterprises is more complex. In this regard, the competition of logistics enterprises in addition to the continuation of the traditional logistics mode under both measures, but also give full consideration to competitors for a variety of strategic focus, e-business deployment management strategy, resources and other advantages, more accurate analysis of factors to electronic commerce industry long-term development direction, industrial policy, industry basic configuration and other external factors, comprehensive the unified competition strategy.

2.5 The Focus of Logistics Enterprises Strategic Management in E-commerce Environment

2.5.1 Strategic planning based on enterprise resources

Strategic planning includes strategic objectives, strategic environment, the establishment analysis, formulation and selection of strategic plans. The key points of logistics enterprises strategic management are clear self positioning and cognition. Therefore, the strategic planning of strategic management is based on the objective analysis of enterprise resources, including internal and external resources.

1. Internal resources. The internal resources include physical resources and intangible resources. The former one covers necessary facilities, land and other tangible assets that can be monetized. The latter one includes corporate culture, brand,

organization, management ability and other intangible assets. These internal resources constitute the starting point of the enterprise strategic planning, which is the basic for the logistics enterprises to look for opportunities in the external environment, analyze and eliminate the potential threats.

In the process of strategic planning, logistics enterprises need to fully on the physical resources asset evaluation; the capital chain in revenue scale, the source of profits, the financing channels of comprehensive review, to determine the physical resources especially the efficient use of storage resources, key technology, logistics capacity in the market environment; objective evaluation according to the growth of business operations operation status, trend and expansion of physical resources, according to the assessment results to establish the strategic goal of physical resources can support the expansion of capacity. Analysis of internal intangible resources, brand influence, enterprise culture need to refer to the market feedback to the objective evaluation for the organization is focused on the ability of the enterprise organizational structure, division of functions and the corresponding ability, management ability can profit ability, growth rate, market growth and other indicators to measure. In the process of enterprise internal resource analysis, we should distinguish the inferior resources, advantageous resources and core resources three. Inferior resources is restricting enterprise development strategy, is difficult to control the threat, is the enterprise strategic planning need to avoid or make up part; advantage of resources should be set as the strategic planning guidance, highlighting the internal resources to maximize the effectiveness, improve the feasibility of strategic planning; core resource is the enterprise long-term have irreplaceable scarce resources, is the key to maintain the core competitiveness of enterprises, should be placed in the core position of strategic planning, and establish strategic objectives in the program must give priority to development.

2. External resources. In the market economy of fair competition, the political resources and legal resources that the market subjects are faced with in the same industry are equal. But in different areas, because of the need to optimize the industrial structure, the political and legal resources that the government's policy support for

different industries are not same. Because of its role in the global economy has become increasingly prominent and the political resources and legal resources for it are abundant in different countries and regions, e-commerce industry as well as supporting logistics industry are looked to further increase. The strategic planning of logistics enterprises in the e-commerce environment needs to fully consider the support resources for e-commerce, logistics industry, tax policy, land rent, access standards in target market area and grasp the situation for strategic layout. Especially the region that has large economic growth space and great market potential should be valued. Logistics enterprises should use small investment to seize market opportunities and increase the logistics system network coverage and market volume.

Industry resources are the relatively controllable industry market, technology, talent and other resources which are determined by the position and strength of logistics enterprises. The industry resources determine the growth space and the growth speed of the logistics enterprises, and play a decisive role in the enterprise strategic objectives. Industry resources can be longitudinal also can be horizontal, vertical control of the logistics enterprise resource is a chain of supply and demand of resources resources, service resources, logistics enterprises towards the foundation of supply chain logistics development. Horizontal resources are the cross industry resources of logistics, warehousing, transportation, information technology and so on, which are the basis of the development of logistics enterprises to the integrated logistics enterprises.

The above and the logistics enterprise resource integration is the key points of strategic management, specifically in the strategic planning can be according to their own business according to the characteristics of the internal and external resources, optimization strategies on the set of resources, promote the intensive management, the internal division is more reasonable, the organization executive ability and the capacity to respond to market security. Foreign common interest demands in the industry set based on integration strategy, strategic integration of various ways of business high correlation of enterprise resources and extensive business cooperation, the integration of focus with common interests to pursue or face

the same threat of competition of enterprise resources, technology can be resource integration, resource integration and logistics market the system of resource integration, such as conventional logistics enterprises with information advantage enterprise and offline resources integration, route logistics enterprises and logistics enterprises, regional distribution companies landing business between can make up for each other, logistics system coverage and overlap face a common threat on both sides of the enterprise can carry out strategic cooperation, etc.. To carry out resource integration can help enhance the core competitiveness of multi - core resources and maximize the effectiveness of resources for the strategic planning process as much as possible to expand the space.

2.5.2 Strategic choice based on market environment

The strategic planning of logistics enterprise is only the basic activity of strategic management, the most important point of strategic management is the strategic choice. Strategic planning set up a variety of possibilities for the future development of logistics enterprises. But the results of the strategic choice make the strategy implementation certain and finally become the basis for the implementation of the strategy. The strategic choice needs to carry on the feasibility analysis to each kind of strategic plan. The author believes that the strategic choice based on the market environment should be analyzed from the macro to the micro level, including general environment, industrial environment and operating environment analysis.

1. General environment. The general environment can be seen as the sum of the social and economic conditions in the market, and the objective real carrier of all the market organizations to achieve the strategic targets and operation. The general environment of logistics enterprises is extensive and even covering the whole market economy of the country and regions. After all, all types of production, circulation and service industries must rely on logistics to achieve the supplies of goods, commodities and services. The development of logistics enterprises are also restricted by the whole social economy.

The key elements of the general environment for logistics enterprises to carry out strategic feasibility analysis are:

First, political and legal factors. The development of E - commerce eliminates the gap between regional channels and strengthens the close connection of regional economy. Objectively speaking, the political society of a country or regional stability, improve the rule of law, contribute to the healthy and orderly market environment, so the rational management of the enterprise must be in the strategic choice when a full assessment of the political and legal risk, and the resulting uncertainty and can not be anti force. In particular, when the logistics enterprises take the initiative to adapt to the e-commerce environment and implement the global strategy, we should adopt a conservative strategy for the strategic layout of the countries or regions which are involved in the political instability and low degree of rule of law.

Secnod, the economic factor. The economic factors in the general environment directly determine the achievement of strategic objectives. The economic structure, a national or regional market growth trend, basic industries and potential of the logistics demand, growth has far-reaching influence, which determines the overall situation of road traffic, rent, labor costs and other logistics industry in logistics system more directly. The analysis of the logistics enterprise strategic feasibility to economic factors based on the target area, careful analysis, especially for the electronic commerce industry has covered a smaller scale, but the consumption of logistics demand scattered in remote areas, rural areas, not strategic choice of logistics enterprises in the radical is too optimistic.

Third, social and cultural factors. The social and cultural factors are mainly embodied in the target market for consumer preference influence analysis of the logistics enterprise strategic feasibility, and rooted in the local social and cultural forms of commercial atmosphere, the development of e-commerce and localization factors are closely related, as important basis for regional logistics enterprise marketing differentiation strategy.

2.Industrial environment.Industrial environment is the social element of logistics industry development,but compare with the general environment,the elements are relatively concentrated and the scope is narrow,which can be restricted to

land, transportation, logistics equipment manufacturing industry, peripheral services industry, logistics technology environment that are closely related to the development of logistics. The industrial environment is relatively stable and has a certain continuity in the same country and region in short term. In the global e-commerce environment, land, transportation, logistics equipment manufacturing industry, peripheral services industry that is related to the e-commerce and logistics are good, logistics enterprises with different scale are in the same environment.

But there are some differences in the technical environment, which is regarded as the source of core competitiveness. In addition, the control ability and application ability of the logistics enterprises of different scale are different, which makes the technology become the core factor to determine the industrial environment. The development of e-commerce is driven by technological innovation, and the logistics industry in the electronic commerce environment is more dependent on technological innovation. The emergence of new network information technology, logistics terminal hardware and other hardware, can promote the logistics system reform, can stimulate the potential market demand, the service value chain to provide an opportunity for the logistics enterprises to extend the level of intelligent automation hardware technology can improve the logistics system, meet the personalized demand of electronic business logistics decentralized; software technology can enhance the integration of electronic commerce industry and logistics industry in depth, so that both the data channel flow, flow convergence close, enhance the user experience.

In summary, the feasibility analysis of Strategic Logistics Enterprises in public industry based on the environment, but also need to set out from technology perspective, combined with the development of the logistics enterprise technology trends judgment, feasibility analysis of strategic plan, as a support for e-commerce environment strategic choice.

3. Operating environment. Operating environment is a collection of internal and external environment that is associated with logistics enterprises interests, including market competition situation, the logistics system layout, operating status

and so on. The competitive situation includes the competitor's condition, nature, enterprise's competitive position and the ability of competitive coping etc. The logistics system layout relates to the coverage of market demand, market positioning and logistics network structure of logistics system. Operating status of enterprise is the internal environment, including the company's financial situation, market performance, the quality situation of managers, the operation of the organization functions, the core technology or services, the usage of internal resources and so on.

The operating environment of logistics enterprises is a key part of the strategy of feasibility analysis, strategic choice made from the operating environment is tantamount to empty talk. In today's era of e-commerce, enterprise external environment constantly changing, the internal environment in the competition intensified in the challenge of frequent, strategic choice of logistics enterprises based on the background of the need to have to be very cautious, the operating environment of enterprises scientifically and full demonstration and analysis.

2.5.3 Strategy implementation based on Enterprise Competence

1. The utilization ability of logistics information. In e-commerce environment, the core role of information is magnified infinitely. Therefore, the development of logistics information is an unavoidable problem. The mass dynamic information in the process of material circulation is the basis for the control of the whole logistics chain and the information flow needs to be coordinated and unified with the capital flow, logistics and even the service behavior information. In this process, the ability of collecting, coping, analyzing and synthetically applying basic data is the focus of strategic implementation.

Logistics information is the soul of the logistics system, to make use of logistics information to conduct a comprehensive collection of basic data in the whole process of logistics system, the use of geographic information system in transportation (GIS), global positioning system (GPS) for commodities, vehicles, storage and remote data acquisition; storage and sorting links using barcode RF terminal, electronic tags and other technology to collect goods real-time dynamic data; in the distribution and delivery of the environment through the business data mobile PDA terminal

acquisition logistics terminal.

Logistics information integration link to centralized processing through the application software based on data acquisition, and data exchange through API interface with the customer network application system, or through the enterprise resource planning and core business users (ERP) system, manufacturing resource planning system (MRP), customer management system (CRM) and other management information the system integrated with EDI technology, realize the logistics information sharing and collaborative processing.

Capacity analysis of logistics information, logistics enterprises through identification and analysis, on the basis of the data collection, qualitative, comprehensive grasp of enterprise transportation resources, storage resources, human resource usage, and according to the trend of logistics development on the downstream market demand analysis, evaluation of logistics system operation performance, provide a realistic basis for the implementation of the strategy of comprehensive judgment.

The ability of comprehensive use of physical information, and ultimately to ensure the strategic flexibility. Logistics information is global dynamic information, logistics enterprises can be based on the information relevance, the basic information of the relative segregation different industries in social economy in accordance with the internal logic series, mining the potential value of information and its evaluation of the market environment, help to improve the ability of coping strategy, to ensure the implementation of the strategy of environmental adaptability.

The logistics enterprises in the process of implementation of the strategy, to promote the importance of logistics information use ability, to strengthen the innovation and application of information technology, increase investment in hardware, not only meets the technical leading logistics industry in the electronic business environment requirements, but also to ensure that play a supporting role in the implementation of the strategy of logistics information.

2.The ability of logistics aging optimization.Logistics efficiency is the time period of logistics activities from the beginning to the end,as well as the most simple

and important index to evaluate the efficiency of logistics system in the e-commerce environment. In the electronic commerce environment, the transaction process from screening, order to usage the buyer can not complete face to face in the same time. Therefore it is hysteretic. Currently, the main mode of payment is third party guarantee. Because of the urgent need of receivables and using, supplier and buyer necessarily expect that the logistics efficiency could be better, which is one of the common logistics demand in e-commerce environment. The optimization ability of logistics efficiency is a common standard for users to evaluate the service quality of logistics enterprises, and also the root of core competitiveness challenge. Further, the optimization ability of logistics efficiency affects the user experience. In the situation that logistics time has been shortened, if some enterprises do not have the ability of continuous optimization, they will lose effective competition strategy, endanger the scale expansion and growing direction, and finally deviate from established strategy. The limitation of logistics optimization ability to enhance the implementation of the strategy of logistics enterprise, the logistics system is to make full use of resources, the core elements of the function of the extreme; is continued to optimize the operation performance of the logistics system of the organization, strengthen the executive ability in response to the market; in technology investment, through the establishment of standardized management of business process, the in the implementation process; logistics system network sound and function optimization, the system coverage and depth of the market to be optimized. Although in the future development environment, e-commerce logistics needs will be more complex, but the logistics is always the most demanding and most durable demand. Therefore, the implementation of the logistics enterprise strategy should be the most important ability of logistics optimization as the most basic business operation ability, and lay a good internal environment for the implementation of the strategy.

3. Logistics cost control capability. The current market environment for logistics enterprise cost control pressure from three aspects:

First, the pressure of enterprise management environment. Cost is the most important content of the management of the daily activities of all market players. The

current management of enterprises to pursue intensive, requiring cost control as far as possible refinement, the operating process does not cause any cost waste. Especially the current fierce competition in the market environment is closely related to cost control ability and the profit ability and the growth ability of the enterprise, this is the cost control of logistics enterprise management environment. Production enterprises hope to achieve based on the "zero inventory" instant in production, raw materials and semi-finished products procurement, production planning, shipping and other aspects of the supply chain inventory control precision, accuracy and timeliness of logistics demanding; circulation enterprises hope the storage of goods in the logistics supply system within the shortest period sold reach the ideal state of "instant sales", to reduce the backlog of funds caused by the sale of goods inventory precipitation as much as possible, ask the sales logistics support effectiveness and flexible system of higher.

Second, the pressure from the industrial environment. For the commodity economy of the whole society, the circulation cost is relatively high in the cost of goods, which leads to the higher cost of the purchase of goods, and the rational buyers need to enhance the purchasing power through the reduction of the circulation cost. Although the emergence of e-commerce to a certain extent, reduce the circulation of goods, but there is still room for reduction. Especially in the underdeveloped areas of the logistics industry, the extensive use of logistics resources, the general situation of the total cost of logistics is difficult to change rapidly in the short term.

Third, the pressure of the competitive environment. The demand side of logistics market is eager for the timeliness and economy of logistics system can be balanced, and even more emphasis on the economy. For this reason, the low price competition will become the conventional strategy of the same level of logistics service enterprises to develop the market. The existence of low price competition strategy will reduce the profit margins of logistics enterprises, and forced logistics enterprises to maintain profitability and competitiveness through the reduction of operating costs.

So the logistics enterprises in the operation of the logistics system in the system of aging is the premise of cost chain from different angles according to the

quantitative analysis of internal business environment to explore the corresponding control strategy, the cost optimization of logistics system as persistent fulcrum of enterprise strategic implementation.