



**MARKETING RESEARCH ON LOGISTICS ENTERPRISE STRATEGIC
MANAGEMENT UNDER E-COMMERCE ENVIRONMENT**

WEIPENG TIAN

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Advisor: Qiu chao Date: 10 / 03 / 2017
(Ass. Professor. Chao Qiu)

Vijit Supinit
(Professor: Dr. Vijit Supinit)

Dean of Faculty of International Master of Business Administration

Date: 24 / March 2017

Siam University, Bangkok, Thailand

Abstract

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By: WeiPeng Tian
Degree: Master of Business Administration
Major: Business Administration
Advisor: Qiu Chao

(Ass. Professor. Chao Qiu)

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Since middle to late part of the 20 century, the development of information technology has promoted the profound change in human society. In the current global market economy pattern, the e-commerce industry, which is born from the Internet economy, is standing for the height of human society development, and is one of the most important commercial civilization as the era of profound mark. Also, the e-commerce has a far-reaching influence on all aspects of the market economy, and the logistics industry benefits most.

This article embarks from the current global electronic commerce development present situation, and is for the purpose of enterprise strategy management theory. Besides, it discusses components of the logistics strategic management in e-commerce environment. Then, according to the China electronic commerce development condition and the present situation of logistics industry, it combs the current logistics enterprises of the content of strategic management, key points and focus with some case analysis. Finally, based on industry strategic managements in common , some optimization suggestions were put forward in this paper.

Key words: Electronic commerce; Strategic management; Logistics information; Aging optimization

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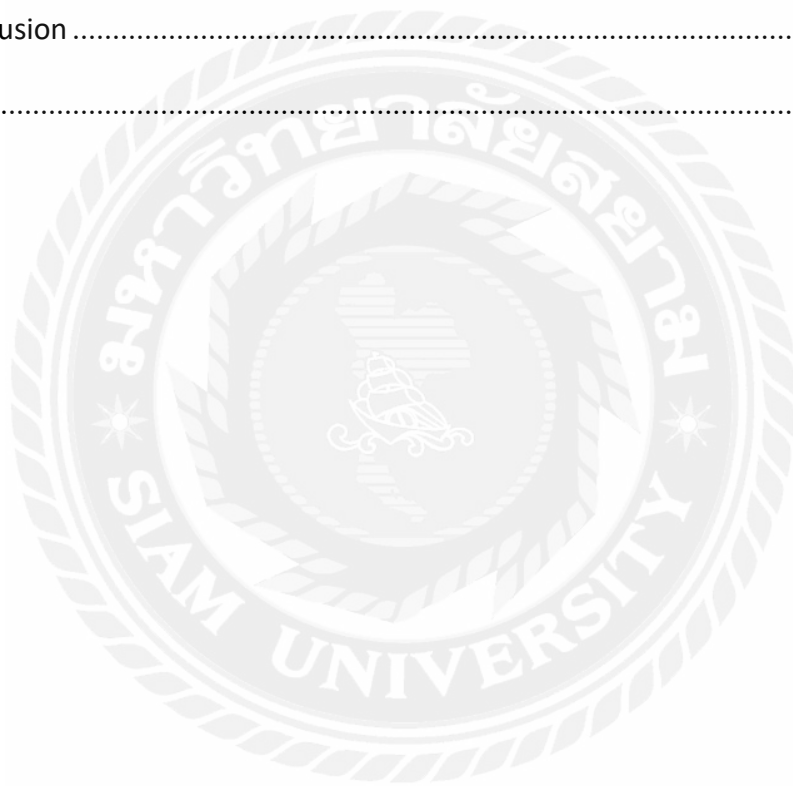
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CHAPTER 1

INTRODUCTION

1.1 The research background

1.1.1 Social background

The mature development of the Internet technology produces a variety of possibilities of human life changing. Especially in the field of society, those routes in the Internet environment of e-commerce has changed the business model of human for a long time, and effectively reduced the consumer's purchase cost. At the same time, the wide and comprehensive products category provides consumers with more purchase choices. Besides, the development of global e-commerce is in a full swing, and the industry is becoming a fashionable way of life. As a result, global e-commerce market scale is as high as \$2015 in 22.1 trillion, almost 20 trillion part of B2B, B2C part 2.2 trillion.

Nearly forty years after the reform and opening-up policy, with the steady development of China's national economy, the residents' purchasing power is increasingly powerful. Then it promotes the scale year after year to expand domestic consumption, which makes the development of Chinese e-commerce a immeasurable potential market. With the perfection of China's network and communication infrastructure, and the popularity of electronic consumer products ,such as computers and smart phone, electronic commerce is getting more and more profoundly into People's Daily life, as well as the number of Internet users geometric growth. In the social and economic environment, China's e-commerce, driven by the development speed and advanced development scale of e-commerce enterprises such as Alibaba, Jingdong Mall, Su Ningyi purchase, becomes a national concern of emerging industries. Meanwhile, it is becoming more and more powerful and pervasive in the national economy.

According to the latest data released by the China Internet Network Information Center (CNNIC), the number of Internet users in China was more than 700 million in 2016, which was equal to the intelligent mobile phone users; according to the data of Chinese e-commerce research center, the total size of China e-commerce reached 20 trillion yuan, nearly 4 trillion online shopping scale. A growth of 36% over the same period last year, more than the total retail sales of social consumer goods accounted for 10%; direct employees in 2015 China e-commerce industry reached about 2.7 million, with about 20 million jobs, employment in the electronic commerce between society as a whole. China's e-commerce scale ranks first in the world.

After a long struggle and competition, Chinese e-commerce competition in the market environment has been basically stable: Alibaba as a pioneer in the development of electronic commerce in Chinese, can not be shaken in the B2B, B2C and C2C in the field of electricity supplier field; the Jingdong store, dangdang.com and jumei.com proprietary B2C business platform development rapidly. In addition to compete in the industry segments and platform operators Tmall mall, the tide of e-commerce to stimulate the operators of traditional industries, to respond to market changes, the traditional areas of business are the implementation of e-business strategy in different extent. But for the general market, in the form of more open flagship stores in the market quite influential business platform, there are companies such as COFCO self built platform. However, self built platform to generate business risk, and subject to the operation team, logistics distribution and user experience and other restrictions, the implementation effect of fierce competition in electric just passable, many mature business platform in annihilation. In recent years, asset light heavy marketing type enterprise's achievements in the development of electronic commerce, with millet, HUAWEI glory, LETV brands such as the most representative, such enterprises from product sale network channels of influence is growing stronger, in the segmentation process in the industry gradually eroded the market share of

Alibaba, the e-commerce platform operators more diverse. In the past five years, the O2O model of e-commerce in the market after A new force suddenly rises., melee began to enter the stage of rational development, is to change the traditional consumption industry especially in the food service industry rules of survival, location of the formation of online orders, the first line of consumption is nearly based on electronic commerce mode, has become the traditional offline consumption in the end the extension and optimization of the network, the electronic commerce to cover all aspects of consumers' lives.

But by the Chinese economic structure and industrial structure, unbalanced development, the development of electronic commerce Chinese is not balanced, as follows: first, the imbalance in regional development, Chinese e-commerce enterprises located in economically developed provinces, the Yangtze River Delta and Pearl River Delta is most concentrated in inland areas is less; second, the product category is more concentrated the main current network shopping main product category for life appliances, cosmetics, electronic products, clothing, books, dried fruit snacks; third, the narrow coverage of industrial production: industrial electricity supplier is deepening, competition, and agricultural electricity began to be valued, but the business model in the exploration period; service industry electricity supplier is in the wild growth period; three is the consumer groups mainly concentrated in the urban areas, the scale of rural consumer groups overall smaller but growing rapidly. The development of the electricity supplier still dominated by the city, the county and the following market grew.

The current China social environment, network consumption pattern has become a variety of conventional channels, and caused the subversion of the traditional channels, and the impact of the old in the strengthening and deepening of the process; in the industry legislation, taxation, industrial planning and facilities level of government departments at all levels, and actively provide favorable policy support for network marketing enterprises, to encourage and stimulate the development of the

industry; at the same time, China compared with the mature IT industry for the development of online shopping provides multiple technical solutions; rapid development of the logistics industry of efficient and convenient operation support; means of payment standard and mature established fast channel of capital circulation; financing channels and diversified pattern of a certain extent to meet the financial needs of the development of various industries; Industrial Park, incubators and other platforms to provide adequate reserve funds for the development of online shopping Source. All these factors make the development of e-commerce in China in the context of long-term favorable social. And with the innovation and change of spontaneous industry, showing a trend of diversification of the new state of development: one is the operation area, mainly to meet the market needs of distribution, meet more discerning consumer demand and market competition, in order to improve the distribution efficiency, user experience as the goal, to establish the distributed storage and distribution system covering the whole target market; two is the whole industry, the development of electronic commerce to the traditional category breakthrough limit, tentacles began to extend to all walks of life, agriculture, industry and service industry without exception be covered, e-commerce has become almost all industries in the normalization to actively participate in the commercial form; the three is a model of multiple samples, from the initial single B2B, C2C began to evolve into the current B2B, C2C, B2C., B2B2C, O2O, C2B and other models, extending from the PC to the mobile terminal, the same When the model has also been refined; four is the channel sink, industrial products and agricultural products, the implementation of the uplink downlink convection situation by the electricity supplier, the county and below the rural market has gradually become a new field for the development of electronic commerce. Five cross-border electricity supplier is a unified global resources, expand the extension of Chinese electronic, electronic commerce and promote the Chinese coupled global electronic commerce; the six is mobile development, thanks to the popularity of intelligent mobile phone,

tablet computer and other consumer electronic products, mobile orders become the new consumer e-commerce model.

1.1.2 The industry background

Since the beginning of world war ii, the complete system and standardization of Logistics is increasing. Globally, the logistics industry has the irreplaceable role. With the globalization of manufacturing division of macro layout coordination, it becomes the missing link connection industry chain upstream and downstream. In the developed countries and regions, the intensive degree of logistics industry and standardization degree are higher, especially the traceability management of the supply chain distribution center in the United States, Japan, Europe, etc. For developing countries, infrastructure and logistics technology lag seriously, which restricts the intensive development of logistics industry. And the industry overall resource utilization is not high.

In the development of e-commerce, the logistics is the core problem which is unable to avoid. Logistics efficiency to a great extent restricts the deepening development of e-commerce. At the same time, e-commerce and logistics development have brought the breakthrough opportunity and proposed the new challenge. Besides, China's e-commerce industry provides more than 80% of the packages for logistics industry express enterprise, and makes the current China's express delivery industry, more like e-commerce industry supporting industries. Most importantly, the continuing growth of e-commerce and the development of logistics demand also bring the huge market return for logistics enterprises, especially the Courier companies.

Because the logistics almost runs through market transactions especially the whole process of barter, to accommodate the goods flow, information flow and capital flow factors, in the current market environment, has become the main part of electronic commerce. Bear on the commodity transportation, storage, sorting, packaging, distribution and installation, as well as the collection of funds and other

major nodes. Logistics is connected with businesses and consumers, in fact, the quality of the process directly determines the user experience of network consumers, thereby restricting the operation efficiency of e-commerce platform. E-commerce has brought new challenges to the logistics, e-commerce logistics and logistics in the traditional sense of the logistics is very different, more demanding. In the traditional sense, the logistics is mainly based on the goods transportation, the demand is more concentrated, the operating process is extensive and the process is solidified. But under the environment of e-commerce logistics, not only in the business to complete the distribution function of consumers, but also the need to achieve the raw materials supplier to businesses from the macro supply angle, and to integrate the goods in different forms of transportation, storage, packaging, sorting and other basic data, to provide comprehensive logistics services for traceability the final consumers, to meet consumer demand.

In order to meet the needs of the development of electronic commerce, the current development of two kinds of logistics distribution mode: one is from the traditional logistics industry developed specialized distribution enterprises to provide consumers with specialized in small package delivery as the main business of the Distribution Services Ltd; the other is a network marketing platform of its own services in distribution system. Specialization of the third party distribution is the global network of e-commerce market, the distribution of power. The United States is entirely by the network of third party distribution companies such as UPS, FedEx, etc., to complete the e-commerce platform without the tradition of self logistics. In China many logistics service providers of electronic commerce, with "four up" (tact, Shen Tong, Tong, Hui Tong, rhyme and SF) as the representative. Among them, the "four up" due to its low price and wide coverage of the advantages of network marketing by operators, businesses of all ages, become the main distribution model, especially in Taobao, Tmall shopping platform, one of four links is the distribution service provider operators the most common. However, due to differences in the internal management,

cost control, market positioning and other factors of the third party distribution companies, the speed of the "four links and one up" is relatively insufficient. Compared with the "four up", more high-end positioning of the SF express, charges the highest, but the fastest delivery. Along with the network of consumers for the quality, delivery time, more and more market influence SF Express online shopping participants favored. As of now, the national third party logistics enterprises, one of four links and SF as the representative, has established a wide distribution of distribution network, the formation of a multi-level storage, transport, sorting and distribution system, to meet the basic needs of the current network shopping environment.

Self built logistics is also the e-commerce platform operation enterprises to improve the quality of integrated services, expand the value chain logistics distribution. However, in the strict sense, the platform of self built logistics and distribution enterprises. The core of its logistics system is the order processing of its own platform. To establish their own logistics distribution mechanism in Chinese suning.com, Jingdong, vip.com B2C online shopping platform, among which the most competitive Jingdong.

Compared with the third party logistics and distribution, self logistics distribution system has strong autonomy and timeliness, but the cost is high, the operation risk is bigger. Due to the self distribution system to the main business of the online shopping platform as the core, around the platform users, target market, product range of business, there are some differences in the business process and the third party distribution. B2C online shopping platform and distribution of its own power, usually in the main target market nearby established distribution center warehouse integration, the logistics distribution process has been simplified, eliminating the third party distribution enterprise package collection process, according to the platform order data organization products sorting; distribution in the stage of product delivery, high working efficiency. Route logistics, warehouse

distribution center for many different places of mass transfer goods or a supplier is picking, generally by the socialization of logistics or product suppliers; direct delivery personnel recruitment, unified management. The logistics distribution mode, plays a decisive role in optimizing the business demand of online shopping platform for the construction of the logistics process, so the comprehensive distribution, high efficiency, business process closely connected with the development of the platform, and constantly improve.

1.2 Research significance

1.2.1 Theoretical significance

In the development and mature process of logistics industry, academic research has focused on the logistics pattern research, technology, or in the field of supply chain management. And its research angle of view is based on the industry or focus on a particular field. For strategic management research of logistics enterprise, it gives priority to the logistics strategy implementation of enterprise. Because the size and quantity of the specialized third-party logistics company's market remains to be improved, the third party logistics enterprise strategic management research is relatively insufficient. This is a common problem in the current logistics enterprise strategic management.

Since e-commerce flourished, logistics industry has been in the long-term adjustment and resource integration process. Therefore, based on the perspective of e-commerce era, from the electronic commerce to the requirement of the development of logistics enterprises, we can explore the logistics enterprise strategic management. At the same time, we can comb the corresponding management content for strategic management of logistics enterprises in e-commerce environment.

1.2.2 The practical significance

Based on above analysis, the development prospect of logistics enterprises in e-commerce environment is very broad. But the e-commerce logistics enterprise

strategic management in the complex background is bound to face challenges, such as growth direction adjustment, the core competitiveness, flexible strategy and competition strategy adjustment. (Chapter 4 Section 2)

To this, this paper takes the Chinese e-commerce environment as the breakthrough point, and analyzes the current situation of logistics enterprise strategy management one by one. Combined with the current China's logistics industry resources and related supporting industries, especially the development of information technology industry, we put forward some practical suggestions about the formulation, implementation, adjustment and evaluation of China's logistics enterprise development strategy.

1.3 Research scope

This paper research scope is divided into two parts:

1.Theoretical research. From the concept of strategic management, we gradually narrowed. Then we start with the logistics industry as constraint conditions, and get the contents and key points of logistics enterprise strategic management. Next, compound to e-commerce logistics demand characteristics as constraint conditions, we further discuss the challenges and focus of the logistics enterprise strategic management. Besides, the scope of the research contents of this section is limited to strategic management, logistics management, and e-commerce theory.

2. Case study. In the Chinese logistics market, we select logistics enterprises, which is quick response to China's e-commerce industry development. And we do some empirical research about the development history, strategy implementation and strategic management process. This section of the research scope is limited to the content of the selected market environment, resources, capabilities, the development of the enterprise.



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, Porter 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 hysteric. 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.



CHAPTER 3

RESEARCH METHOD

Literature review part gave priority to literature research and built a general theoretical framework. On this basis, through the material from social investigation and arguments from theoretical study, author concludes independent cognition for current e-commerce logistics enterprise strategic management, which became demonstration of the case in chapter 4, provided realistic basis for the author's viewpoint and derived relatively coherent optimization experience.

This paper selected DEPPON Logistics and SF EXPRESS whose influence is more significant and management is more standardized in Chinese market as research object. The reason for the choice of these two is that the social environment they faced in the initial stage was consistent, strategic management in the subsequent development is quite similar and both of them are the best. The difference is DEPPON Logistics focuses on the road LTL transportation, which is more representative of the traditional logistics enterprises. While SF EXPRESS focuses on small pieces express, which conforms to the characteristics of e-commerce. But in Chinese e-commerce market, they reached the same goal through strategic adjustment and completely reflected the change of strategic management of Chinese logistics enterprises in e-commerce environment.

3.1 Literature research method

In the course of study, in order to ensure the rationality of the theory, author consulted the work of e-commerce, logistics and strategic management, analyzed and identified the relevant theories dialectically. This paper researched and judged the general content and important content of strategic management, combed related theory of e-commerce, discussed the role logistics enterprise plays in Chinese e-commerce industry and finally formed the author's own understanding through independent thinking. In chapter 4, in order to ensure the paper is consistent and rigorous and the

internal logic of theoretical analysis and empirical analysis are right, the analysis to enterprise strategy management in case is based on the independent cognition that is formed in the process of literature research.

3.2 Social investigation method

In order to make the author's view is consistent with the current situation of the Chinese market, the material in the course of the study involves the current situation of the industry, the status of the enterprise and so on, which mainly obtained from network, such as magazine, the key figures interviews, annuals of government and corporate. In the part of e-commerce development, author focuses on understanding the views in the industry, especially the opinions of business leaders, academics and government officials. Combining with the growing trend of Chinese inland electronic commerce enterprise scale, the layout of the industry present situation, author concluded a macro judgment of business formats. While in the part logistics strategic management, author searched related laws and documents in China and the analysis and evaluation to logistics industry from third party, integrated the first hand material of research according to the market strategy, financial status, strategic direction and other key information, which are taken by key enterprise.

3.3 Empirical analysis method

It is the purpose of empirical research in chapter four that to make arguments coherent, practical, convincing, and accord with the status of enterprise management in China, combs and compares the strategic management behavior of listed companies.

CHAPTER 4

THE EMPIRICAL ANALYSIS OF LOGISTICS ENTERPRISE STRATEGIC MANAGEMENT UNDER THE E-COMMERCE----RESPECTIVELY TO SF, DEBON AS AN EXAMPLE

4.1 SF EXPRESS

4.1.1 Enterprise profile

SF EXPRESS was founded in Guangdong in 1993, with international and domestic express service business. At the beginning of the establishment of the SF services mainly in Hongkong and Guangdong Province, with small parcel express logistics service. In the late 90s China rapid development of market economy tide, SF EXPRESS early adopted network expansion franchise, the rapid expansion of market scope, 1996 SF EXPRESS to expand outside of Guangdong Province, entered the domestic courier; in 2002, in Southern China provinces have 180 outlets; in 2006, SF service network throughout the country more than and 20 provinces and cities as; at present, SF EXPRESS has covered more than 2 thousand counties and cities of the service network, and a service point in nearly eight thousand villages.

SF EXPRESS has a strong logistics system resources. The hardware aspect, all network backbone service SF are self-employed, currently has more than 120 thousand staff, more than 15 thousand Taiwan express opened its own transport vehicles, transport trunk and feeder more than 13 thousand, network covering the whole country; have more than and 40 cargo aircraft, both at home and abroad covering more than and 20 countries in more than and 30 city; the software, with the most advanced domestic express the most comprehensive business management system, can realize the information acquisition, tracking, query and resource allocation of the logistics of the whole process, the logistics industry leading time. Advanced software and hardware configuration of SF EXPRESS in the industry has a

strong core competitiveness, after more than and 20 years of development, in 2015 1 billion 700 million annual SF express delivery, the annual revenue of 47 billion 300 million yuan, net profit of 1 billion 930 million yuan, the market performance as shown in Figure 1, Figure 2.

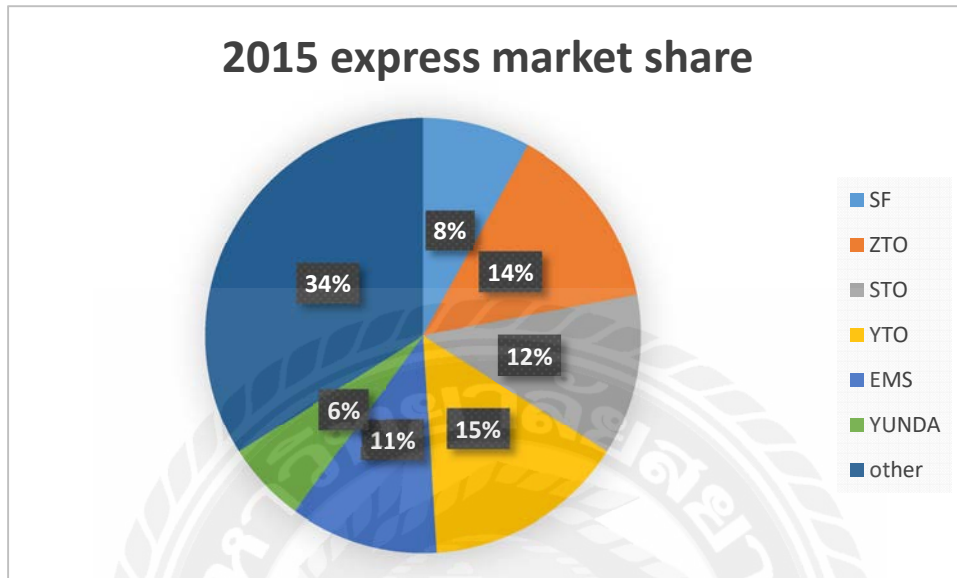


Figure 1:2015 China express market share distribution map

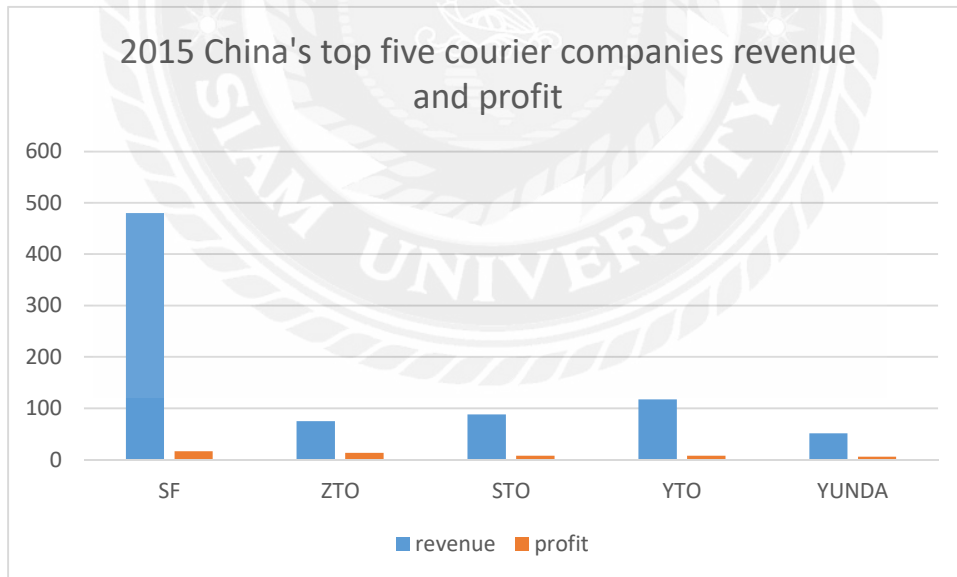


Figure 2:2015 China's top five courier companies revenue and profit statistics

From the above figure, compared with similar enterprises in China, SF EXPRESS's competitive advantage is more prominent. Although SF EXPRESS's market share is not high, but its operating income and net profit ranking first in the

industry, the quality advantage of its courier service products have the advantage of price advantage and profitability is better than friends.

4.1.2 strategic management analysis

1. strategic environment. From the analysis of the development of SF EXPRESS, see its strategic environment to grasp the degree. SF established time coincides with the Chinese internal reform and opening into the deep water area, Deng Xiaoping's "Southern tour speech" []. Before Guangdong is located in the forefront of reform and opening up, has richly endowed by nature policy environment; and Hongkong has been mainland economic exchanges with the outside world window, resources are concentrated in the circulation of commodities, for which SF EXPRESS started cargo delivery to provide a good market environment. "Southern tour speech", Chinese the process of reform and opening up, the national economy has maintained two digit growth sub, the consumer market is very active, the logistics industry in the EMS market gradually bred SF EXPRESS seize market opportunities opened nationwide expansion of the road.

From Deng Xiaoping's "Southern Tour" in 1999, China Internet development began to enter the fast lane, the Internet began to spread from universities and government departments to the whole society, the number of sites and the rapid growth of Internet users. During this period, the influx of speculative funds began to make the global Internet industry bubble, 1999 spread to China's Internet industry. In the difficult environment of the industry, China's e-commerce market began to sprout, the emergence of the first shopping site - "8848" network. In the same year, SF EXPRESS began to stop the expansion of the franchise system, the right to take action.

In 2002 China senior government began to attach importance to the development of e-commerce, e-commerce industry reshuffle after the depth of the external environment after enthusiasm greatly improved, B2B industry leading Alibaba profits, eachnet.com received the largest e-commerce company eBay investment. 2003 "SARS" hinder the public normal life, people began to attach importance to the network consumption patterns, an unexpected opportunity for the

development of electronic commerce Chinese, Alibaba B2B sites began to profit, its C2C website taobao.com on-line; B2C website is dangdang.com breakeven, Ctrip, eLong Travel ticketing business market segments start the implementation of profit, including Ctrip success in NASDAQ listed at the end of the year. The rise of e-commerce market to the development of logistics delivery opportunities. In the face of the development trend of good industrial environment, SF EXPRESS began to speed up the strategic deployment, in 2002 to set up headquarters, combing the internal organization, the East China region and the layout of good economic base, electricity market is more developed; the "SARS" period in 2003, e-commerce consumption soared to express demand did not fall, opening nationwide strategic layout. Since then, with the continuous optimization of China's domestic economic structure, national income continued to grow, the e-commerce market is in a state of rapid growth for a long time. The influence of external strategic environment, SF EXPRESS also began to gradually strengthen the construction of the internal environment, advanced enterprise values, such as honesty, innovation, responsibility of customer centered proposition promotes the formation of excellent enterprise culture; and continuous purge according to the business process organization, the scale of growth on the function, shape the internal management of soft power.

2. strategic resource control. Logistics system resources is the core strategic resources of SF company. In China's e-commerce development environment, SF EXPRESS stressed the absolute control of the logistics network. Before the e-commerce market has not formed, SF EXPRESS rely through local agents or cooperation to achieve the integration and expansion of the logistics system resources, but the resources strategy is bound to face the risk of losing control, SF headquarters for the effect of local franchisee weakened, contrary to the unified enterprise development strategy implementation. For this, through the acquisition of SF to join the network, into direct system, realize the cyber source logistics system centralized control, strengthen the headquarters of the absolute authority on local operators. At the same time, also seize the opportune moment to resource expansion SF: 2003 China aviation industry trough SF EXPRESS took the opportunity to layout of air

cargo, a precedent in the industry; the human resources, the express industry is labor-intensive industries, large amount of labor, the high turnover rate of employees, SF EXPRESS employees in the industry's premier, the benefits are more complete, close to every single the Commission is higher than the industry average, human resource control ability; market resources, with its excellent quality SF EXPRESS service has been firmly occupy the most high-end express market share, and will continue to optimize the product line layout to enhance the user viscosity, conform to the environment of electronic commerce has launched the "SF today", "SF morning", "the next day, SF sea purchase Feng Yun and other eight kinds of products series, expanding high-end users Select the range, can effectively meet the personalized needs of different users in e-commerce environment.

3. strategic focus. In the e-commerce environment, the focus of SF EXPRESS's strategic implementation has never been away from the information technology, the logistics optimization and the positive integration with e-commerce industry. 2003 began the layout of the ERP based information management system, and in the lead in the popularity of handheld scanning terminal for distribution services. More than and 10 years, SF EXPRESS has invested a huge amount of money for iterative and perfect, has cooperated with IBM, Oracle company, to build a comprehensive cluster server, established a highly integrated information management system, involving the GIS system, GPS system, express business management system, risk management system, time management system and CRM system of forty a line close to the handheld terminal; all equipped with real-time information exchange, equipped with real-time information monitoring equipment for all vehicles, self sorting center, to achieve parcel transportation, sorting process dynamic control. Improve and advance the construction of information technology so that SF EXPRESS's ability to use the logistics system is highly competitive. On the basis of information, SF EXPRESS carried out early in the industry, realize the continuous optimization of logistics aging processes through standardization and promotion, from 2007 to 2010, SF EXPRESS formed a complete set of standard operating procedure and unified, to the aging products service requirements as the

basis of staff training in detail, the operation of the standard tests, fully familiar with the scope of services, product specifications, Business Hours, convergence process full express service cycle, and the aging performance supervision management system.

SF EXPRESS is also a fusion in electronic commerce and electronic commerce industry spare no effort to explore the depth of positive exposure to the development trend of e-commerce, has made many efforts and attempts: 2011, 2012 and has launched the SF e values, SF preferred e-commerce platform, cross industry test, and access to electronic payment license; in 2014 launched the SF match products with low price strategy to cater to e-commerce logistics demand; 2014 opened on a large scale passenger hey SF community store, O2O e-commerce trend fusion localization; combined with 2015 SF in the pass, Shen Tong, rhyme, Papadopoulos four logistics companies jointly established Feng nest company, more than half of the integration of industry resources to launch a smart courier cabinet for market. The logistics network coverage to the community, to solve the electronic commerce logistics "last mile" problem.

4.1.3 Lack of strategic management

Strategic planning is not perfect SF EXPRESS focus on high-end users, along with e-commerce logistics market competition and the development of the logistics industry to raise the level of demand and the development trend of the logistics cost of the whole society to reduce continuously produce a certain threat to the high-end line, also on the logistics cost control ability to control more difficult challenge. Although SF EXPRESS began to try the low-cost strategy to attract more customers in e-commerce market since 2014, but the friends of the low price competition strategy is quite effective, resulting in the SF EXPRESS express market share exceeded the limited space, sustained growth, the scale of the market equilibrium product layout creates bottlenecks, is not conducive to long-term growth strategy. The reason is caused by the two sides of the direct mode, although the direct mode of SF EXPRESS strategy implementation of good consistency, resource control and strong strength, but the corresponding cost of manpower cost, operation is also

high, have a greater pressure to the limited resources of the enterprise, make the logistics system network expansion is slowing down, which restrict the realization of strategic objectives the.

4.2 Debon Logistics

4.2.1 Enterprise profile

Debon logistics company was founded in 1996 in Guangdong, the earliest in Zhongshan city in 1997 moved to Guangzhou engaged in freight services, air services, began in 1998 by air cargo agency services, creatively carry out zero closed the whole mode of air transport services, Debon logistics company was established in 2000, covering Shenzhen and Zhuhai, by 2002 nearly monopoly of Guangdong LTL cargo market. In 2001, the opening of the Guangzhou road transport logistics in Beijing freight line, 2004 start Debon logistics regional layout, started to increase the additional speed in the Southern China area network; 2009 headquarters to Shanghai, take the national pace. In cultivating the LCL Operation for twenty years, Debon logistics has gradually grown to third party logistics enterprises focus on LTL high degree of specialization, the formation of integrated logistics enterprise to LTL, balance the supply chain logistics, warehousing, courier. As of 2015, Debon logistics system network covering the whole country, nearly seven thousand outlets, including more than 5 thousand outlets, own transport vehicles nearly million, 100 thousand employees. 2015 annual operating income of more than 10 billion, is the leader of China's LTL logistics industry. In addition to outstanding achievements in LTL logistics, logistics internal management norms, business process standard, a high degree of information, the quality of logistics service quality has received market approval, has supply chain logistics services for HUAWEI, BYD, Emmett, oil and other well-known enterprises.

Macro Chinese LTL logistics market, the overall scale is big but the market resources are more dispersed, due to lower barriers to entry, the current distribution of hundreds of thousands of the size of the logistics enterprises, compared with the success of world Arima, Debon logistics, logistics, logistics and other large message

security logistics market sum is less than 1/10, the future development of logistics broad prospects.

4.2.2 strategic management analysis

1. strategic environment. From Debon logistics development process, the external environment faced by SF EXPRESS and the like, are based on the heights of reform and opening up in Guangzhou, seize the opportunity in the good momentum of the development of the market economy environment in rapid expansion. In this process, Debon logistics at contrarian. The last century at the end of 90s, with aviation fuel prices and road transportation, container shipping mode gradually improved, air cargo freight market slowdown, the decline in the development of Chinese air cargo logistics, the opposite took the opportunity to intervene, but in the Guangzhou air cargo market has achieved good results; China e-commerce development stage, and a freight B2B market demand increasingly strong, in this environment Debon established growth direction in the big express logistics service as the core of the enterprise; in 2008 by the global economic crisis, the market environment China road freight has deteriorated, Debon in second in Shanghai to establish a national headquarters for the national market, and provide accurate logistics service, logistics outlets nearly doubled that year, operating income growth rate reached 90%, has become the industry A.

Thus, Debon logistics strategy for the situation of basic grasp more accurate, strategic decision-making in the market environment and the poor situation is very decisive.

2. strategic resource control. Adhere to the direct Debon logistics is logistics system network layout in the process of expansion strategy, ensure the headquarters firmly hold the dominance of logistics strategic resources. Human resources, internal Debon attaches great importance to the introduction and training of talents, human resources as the source of the core competitiveness of enterprises. 2002 open reserve personnel selection and training mechanism, set up a special training department in 2003, 2005 after the pilot in 2006 took the lead in the industry for major colleges and universities to recruit graduates, master graduates recruitment began in 2008. Debon

logistics established a complete and orderly talent management system in the staff occupation planning, promotion channels, incentive measures, the industry by the friends welcome enterprises make logistics staff turnover, and even competitors spared no expense to dig away high-end talent from Debon logistics, because this is also known as Debon logistics industry "Whampoa military academy".

Debon logistics is also good at the use of the whole industry related resources, through strategic cooperation in the field of cross shaped self-contained competitive advantage. In the process of strategic management, Papadopoulos influential supplier logistics facilities in Asia and Debon strategic consensus, has established a nationwide 13 warehouse distribution hub base, strategic expansion with its rich experience in logistics network layout to implement sound; long-term cooperation with the famous consulting firm, strategic analysis and strategic planning. In the management of the organization, business process optimization, reshaping operation mechanism innovation and logistics planning of the line to improve the strategic management objective and professional degree; to adapt the development logistics informatization, de state logistics by IBM, Oracle Corp in the business of computer hardware and software technology and mature technology resources, optimize the internal logistics management information system operation efficiency, aging thanks to this Debon logistics has a competitive advantage in the industry; the financial resources, Debon Logistics relies on one of the world's four largest accounting firm Ernst & young, continuous improvement of capital structure, optimizing asset allocation, by means of rational allocation of capital resources and achieve external control; transportation resources, logistics and Volvo, Michelin and Benz Corp have cooperation, reduce the purchasing cost through jicai. The current logistics accurate card boat products straight line, Volvo truck is the main models, Volvo, excellent quality, advanced technology to ensure the stability and economy of logistics capacity, reduce the failure rate of transport vehicles and cargo damage rate.

To sum up, to adhere to the direct business development background mode dominated, Debon logistics on human resource control and Industry Association resource application ability is more prominent in the key areas of the organization

construction, strategic resources allocation rules and logistics system optimization for enterprise development to build a strong backing.

3. strategic focus. The focus of logistics in e-commerce strategy implementation, still lies in the integration of information technology, optimization and aging and electronic commerce.

Debon logistics informatization construction began in 1999, when the main air cargo deployed "flight 2000" Debon air cargo system; in 2002 the deployment of TIS logistics management system, realize the network end goods inquiry; in 2002 the implementation of OA office system; e-commerce market high speed growth after 2005, Debon Logistics Informationization: opened in 2006 call center; 2007 deployment of transport vehicle GPS tracking system; 2008 has opened a network service, the establishment of ERP management information platform, the introduction of Kingdee EAS financial management system and human resources management system, realize the integration of network application system and information management system. As of now Debon logistics were equipped with hundreds of server and more than a dozen cabinet, inside has dozens of R & D personnel, integration of GPS, GIS, Web application, barcode, RF and wireless communications and information technology, including the formation of the CRM system, EHR system, FOSS system, PDA system and other dozens of management software the logistics operation support system, daily processing about 800000 orders, powerful.

Debon logistics aging optimization is established on the basis of information in the control level, to achieve dynamic data acquisition through the implementation of monitoring network covering warehouse distribution center, business outlets, all-weather track goods; through innovative modes of transport, for the market launch of aging products with precise navigation, precise timing point card carrier line operation, and time delay is commitment shipping is free, for their own logistics optimization provided inherent power limitation. The executive level to establish standard operating procedure, and included in the KPI examination, the vehicle running time, loading and unloading time, cash aging are strictly defined, strictly control the damage rate and loss rate; the implementation of the incentive mechanism

in the whole logistics system, the information system in aging chain based according to the data of the monthly and yearly assessment. The formation time of strict standard implementation organization.

In the age of electronic commerce, logistics also serves as a focal point to take the initiative to integrate into the implementation of the strategy. 2008 Debon logistics network according to user habits, the network business hall will be revised, its service products to the field of electronic commerce, the network channel revenues of more than one hundred million; 2009 officially Debon logistics cooperation with Alipay online payment, is the electronic commerce environment in LTL logistics enterprises, 2010 Debon company became the first B2B logistics service partner Alibaba group; for the infinite potential market demand of B2C electricity market, Debon logistics market actively layout, 2012 by the courier business license, 2013 open courier business; 2015 Jan express joined Alibaba led the establishment for rookie logistics network for supporting e-commerce, and launched the electricity supplier enjoy service products. In August of the same year, the electronic commerce to solve the last mile distribution, logistics conditions to give up direct mode to insist for a long time, the implementation of the standard management, unified logo "business partner" franchise mode, half the time signing thousands of outlets, to promote the logistics system and the channel sink expansion rate.

4.2.3 lack of strategic management

The strategic management process, Debon logistics enterprise, the logistics optimization strategy for organization and management of the time dependent, strict appraisal system of KPI have strict requirements for human resources management, employee performance pressure, lack of humanized management accordingly, resulting in serious loss of root Debon logistics talents; in the strategic planning process, making Debon the logistics used by the third party consultation mechanism to complete the strategic environment analysis and strategic target, the strategy is to complete the express in McKinsey's help, but spontaneous ability inadequate enterprise strategic management. After all, as a professional consulting company as an outsider, the logistics industry environment, the development prospects of the

understanding and understanding of the logistics enterprise itself, if not long-term practice.

In strategic decision-making, Debon logistics has been steady, based on the full assessment of the consulting plan, generally choose the more secure solutions, direct network construction strategy of logistics to insist for a long time, even in the LTL logistics enterprises to join by land grab does not easily change []; and the electronic commerce industry integration, logistics in an earlier time, but the depth of the intervention, the response speed of the e-commerce environment is inadequate.

4.3 Comparative analysis

4.3.1 Strategic convergence

SF EXPRESS and Debon logistics is almost the same period developed in the same region, the market environment determines the growth trajectory of highly similar, and thus the strategic management of convergence is also reasonable.

Especially in the e-commerce environment, both through the active deployment of information strategy and efficiency optimization, to obtain and maintain competitive advantage in their respective focus on market segments; in the expansion of the scale of logistics system, have to take direct strategy, to ensure that the core resources of enterprises firmly in control of the logistics system, which put a lot of money in transport vehicles, sorting centers, human resources construction of logistics infrastructure; with the development of electronic commerce in depth, both of them can merge with the electronic commerce industry from different angles, each department of logistics service channel sink strategy, efforts to solve the need to face together the last mile distribution problem; the two sides of the business strategy is also cross the convergence of the SF in recent years have the layout in LTL express market, while in small Debon logistics express market success It.

4.3.2 strategic differences

Because of a focus on the field of strategic management, SF EXPRESS and Debon logistics are also different.

SF EXPRESS in the main courier industry, adhere to high-end express line,

has a strong market competitiveness in the market, e-commerce market demand more from the B2C model; Germany focused on LTL express logistics, to road transport, air freight subsidiary, large cargo logistics services in the B2B e-commerce market the most competitive advantage; the information construction, the starting time of SF EXPRESS's earlier higher starting point, enough to become the industry benchmark, and logistics information starting point is relatively late, there is room for improvement; SF EXPRESS platform logistics service enterprise's development direction, and logistics integrated supply chain services along the direction of development; the development of SF EXPRESS early expansion strategies take the franchise model in logistics system are relatively aggressive, out of control risk to war Slightly adjusted, and the expansion of the scale of strategic Debon logistics has been conservative, even the recent introduction of the "business partner" franchise model, still take a conservative strategy of standardization management, through unified training, unified identity, strict assessment measures to ensure headquarters control efforts.

Different enterprises in the complex and ever-changing environment of the formation of corporate culture, business model and strategic management focus, are suitable for their own. The difference is SF EXPRESS and Debon logistics strategic management should be evaluated objectively, speaking strictly does not compete with .

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.

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