

CHAPTER 5

RESEARCH AND ANALYSIS OPTIMIZATION SUGGESTIONS

In the empirical analysis, this paper chose benchmarking enterprises as the case, analyzed and compared their strategic management. According to the experience of its strategic management, combined with the development of e-commerce and the characteristics of e-commerce logistics, we can draw some inspiration to improve the strategic management of logistics enterprises in the future.

5.1 Strategic Planning based on E-commerce Market Trends

Logistics industry is becoming supporting industry of e-commerce development. On the one hand, the development trend of e-commerce market gives birth to huge logistics demand and market opportunity: the electronic commerce industry development trend will make closed and scattered logistics demand be unified to network, which is conducive to the intensive development of the logistics market and globalization of e-commerce, so that the scope of logistics needs can break through the limitations of the country and region, providing an opportunity for the development of global logistics enterprises; it can promote the outbreak of the logistics needs of the whole society and bring huge business increment that the e-commerce market develop to below the county level, which is helpful to the rapid expansion of logistics enterprises, diversified development of e-commerce mode, diversification of logistics demand, as well as the extensions of logistics value chain by service product innovation.

On the other hand, improve the logistics industry and also can promote the development of electronic commerce, logistics enterprises to improve the coverage of the network can promote the electronic commerce service system, especially the size of the market growth space of regions and industries, the logistics of e-commerce promotion is the most obvious; the development of logistics technology to promote e-commerce the transaction speed, contribute to the growth of the industry; logistics

cost reduction can reduce the transaction cost of electronic commerce, the multi benefit.

Therefore, the logistics and e-commerce industries have complementary relationship with each other, with the deepening of the market, the higher the degree of coupling. In this regard, the logistics enterprises should be based on the development of electronic commerce as a basis for strategic planning, in order to improve the feasibility of strategy and ductility; active service innovation, through the optimization model in the strategic planning process, promote the continuous evolution of the electronic commerce industry, is conducive to maintaining its strategic flexibility.

5.2 To Promote the Implementation of Strategy by Information Technology

From the information strategy of SF EXPRESS and DEPPON Logistics we can see that the application of information technology is very important in the implementation process of the strategy, which is directly related to the optimization ability of logistics efficiency and the response speed of the logistics system that is regarded as the core competitiveness of the logistics enterprises in e-commerce environment. There is high request to the comprehensiveness, accuracy and timeliness of commercial data in electronic commerce transaction process. The ability of collecting, processing and applying information synthetically is basic and necessary in the process of implementing the strategy, which requires enterprises, in the strategic implementation process, increase investment of resources, equip a variety of hardware and software facilities in logistics system, establish a standard real-time logistics information monitoring system adapted to the industry environment, optimize the internal management environment, comb division of organizational function, improve business processes, and promote the integration of online and offline business.

5.3 Strategic Evaluation based on Big Data Technology

In recent years, the innovation of the Internet, cloud computing and cross platform technology made big data become a higher stage of information management

in various industries and promote the improvement of business intelligence. Because of that the big data technology has a strong and comprehensive data processing level, data calculation accuracy and intelligent degree have been increased unprecedentedly. So that the big data technology can dig value potential of different types and ranges information to bring a rare opportunity that the logistics industry turn information resources into core resources. Logistics information is a true record of each commodity in circulation. The data comes from each link from production to consumption and reflects the real situation of market trend, which is an important reference to the strategic management of logistics enterprises. Strategic assessment of logistics enterprises run through the whole process of strategic management. If logistics enterprises can compare and analyze logical relationship and correlation degree between different kinds of data, combined with internal and external data resources, then it is very helpful for the enterprise strategic assessment of different levels in different stages that taking the analysis as the objective basis to judge the trend of external environment and flow direction of market resources. For example, in the evaluation of market expansion strategy, according to the application of large data technology, logistics enterprises can analyze the target market consumption, growth trend, demand characteristics, scientific evaluation of the network layout, and make precise marketing strategies that satisfies the needs of users; in the evaluation of the growth strategy, based on comprehensive study of general environmental, industry environment and operating environment by big data, logistics enterprises should deconstruct strategic opportunities through scattered but high-density market data to assist strategic decision; in the evaluation of implementation effect, logistics enterprises can integrate internal and external historical data resources of enterprise and industry to make horizontal comparison, to evaluate the gap between expected target and actual target in the implementation of enterprise strategy, to analyze themselves referencing strategic effectiveness of competitors and adjust the implementation process properly.

5.4 Highlight the Operation Strategy of Cost Controls and Optimization

The optimization of logistics cost is the common demand in the market circulation and also the spontaneous demand of logistics market competition environment and internal management of logistics enterprises. Behind logistics operation cost control optimization ability is the profitability and competitiveness of logistics enterprise. In the context that e-commerce transactions reduce the flow of social goods and reduce logistics costs, operation strategy of cost controls and optimization is related to the growth of the enterprise's strategic management. In the process of strategic management, logistics enterprises should optimize the cost control from two aspects:

First, reduce operating costs. We should distinguish the logistics system in the core and non core business, the cost structure of the definition of the core business to increase investment, can be accomplished through the integration of external resources for the non core business outsourcing, optimizing the operating cost structure; for we must firmly grasp the core market, the non core market may be appropriate to expand cooperation the way to reduce the enterprise cost and expenditure management risk; active adaptation Crowdsourcing logistics development trend, social capacity, sorting and distribution of resources to actively integrate idle, reducing the direct investment.

Second, to increase the cost of service effectiveness. Module has a competitive advantage to the core business and core resource, cost control in the process of optimization, according to the development trend of e-commerce logistics market demand actively innovation, improve the differentiated services product line, promote value-added services. For suppliers, purchase square, service party logistics chain launched personalized customized products, in the premise of the same amount of operating costs, give full play to the advantages for the market to provide advisory services, on behalf of the operators, logistics warehouse distribution system design and optimization, supply chain management, the cost utility of core business or resources to play to the extreme

5.5 CONCLUSION

The rising of e-commerce subverted the trading model and even the

production model of each industry, and change human life style. Today, the development of e-commerce continues to deepen, the impact on social and economic of different countries and regions continues to strengthen. E-commerce and logistics industry promote and control each other all along, and the logical relationship between them is more and more closely, which determines that in the development of logistics enterprises in the future opportunities and threats are coexisted and the content and extension of strategic management should be changed along with the change of e-commerce.

In this paper, author analyzed the development trend of e-commerce, the characteristics of logistics in e-commerce environment, the content, key points and the focus of logistics enterprise strategic management one by one, which can be used as a reference for the strategic management of enterprises. But in the practice of management in the complex market environment, logistics enterprises should grasp the commonness and individuality, take informatization, efficiency management and cost control as common requirements to cope e-commerce environment. On this basis, logistics enterprises should take the resource of the enterprise, the industry's internal and external environment and the ability as the basis to the strategic planning, selection and implementation, and ensure that the strategic goal is objective, strategic plan is feasible and strategy implementation process is flexible.