



**RESEARCH ON THE STRATEGIC DEVELOPMENT OF SF EXPRESS CO.,
LTD.**

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LTD.**

To

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This Independent Study has been approved as a Partial Fulfillment of the Requirement
of International Master of Business Administration in International Business
Management

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Abstract

Research Title: Research On The Strategic Development Of Sf Express Co., Ltd.

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Through the reform and opening policy, the Chinese economy has achieved unprecedented development. After entering the 1990s, the economic development level reached a certain level and the logistics and express service industry also was born and developed. With the rapid development of the domestic express delivery market ,over the past two decades, delivery companies have gradually grown from small workshops to large and medium-sized express companies. Since there are continuous changes in the express industry cycle, competition among domestic express market companies has intensified. At the same time, the four major international express companies (UPS, DHL, FEDEX, TNT) and other representative international companies have also entered the domestic express market. After 20 years of rapid development, SF Express has become a leading private enterprise in China's express delivery industry, and is currently in a fierce and ever-changing competitive environment. So, how to survive and develop in this competitive environment is current issue faced alone with. This article uses strategic management theory, PEST/SWOT and other methods and tools to analyze the development strategy of SF Express.

This article first used the PEST analysis method to analyze the external environment,such as macro and industry, and then analyzed the internal environment,such as key internal environmental factors, internal resources and

capabilities of SF Express; the basis of internal and external environmental analysis for SF Express to better understand the opportunities and threats, advantages and disadvantages it faces. Based on the opportunities and threats faced by SF Express and its advantages and disadvantages, SWOT was used to match, compare and research the four strategies, so the company can choose a development strategy. The development strategy construct included company-level strategy, management-level strategy and functional-level strategy. The company-level strategy includes intensive growth strategy, integrated strategy, diversification strategy, international business strategy, etc., and the management-level strategy is a comprehensive application of differentiation strategy, overall cost leadership strategy, and focus strategy, which clarified the development of SF Express's direction. On the basis of the overall direction and strategy, SF Express has formulated medium and long-term development goals; elaborated the implementation steps and key points of the development strategy in more detail. Through the adjustment of the organizational structure, the decomposition of strategic objectives and the implementation of the action plan, the resource allocation of the strategy implementation and the management matching of strategy implementation are described in depth. At the same time, the article also took the corresponding solutions of the main difficulties, and obstacles in the implementation of the strategy were proposed to ensure a smooth implementation of the strategy.

KEYWORDS: SF Express; development strategy; swot analysis; competitive landscape



摘要

题目： 顺丰速运有限公司发展战略研究

作者： 唐炳章

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10, 8, 2020

我国通过改革开放政策,经济得到了空前的发展,进入二十世纪九十年代后,经济发展水平到一定程度后,物流快递服务产业也得到了春生与发展。国内速递市场在二十多年的高速发展的背景下,快递企业从之前的小作坊经营到现在已逐步成长了一批具有一定规模的大中型快递企业。伴随快递产业周期的不断变化,国内快递市场企业间的竞争不断加剧的同时,国际四大快递公司(UPS, DHL, FEDEX, TNT)等为代表国际企业也陆续进入国内快递市场。顺丰公司经过二十年的快速发展,目前已成为中国快递行业民营企业的龙头企业。顺丰速运公司正处在激烈多变的竞争环境中,企业如何在日益变化的竞争环境中长期生存与发展是公司当前面临的课题。本文运用了战略管理理论、PEST/SWOT 等方法 and 工具,对顺丰速运公司发展战略进行了研究。

本文首先运用 PEST 分析法,通过对宏观、行业等外部环境方面的分析,再对顺丰速运公司关键内部环境因素、内部具备的资源 and 能力等内部环境进行了分析;在内外环境分析的基础上,顺丰速运公司能较好的认识到自身所面临的机会与威胁、优势与劣势。基于顺丰公司面临的机会与威胁,具备的优势与存在的劣势,运用 SWOT 进行了匹配,通过四种战略的分析、比对、研究,最终企业选择了发展战略。构建的发展战略包括公司层战略、经营层战略 and 职能层战略。公司层战略为密集成长战略、一体化战略、多元化战略、国际经营战略等,经营层战略为差异化战略、总体成本领先战略、聚焦战略等战略综合运用,为顺丰速运公司的发展明确了方向。在总体方向与策略的基础上,制定出顺丰速运公司中、长期发展目标;对发展战略的实施步骤及重点进行较详细阐述。通过组织结构的调整,战略目标分解 and 行动方案的落实,战略实施的资源配置及战略实施的管理匹配等方面进行深入的叙述,同时还对战略实施中存在主要困难 and 阻力提出了

摘要

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我国通过改革开放政策,经济得到了空前的发展,进入二十世纪九十年代后,经济发展水平到一定程度后,物流快递服务产业也得到了春生与发展。国内速递市场在二十多年的高速发展的背景下,快递企业从之前的小作坊经营到现在已逐步成长了一批具有一定规模的大中型快递企业。伴随快递产业周期的不断变化,国内快递市场企业间的竞争不断加剧的同时,国际四大快递公司(UPS, DHL, FEDEX, TNT)等为代表国际企业也陆续进入国内快递市场。顺丰公司经过二十年的快速发展,目前已成为中国快递行业民营企业的龙头企业。顺丰速运公司正处在激烈多变的竞争环境中,企业如何在日益变化的竞争环境中长期生存与发展是公司当前面临的课题。本文运用了战略管理理论、PEST/SWOT 等方法 and 工具,对顺丰速运公司发展战略进行了研究。

本文首先运用 PEST 分析法,通过对宏观、行业等外部环境方面的分析,再对顺丰速运公司关键内部环境因素、内部具备的资源和能力等内部环境进行了分析;在内外环境分析的基础上,顺丰速运公司能较好的认识到自身所面临的机会与威胁、优势与劣势。基于顺丰公司面临的机会与威胁,具备的优势与存在的劣势,运用 SWOT 进行了匹配,通过四种战略的分析、比对、研究,最终企业选择了发展战略。构建的发展战略包括公司层战略、经营层战略和职能层战略。公司层战略为密集成长战略、一体化战略、多元化战略、国际经营战略等,经营层战略为差异化战略、总体成本领先战略、聚焦战略等战略综合运用,为顺丰速运公司的发展明确了方向。在总体方向与策略的基础上,制定出顺丰速运公司中、长期发展目标;对发展战略的实施步骤及重点进行较详细阐述。通过组织结构的调整,战略目标分解和行动方案的落实,战略实施的资源配置及战略实施的管理匹配等方面进行深入的叙述,同时还对战略实施中存在主要困难和阻力提出了

相应的解决方案，从而确保战略顺利实施。

关键词:顺丰速运公司;发展战略;SWOT 分析;竞争格局



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Chapter 1

INTRODUCTION

1.1 Research background

In recent years, with the rapid development of the Internet economy and e-commerce market, the express delivery industry has maintained a relatively high growth rate. According to the "2019 China Express Development Index Report" issued by the State Post Bureau. The report shows that in 2018, the China Express Development Index was 814.5, an increase of 23.6% year-on-year, and the industry has accelerated into a high-quality development stage, with a total business volume of 50.71 billion votes, a growth rate of 26.6%. In 2019, the total business volume of express service companies across the country completed 63.52 billion pieces, a year-on-year increase of 25.3%; the cumulative business income reached 749.78 billion yuan, a year-on-year increase of 24.2%. The industry has a promising development prospect and the express delivery industry is increasingly competitive.

Under the background of the new era, the economic and social environment faced by China's urban logistics will inevitably undergo major changes. From cost reduction and efficiency improvement to quality and efficiency improvement, from extensive development to high-quality development, and from increasing quantity to developing green logistics, the response That is, the development of urban logistics has higher and higher requirements for the quality of logistics services, faster and faster requirements for logistics timeliness, and higher and higher requirements for the sharing and utilization of logistics resources. The emergence of the "lazy economy" phenomenon is the last thing for urban logistics and distribution. The demand for kilometers is increasing, and the economic and social environment facing the development of urban logistics has shown significant changes.

The development and reform of China's urban logistics are mainly reflected in the main aspects of standardization, intelligence, sharing, and greening. Standardization promotes the high-quality development of urban logistics, allowing urban logistics and distribution services to "have temperature"; greening promotes the green development of urban logistics and makes urban logistics and distribution "colorful"; wisdom makes the logistics system have a life awakening, and makes urban logistics Distribution services "live"; shared logistics improves the resource utilization rate of urban logistics, and promotes the overall innovation and development of urban logistics under limited resource bottlenecks.

Although SF Express is still the leader of express delivery companies, its business has long been not limited to express delivery, but involves express delivery, e-commerce, supply chain, third-party finance and other fields, and even backdoor Dingtai New Materials went public financing The original differentiation strategy in the pure express delivery field has been unable to meet the diversified development needs of SF Express. This article selects Jilin Province SF Express Co., Ltd. as a sample, and hopes that through analysis and research, the strategic plan and implementation measures suitable for the current Jilin Province SF Express Co., Ltd.'s delivery business development needs can be obtained.

1.2 Research significance

The development period of China's express delivery companies is relatively short, but a number of private express companies have begun to take shape; in accordance with the relevant provisions of the WTO, the domestic express delivery market is gradually opening up to foreign-funded enterprises; logistics companies established by the diversified development of large domestic enterprises, three Due to various factors, the domestic express delivery market has formed a market competition pattern in which state-owned enterprises (EMS), foreign companies, private express companies, and e-commerce logistics companies coexist and compete. In the context of rapid economic development, express delivery companies that have developed express

delivery are now facing unprecedented challenges.

The scientific development strategy is based on strategic management theory, through the analysis of the external environment of the enterprise, especially the grasp of the development trend of the industry; systematic analysis of the internal resources and capabilities of the enterprise; and then through the strategic management tools and methods, through comparison and analysis, Choose the development strategy suitable for the enterprise. It points out the direction of the enterprise, presents the path of enterprise development, and is the description and conception of the future development direction of the enterprise. The development strategy can correctly and clearly guide the operation and development of the enterprise, effectively integrate the short-term goals and long-term goals of the enterprise, and give the business managers a clearer thinking.

SF Express Co., Ltd. is already a large-scale enterprise of a certain scale, and it is at an important turning point in economic development. For the development of the future enterprise, it should lead the development of the enterprise by constructing a scientific development strategy. Enterprise decision-makers should attach great importance to the dynamic changes of the external environment, timely assess the internal conditions of the enterprise, and seize the development opportunities of the industry in the new era to further expand the enterprise. Construct a scientific development strategy, clarify the company's development ideas, clarify the company's products and market scope; avoid major mistakes on the road of development, reduce losses, and increase corporate benefits; use strategic management research to analyze the deficiencies in the company Targeted management methods, take corresponding measures to solve them, to effectively prevent competitors from grabbing market share; use strategic management theory to continuously improve management level, continuously improve overall competitiveness, create competitive advantages, and continue to maintain the leading position of the industry. The research on the development strategy of SF Express can help companies think about the most important issues of long-term survival, sustainability, health and rapid development, and plays an important role in the company's development.

1.3 Research questions

1. Analyze the internal and external environment of Jilin SF Express.
2. Constructing the development strategy of Jilin SF Express
3. Analyze the future development trend of the express delivery industry

1.4 Research goals

First of all, studying SF Express's competitive strategy will not only benefit SF Express's own development, but also has the same reference significance for the development of other express companies in my country. Steady development. During the "Twelfth Five-Year Plan" period, the domestic logistics industry will enter a higher and more rapid development stage, which will further enhance the concentration of the industry, and the scale of the industry will continue to expand rapidly. As competition becomes more intense, the division of labor in the industry will increase. As it becomes more detailed, market order and environmental conditions will also be further optimized. Looking at the development of the express delivery industry, the development history of private express delivery companies is relatively short, and the development speed of each company is also different. Due to the low threshold for enterprises to enter the express delivery market in the past, there have been a number of private express companies with small business scales, weak corporate strengths, and poor service and management levels in recent years. The number of these express companies has grown rapidly, but Competitiveness is weak. Long-term relying on local advantages to adopt low-cost competition, and low costs have led to low service levels for enterprises. This has formed a vicious circle. With regard to the future pressure on survival and development, where should private express companies go? How to gain a foothold in the fierce competition is the most important issue to be faced at present. Private enterprises in my country can learn from the benchmarking enterprises in private enterprises and SF Express's development experience to further improve the internal and external management of the enterprise and continue to grow and develop.

Secondly, study SF Express's competitive strategy, give play to the competitive advantages of private enterprises, improve service quality, accelerate the formation and growth of national express delivery brands, and gradually enter the international market. With the rise of e-commerce in recent years, China's private express delivery industry has developed rapidly. Facing the strong development of China Post and the four major foreign express companies, all private express companies in China are facing great challenges. As the leading private express company in my country, SF Express shoulders the mission of developing the national express delivery industry. To study its competitive strategy, how to give full play to its advantages in international competition as soon as possible is a question worthy of our study. This article conducts an in-depth study on the development status and competitive environment of SF Express, hoping to find the competitive advantages of SF Express through research, so that my country's private express delivery companies will develop to a higher level and have a place in international competition.

Thirdly, studying SF Express's competitive strategy is conducive to fully understanding the basic status quo of private express delivery companies and urging the Chinese government and industry-related laws and regulations to enable the healthy, orderly and rapid development of private express delivery companies in my country. my country's express delivery industry has become an important aspect that affects people's economy and life, is closely related to people's work and life, and has made great contributions to the creation of wealth, taxation, and employment opportunities for the society. However, due to the imperfect laws and regulations governing services in China's express delivery industry, there have been a lot of lack of industry norms in the express delivery industry in recent years, such as profitable sorting of goods, explosion of goods, loss of goods, delayed express delivery, suspension of shipments, etc. Phenomenon, when consumers encounter these problems, without relevant service laws and regulations, the interests of consumers cannot be effectively protected. Therefore, the promulgation of relevant service laws and regulations is imminent.

1.5 Research scope

The research object of this thesis is SF Express. The thesis is based on the theory of corporate competition strategy. It draws on the research results of many domestic and foreign scholars on the express delivery industry, and analyzes the current situation and characteristics of the domestic express delivery industry. On this basis, the development of SF Express The status quo was analyzed, including the comparison of the competitiveness of domestic express companies, and the outstanding advantages and disadvantages of SF Express among its competitors were grasped. Next, analyze the competitive environment of SF Express, including using Porter's Five Forces Model to comprehensively analyze SF's current industry environment, and then conduct research on SF's internal environment: current resources and capabilities. Finally, use SWOT to analyze the opportunities and challenges faced by SF Express, give full play to its advantages and make up for shortcomings. Based on the development of SF Express, it puts forward the shortcomings of SF Express's existing competitive strategy, re-selects the competitive strategy based on its own competitive advantages, and proposes implementation recommendations.

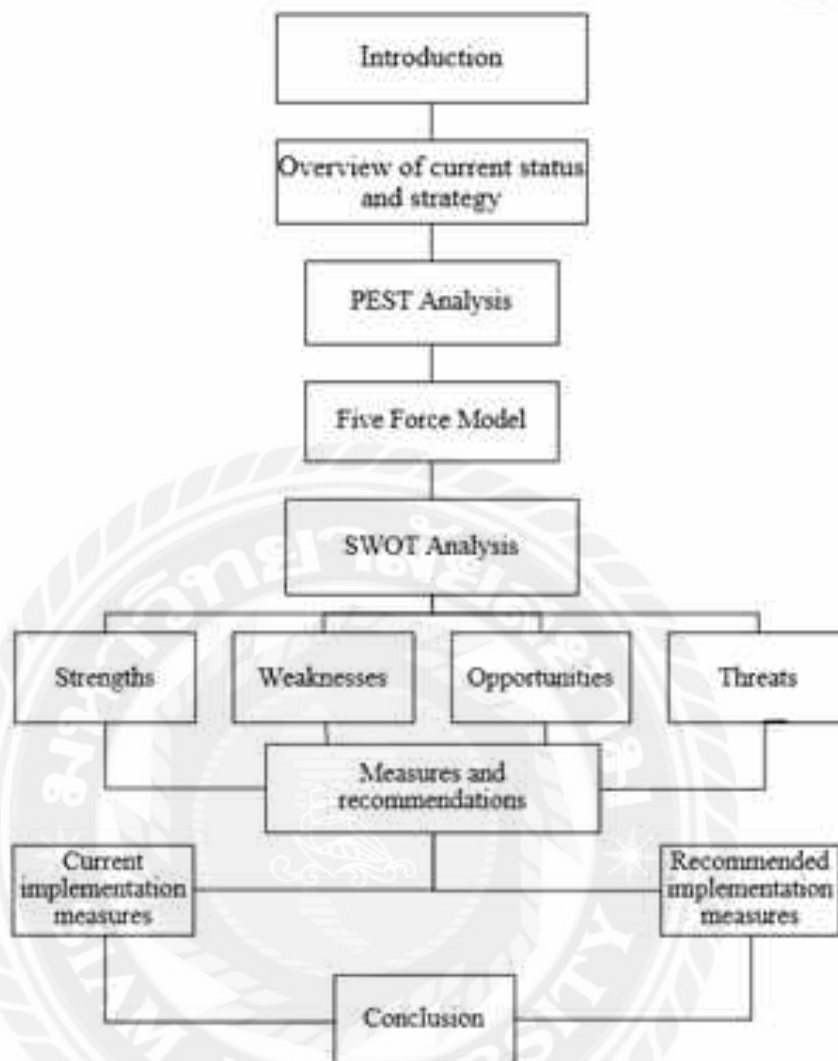
1.6 Research importance

SF Express Co., Ltd. is already a large-scale enterprise of a certain scale, and it is at an important turning point in economic development. For the development of the future enterprise, it should lead the development of the enterprise by constructing a scientific development strategy. Enterprise decision-makers should attach great importance to the dynamic changes of the external environment, timely assess the internal conditions of the enterprise, and seize the development opportunities of the industry in the new era to further expand the enterprise. Construct a scientific development strategy, clarify the company's development ideas, clarify the company's products and market scope; avoid major mistakes on the road of development, reduce losses, and increase corporate benefits; use strategic management research to analyze

the deficiencies in the company Targeted management methods, take corresponding measures to solve them, to effectively prevent competitors from grabbing market share; use strategic management theory to continuously improve management level, continuously improve overall competitiveness, create competitive advantages, and continue to maintain the leading position of the industry. The research on the development strategy of SF Express can help companies think about the most important issues of long-term survival, sustainability, health and rapid development, and plays an important role in the company's development.

1.7 Research framework

This article mainly uses data analysis and PEST analysis to analyze the current macro environment facing Jilin SF Express. Analyze the industry and competitive environment of Jilin SF Express using the five-force model method. At the same time, the SWOT analysis method is used to formulate and implement Jilin SF's competitive strategy, and then lists specific measures and recommendations.



Chapter 2

LITERATURE REVIEW

2.1 Strategic management theory

2.1.1 The meaning and level of corporate strategy

2.1.1.1 Strategic implications

Corporate strategy is the thought, method and behavior used to guide companies how to grasp the direction and allocate resources in a competitive environment, and then achieve the goals they pursue. Strategic management is a dynamic management process for organizations to achieve strategic goals, make strategic decisions, implement strategic plans, and control strategic performance.

2.1.1.2 Hierarchical structure of corporate strategy

Company-level strategy: The company-level strategy is also called the company strategy. It is the general outline and general policy of the company's overall strategy. It belongs to the company's highest-level strategy, and it commands the company's strategies at all levels. If a company has multiple business units (business divisions) or business units (business divisions) operating multiple products, the company-level strategy refers to group strategy or headquarters strategy. The goal of the company-level strategy is to determine the business direction and business objectives for a longer period of time; it is to plan the overall development direction of the company, coordinate and coordinate the relationship and division of labor between various business units and functional departments, and allocate various resources and various management elements. Build the company's core competitiveness and achieve

company-level strategic goals. The company's stratification strategy mainly focuses on two aspects of work: On the one hand, it is to determine the company's "what business in what field". At this time, the company will conduct a systematic analysis of the external environment and internal environment to determine the company's mission, vision and strategic period. The phased task of positioning the company's market areas and specific products. On the other hand, "how to run these businesses well", the company will formulate corresponding tasks or goals for different business units according to strategic needs, rationally allocate resources, adopt corresponding strategies and growth methods, so as to achieve the company's overall strategic vision. According to the classification method, there are multiple classification methods. According to the type of strategic situation, there are development strategy, stability strategy and austerity strategy.

Business-level strategy: The business-level strategy is also known as the competitive strategy. It belongs to the company's second-level strategy. It refers to the specific business strategy of the business unit. It guides the business unit how to compete in the market competition to achieve the business unit's strategic goals. Many modern large enterprises adopt a diversification strategy: engage in multiple business operations in multiple fields and produce multiple products; each business unit is a relatively independent business unit, and the external environment and internal conditions they face are different, The resources that need to be provided by the head office are not the same, so the business unit will adopt corresponding strategies to carry out business activities according to the business environment of the unit, formulate a matching business strategy (competitive strategy) to guide the business unit to carry out business activities, and achieve the business unit's Strategic objectives. The main highlight of the business strategy: in a certain business area (business scope), what kind of business strategy to adopt and how to carry out business activities to complete the strategic objectives of the business unit. Mike Porter proposed three basic competitive strategies: differentiation strategy, overall cost leadership strategy, and focus strategy.

Functional level strategy: Each enterprise divides the overall tasks to be

completed into several categories and sets up professional departments to handle specific matters. These professional departments are called functional departments. The functional level strategy belongs to the company's third level strategy. It uses the division of functions to undertake the specific tasks of the company level strategy and the business level strategy classification and implement the work in the business activities; it is to implement, execute and support the company level strategy and business level strategy in the company Strategies formulated in specific functional management areas. The functional strategy mainly highlights the work: how to effectively carry out the work of the relevant departments of a certain function; the focus of the work is to improve the utilization rate of corporate resources and maximize the utilization efficiency of corporate resources. The content of the functional strategy is more detailed and specific than the business-level strategy; its role is to make the content of the company-level strategy and the business-level strategy concretely implemented, and to coordinate the various functions. It usually includes marketing strategy, financial strategy, operation strategy, research and development strategy, human resource strategy, information technology strategy, etc.

2.1.2 Strategic management process

Strategic management is a systematic and complete process, including three links: strategy formulation, strategy implementation and strategy evaluation. The three links in the strategic management process are a process of interconnection, repetition and continuous improvement.

2.1.2.1 Strategy formulation

Strategy formulation determines or re-examines the company's vision and mission, analyzes the external environment and internal environment, looks for and explores existing or potential opportunities in the external environment, evaluates and identifies the internal resources and capabilities of the company, and summarizes the existence of the internal environment The advantages and disadvantages of the company, and then seek to maximize the use of internal advantages and external

opportunities, and minimize internal disadvantages and avoid external threats as much as possible, through the implementation of the program can maintain or create a competitive advantage, so that the long-term survival and viability of the company Continuous development.

Strategy formulation must be based on a scientific basis, emphasizing "doing the right thing." Strategy formulation requires scientific analysis of internal and external environmental information, in-depth research on strategic matching and comprehensive consideration of various alternative strategies to make choices.

2.1.2.2 Strategy implementation

After the company's strategic plan is determined, the focus of the manager's work will shift to the implementation of the strategy. Strategy implementation is to transform strategic plan objectives into strategic actions to get good results. Strategy implementation has the following aspects: decomposition of strategic objectives, establishment or adjustment of organizational structures, formulation of corresponding policies or action plans, resource allocation, management matching, corporate culture creation, introduction of incentive systems, and overcoming resistance in the implementation of strategies, etc. .

Strategy implementation emphasizes "doing things right." Strategy implementation emphasizes the flexible and creative allocation of human, material, financial and other resources of the company, establishes a corporate culture and organizational structure that supports the strategy, coordinates the company's marketing, finance, operations, research and development, human resources and other departments, and exerts the overall system Effectiveness, and strive to implement the company's strategic plan as quickly as possible.

2.1.2.3 Strategic Evaluation

Strategic evaluation refers to the inspection of the progress of various activities carried out by the company to achieve the goals during the implementation of the corporate strategy, evaluating the performance after the implementation of the

corporate strategy, comparing it with the established strategic goals and performance standards, and finding strategic gaps. Analyze the causes of deviations and correct them, so that the implementation of corporate strategy can be better coordinated with the current internal and external environment and corporate goals of the enterprise, so that corporate strategy can be realized.

The results of corporate strategy implementation strategy are not necessarily consistent with the predetermined strategic objectives. The main reasons for the deviations are as follows:

One is that new or major changes have taken place in the internal and external environment, making the strategic plan mismatch with the Ministry of Environment. Second, the corporate strategic plan itself has major flaws or is relatively general, and it is difficult to implement and execute in the implementation. Third, in the process of strategy implementation, affected by certain subjective and objective changes within the enterprise, it has deviated from the expected goals of the strategic plan, resulting in deviations between the results of the strategy implementation and the goals of the strategic plan. If these reasons are not handled properly, they will directly affect the realization of strategic goals. Strategic evaluation is an important part of strategic management.

Strategy formulation, strategy implementation and strategy evaluation are the three links in the strategic management process that are both different and interrelated. Strategy formulation mainly answers the question "how to formulate a suitable strategy", strategy implementation mainly answers the question "how to ensure the implementation of the strategy", strategic evaluation mainly answers the question "how to discover and correct the deviation between strategic objectives and the results of strategic execution", and strategic management is centered on the main The problem was developed. The three links are different and connected, and they are a dynamic process of mutual connection, repetition, and continuous improvement.

2.2 Strategic analysis tools

The use of strategic analysis tools can help clarify the key factors or links that

affect strategy formulation and improve the quality of strategic environmental analysis and strategy formulation. Strategic analysis tools include strategic analysis tools and strategy formulation and selection tools. There are many kinds of analysis tools. This article mainly uses three kinds of analysis tools.

2.2.1 PESTE analysis method

PESTE analysis is called macro-environmental analysis, which refers to the factors that affect various macro-powers of all industries and enterprises, including five categories: political and legal, economic environment, social and cultural environment, technological environment and resource environment. Macro-environment analysis can also be called PESTE analysis. In the process of business development, enterprises must adapt to changes in the external environment. The PESTE analysis method allows enterprises to analyze favorable or unfavorable factors in the macro environment, and grasp the corporate development direction to adapt to the macro environment.

2.2.2 "Five forces model" analysis method

The "Five Forces Model" analysis method was proposed by Michael Porter in the 1980s. It is used in the analysis of competitive strategy and can effectively analyze the competitive environment of enterprises. The five powers are the bargaining power of the supplier, the bargaining power of the buyer, the ability of potential competitors to enter, the substitute ability of substitutes, and the current competitiveness of competitors in the industry. This kind of analysis allows companies to have a structural grasp of the competitive environment of the industry, so that they can better defend against the five competitive forces, or exert influence on these competitive forces, so that the company is in a more favorable position. "

2.2.3 SWOT analysis method

SWOT analysis is a method of strategic choice. Through the analysis of the external environment and internal environment, we can get the opportunities and threats, advantages and disadvantages. Using the SWOT matrix matching, we can clearly draw out four alternative strategic plans (SO strategy, WO strategy, ST strategy, WT strategy). The appropriate strategic plan can be selected according to the enterprise's own situation and development needs.

2.3 Literature review

2.3.1 Foreign research on the express industry

Foreign research on the express delivery industry can be traced back to the mid-1960s, and a relatively complete theoretical system has also been formed in the research. The main direction of the research is to use actual cases of the development of foreign express industry enterprises, and according to the development of modern express industry. For market competition and customer demand problems encountered, we propose solutions through empirical research and summarize specific industry development ideas. Most of the development of foreign express delivery industry has also experienced the coexistence of state-owned express delivery and private express delivery and the transformation of state-owned express delivery to private express delivery. In the study of the express delivery industry, most of them have also noticed the difference in characteristics between state-owned express delivery companies and private express delivery companies. Nolván Fenema, editor-in-chief of Singapore's "Asian Transport Monthly", believes that in many Asian countries, the postal express industry has a strong bureaucracy and relatively low production efficiency. This is because the postal express industry in most countries is still nationalized and is affected by government practices. influences. And he believes that "the postal express industry in these countries should have greater development potential in the development of e-commerce in the future, so the current bureaucratic situation should be changed as soon as possible." KutC. So, Jing-Sheng Song (1998), by studying the main competitive strategies of express delivery companies such as delivery time, price,

and customer service requirements, put forward the importance of cargo delivery. In order to maintain a higher probability of delivery time guarantee, necessary According to the influence relationship between these factors, prepare for market competition by understanding the price, supply time guarantee, capacity expansion, etc., establish analysis models, and determine the best joint choice through optimization models. In this way, the goal of maximizing the average net profit of these three important decision variables is calculated. YonghwaPark, Jung Kyu Choi, Anming Zhang (2009) proposed that several important influencing factors in air express can be analyzed and evaluated. By taking the competitiveness of air express delivery operators in the Korean market as a practical case, it is concluded that the accuracy and timeliness of the express delivery industry are the two most influential factors, and the importance of the two factors is further examined. From the perspective of the competitiveness of users and operators, on the premise of ensuring the accuracy and timeliness of delivery of goods, they believe that price is another key factor in market competition. Cheng-Chang Lin (2010) analyzed the interaction between the express network design and the logistics network space that provides services for the operation, and concluded that the establishment of a hierarchical hub-administered express delivery service network can minimize the total operating cost while satisfying Service time and business restrictions, and scientific methods of mathematical calculations show that the integration of service networks will greatly reduce costs for express companies. In addition, choosing the right number and location of the central network can achieve higher cost-effectiveness and expand a wider range of services. Wing-Kwan Yeung, Tsan-Ming Choi, TCE Cheng (2011) studied the supply chain, upstream suppliers and downstream retailers to process orders and obtain material scheduling problems, and concluded that storage can be reduced through integrated supply chain management Cost, coordinate through channels, and solve the problems in the express delivery process in the best way.

Because the express delivery industry in foreign countries started earlier and developed more maturely, some successful express companies abroad have studied in terms of business scale and strategic choices. Therefore, foreign research on the

express delivery industry is more in-depth, comprehensive and specific.

2.3.2 Domestic research on the express industry

Since the reform and opening up, China's express delivery business volume has increased year by year, especially the rapid development of e-commerce, the express delivery business market has also shown a rapid growth trend, and the research on the express delivery industry has gradually increased. At present, domestic experts and scholars are concerned about the development of the express delivery industry. The research is mainly reflected in the following aspects: ◦

2.3.2.1 About the problems and countermeasures in the development of express delivery industry

In Wang Fen's "Research on the Development of Our Private Express Enterprises", China's private express delivery is small in scale, low capital, management mode is not suitable for market development, low staff quality, logistics and network technology can not keep up, network coverage is small, and service projects lack competition points And other issues. Sun Zubin (2010) uses SWTO analysis based on the external and internal environment faced by the development of China's express delivery industry to get the countermeasures that express companies need to take. In "Analysis of the Development Prospects and Trends of the Express Industry" (2012 (7) Social Science Aspects), Zhang Dan believes that our express delivery has accelerated market development, mergers and acquisitions, related industries entered, air transportation capabilities increased, and the last "one kilometer" Service is the key feature. In the "Research on the Status Quo and Development Countermeasures of China's Express Industry" (2013 (9) Modern Business), Jin Yuqing believes that the development of China's express delivery industry will be accelerated through government support, improvement of service quality, product innovation, improvement of information technology, and human resource planning. development of.

2.3.2.2 Regarding the competitive strategy of express delivery companies

Zhang Li (2008) believes that: "Private express delivery companies should adopt a dedicated competition strategy. The purpose of the dedicated strategy is to use all the resources and capabilities of private express delivery companies to serve a specific market, customer or target, and achieve economic results. Easier to evaluate and more convenient to manage". Yang Jun (2010)'s point of view is: "Improve employee execution, expand enterprise scale and market share, improve employee quality and improve internal management measures, propose differentiated service strategies and implementation methods, brand building and cultivation strategies." Kuiyong Guo (2013) conducted an overall analysis of the development of the express delivery industry, the macro development environment it faces, and the industry competition environment. Through SWTO analysis, he obtained differentiated strategies such as brands, products, services, and talents suitable for the development of express companies.

A brief comment on the development countermeasures of domestic private express companies: most of the research of foreign scholars focuses on how companies should use logistics services to enhance their own competitive advantages, or analyze the technical issues that affect the development of the logistics industry, and study the development of logistics companies themselves less. Some scholars have also focused their attention on these express giants such as UPS and FedEx. They have a long history, distinctive features, relatively stable business, and have formed a relatively prominent competitive advantage, which is easy to analyze as a case. As a sunrise industry, my country's express delivery industry has just begun to be paid attention to. With the rapid development of the express delivery industry in recent years, domestic scholars have gradually increased their research on private express delivery companies. Domestic scholars have limitations in the study of private express development strategies. Due to their lack of practical experience in corporate work, the countermeasures proposed are only at a superficial level. They have not comprehensively studied express delivery in combination with the current domestic and foreign conditions, and the implementation of strategies is lacking Combination with industry environment.

Chapter 3

RESEARCH METHODS

3.1 Determination of research methods

This article is based on strategic management theory, and the main applied research methods are:

3.1.1 Literature analysis method

The literature analysis method refers to the analysis method that investigates the nature and status of the research object by studying the collected literature data, and derives one's own views from it. It can help investigators to form a general impression about the research object, which is conducive to grasping the dynamic history of the research object, and can also study the research object that is impossible to approach. The main content of the literature analysis method is to analyze and research the relevant archive materials found. Analyze and research the collected personal diaries, notes, and biographies. Analyze and research the collected publicly published books and publications.

3.1.2 Case analysis method

Case Analysis Method (Case Analysis Method), also known as case study method, was developed from Harvard University in 1880, and was later taught and practiced by Harvard Business School to improve high-end management and control elites, and gradually advance today's "case analysis method." . Harvard University's

case analysis method was originally only used as a teaching technology to adopt relevant teaching practices and business strategies for high-end managers. Subsequently, it has been used by many companies and bureaus as a major way to increase the company's joint employees. Using this method to train employees can significantly improve employees' understanding of various types of work in the company, improve excellent interpersonal relationships among employees, enhance their ability to solve problems, and strengthen the cohesion of the company. In order to carry out research on a simple target by combining literature data, it is a way to calculate the general and universal laws of things.

3.2 Qualitative description of the research object

3.2.1 Analysis of the external macro environment of Jilin SF Express Co., Ltd.

PEST analysis is used to study the external macro environment of the enterprise, from the political environment, economic environment, social environment and technological environment to analyze and summarize in detail the external environmental situation facing the enterprise. From the perspective of the company's development history and operating status, it will still be affected by many external factors in the future development process. Therefore, the future impact is the unstable change of various factors simultaneously. The specific analysis is as follows:

3.2.1.1 Political environment

Political environment factors mainly refer to the actual or potential political forces and relevant laws, regulations and policies in the process of organizing business activities. Political factors have an impact on the development of enterprises in Shenzhen. To a certain extent, whether government policy supports or not directly affects the rise and fall of an industry, playing a vital role. In 2006, the reform of the separation of government and enterprises in the postal sector gradually broke the

monopoly of China Post's EMS express service, which created opportunities for the rise of private express delivery.

In 2009, the China Express Association was established, which provided an important guarantee for the maintenance of corporate interests and healthy development of the express delivery industry. At the same time, the official promulgation of the new "Postal Law" clarified the status of China's express delivery companies in law for the first time, provided legal protection for the sound development of express delivery companies in China, and provided a basic basis for the development of express companies in the industry. . The "Administrative Measures for Express Delivery Business Licenses" set more comprehensive and stricter express delivery industry operating licensing standards, and set clearer and higher goals for the development of Chinese express delivery companies, and promote China's express delivery industry to a healthier and more orderly development. , Development in a more standardized direction. At the same time, the gradual liberalization of postal franchise letters also provides private express companies with greater and broader development space.

In 2010, the country formulated a draft of the 12th Five-Year Plan, proposing to vigorously promote express delivery services based on the results of the previous plan. In 2014, the "Medium and Long-term Plan for the Development of the Logistics Industry (2014-2020)" has important practical significance for promoting the modernization of the logistics industry, promoting the adjustment of the national economic industrial structure, transformation and upgrading, and especially for the development of the express industry. It is conducive to attracting more social resources and capital to invest in the express delivery industry; it is helpful for government departments at all levels to have a unified understanding and introduce more policies to support the development of the express delivery industry, thereby strengthening the determination and confidence of practitioners in the express delivery industry and promoting a better express delivery industry Sustainable development faster.

At the beginning, China's express delivery market was not open to foreign

companies. With the deepening of China's reform and opening up and the entry of WTO, under the relevant legal provisions, the access rules for foreign companies are gradually liberalized, which also gives the international express giants Entering the Chinese express delivery market has created a good environmental foundation. International express delivery giants have successively entered China, a market with huge potential, through acquisitions, franchises, or direct sales, and launched battles with Chinese companies, which brought huge pressure and challenges to Chinese companies.

On October 18, 2017, Comrade Xi Jinping pointed out in the report of the 19th National Congress of the Communist Party of China that we must adhere to the harmonious coexistence of man and nature. We must establish and practice the concept that green water and green mountains are golden mountains and silver mountains, adhere to the basic national policy of saving resources and protecting the environment, treat the ecological environment as life, coordinate the management of landscapes, forests, fields, lakes and grasses, and implement the most stringent ecological environmental protection system. Form a green development method and lifestyle, firmly follow the path of civilized development of production development, affluent life, and good ecology, build a beautiful China, create a good production and living environment for the people, and contribute to global ecological security. It can be seen from this that low-carbon life has gradually entered everyone's vision from a political height, sounding a wake-up call to the Chinese market. At present, some high-carbon vehicles such as cargo trucks and cargo flights are the main transportation vehicles. Express delivery companies will undoubtedly face great pressure. Generally speaking, the current political environment in China and even the world is more conducive to the development of the express delivery industry. Express delivery companies should learn to seize opportunities, gradually become stronger and bigger, provide high-quality services, enhance strength, and strive to build their own brands. Occupy a larger share in a highly competitive market.

3.2.1.2 Economic environment

The economic environment mainly includes two aspects: the macroeconomic environment and the microeconomic environment. The macroeconomic environment mainly includes a country's national income, gross national product and its changes. These indicators can more objectively reflect the development level and speed of the national economy; the microeconomic environment mainly includes the area served by the enterprise or the area where it is located. Customers' purchasing preferences, employment levels, income levels, savings and other factors determine the current and future market size of the company. With the implementation of China's reform and opening policy, after more than 30 years of development, China has gradually improved its position in the world economy. At the same time, with the improvement of residents' consumption and living standards, the increasing disposable income has also promoted The national economy developed rapidly. The development has become more diversified, which has brought prosperity to the manufacturing and retail industries, which has further increased the demand for the express delivery industry.

With the increase in trade with countries around the world, this has made the express delivery activities between countries more and more frequent. Trade activities with countries around the world are an important factor driving the growth of China's express delivery industry. In the mid-to-late 1990s, with the rapid rise of e-commerce, the number and types of logistics and distribution requirements have increased rapidly, and the business volume of express delivery has also grown rapidly and continuously due to the rapid increase in transportation demand.

In addition, e-commerce with the Internet as a trading platform has led to an explosive and rapid growth of online transactions, requiring logistics and distribution to provide door-to-door services, and this is undoubtedly a development opportunity for fast-growing express companies. Express delivery companies have gradually entered the general public from the previous main service company units, especially the rise of online shopping. This consumption method is liked by many young consumers, which has caused the volume of online shopping in China to increase year by year and develop rapidly.

In 2018, Jilin Province overcame many international and domestic economic downward pressures and achieved steady economic growth, maintaining a growth rate of 4.5%, the lowest growth rate in all years. While the economy is slowing down, the growth of local fiscal revenue has turned from negative to positive, reversing the annual negative growth trend, but the foundation for stable growth is not yet solid. From the perspective of the province, the "Changchun metropolitan agglomeration and economic circle" with Changchun, Jilin, Siping, Liaoyuan, and Songyuan as regions has a relatively large economic aggregate and rapid development, while other regions have developed slowly. From an inter-provincial perspective, as Jilin Province has not yet successfully achieved industrial transformation and upgrading, its ranking in the national economy has declined year by year, and its fiscal revenue is relatively small. At present, Jilin Province lacks high-end manufacturing industry and high-tech industry and other pillar industries to support, the economic development is obviously insufficient, and the future economy will be in a low-speed growth mode.

Jilin Province SF Express Co., Ltd. has always been in a stage of survival in the cracks. Facing the challenge of foreign express companies with strong capital, advanced technology and management experience, how do domestic express companies use modern logistics concepts and advanced logistics operation methods to improve their express service levels and better respond to international competition , Has become the primary problem that Chinese express companies need to face.

3.2.1.3 Social environment

The social environment mainly refers to the values, cultural traditions, educational and cultural level and aesthetic concepts, consumption patterns, and personnel mobility of residents of a country or region. Values are a conceptual standard for residents to evaluate various behaviors and things, which determine whether residents recognize the organization's activities and organizational goals in time. Cultural tradition refers to a habit formed by a country or region in a long development process , Has a certain impact on economic activities; education and

cultural level directly affects the different requirements of residents for products in demand; aesthetic concepts will directly affect residents' views on the content, results and methods of activities.

The rise of e-commerce has made more and more customers choose to buy goods online, instead of the traditional face-to-face transactions that used to pay and deliver goods in one hand. Consumption and lifestyle are gradually changing and gradually become a habit and trend. With the massive increase in demand for online shopping, the express delivery industry has also shown geometric growth. With the increase of people's leisure time, the resulting leisure consumption benefits also promote the development of express companies.

With the gradual improvement of the education and cultural level of residents, the concept of personalized service has attracted more and more attention, and people will have more choices. At the same time, the choice of express delivery is becoming more and more cautious and rational. There are more and more personalized demands, which also puts forward more and higher requirements for express companies. In order to meet the different needs of customers, express companies need to spend more costs to avoid losing a major customer, which also promotes express companies continuously innovate itself.

In recent years, more and more people have begun to pay attention to the concept of social responsibility, which has made customers have higher and higher requirements for the express delivery industry, especially some large enterprises. They will comprehensively evaluate the situation of express companies, for example, fulfillment of social responsibility Circumstances, corporate culture, attitudes towards pollution, energy conservation, etc., before deciding whether to proceed with the next step of cooperation, express companies need to increase their efforts to cultivate their own brand value and actively enhance their social image. Considering environmental protection and other aspects to win more high-profit customers, this is a great opportunity and challenge for express companies.

With the increase in exchanges between domestic regions, the flow of social personnel has also greatly promoted the development of the express delivery industry.

The daily life letters of residents and corporate letters and documents generated by business exchanges in different regions have been increasing. Traditional mail has been Can not meet the customer's time requirements. With the continuous improvement of people's living standards, the express delivery business has not only paid attention to the price, they have begun to pay more attention to service quality, brand and authority. In order to enjoy better service, they are willing to pay more money and need a timely With safe transfer channels, express delivery has gradually stepped onto the stage of history.

3.2.1.4 Technical environment

Technological elements include inventions that can cause revolutionary changes in the traditional sense, as well as the emergence and application prospects and development trends of some new materials, new processes, and new technologies related to enterprise production. When applied to the express delivery industry, it mainly includes the development of terminal equipment, the research and development of various information systems, the construction and update of logistics systems and various transportation technologies. In today's social and economic development, the development of electronic information technology plays an increasingly important role, which has greatly affected people's current life and work methods. With the completion of the information superhighway, the computerization of enterprise management and the informationization of enterprise operation have also changed from impossible to possible. This has greatly improved the work efficiency of the enterprise, and at the same time, the customer's service expectations and the traditional work mode of the enterprise have occurred Greatly changed.

After China's entry into the WTO, Chinese express companies are facing foreign competitors. They have excellent operating equipment and a more complete information management system. These domestic express companies still have a certain gap. In this era of big data, for the increasingly fierce express delivery market, express delivery companies should be more aware that the core of future competition

of express delivery companies should rely on technology-based service quality competition. It is urgent to increase the development of technology. Especially for some enterprises with certain capital support, it is necessary to increase investment, improve the quality level and technological content of high-tech products, continue to strengthen the application and development of the express operation system, and continuously improve the construction of express mail positioning and various information systems. Strive to provide customers with better and more convenient high-quality services, and continuously improve the competitiveness of the company itself.

In recent years, the emerging concept of green economy has slowly entered people's vision, and the country and government have paid more and more attention to environmental protection. Therefore, society and people have also put forward higher requirements for the express delivery industry. In addition to completing the traditional delivery work, enterprises are also required to develop and apply more emission reduction technologies in the transportation process, and use information management products to design more complete and reasonable environmental protection routes. It is urgent to launch green express delivery. Looking at other industries, we can find that in the process of corporate development, more and more companies are beginning to pay attention to knowledge management, which requires companies to improve the quality of personnel and service quality, and strive to create a more efficient and reasonable knowledge management system that can improve Properly disseminate and share knowledge, help improve the staff's quality and service level, will enable enterprises to stand out in the competition and occupy more markets.

3.2.2 Industry environment analysis

Compared with the macro-external environment, the micro-external environment of an enterprise directly affects its competitive advantage in the industry. The micro external environment is the industry environment in which the enterprise is located. The "Five Forces Model" proposed by the famous Harvard Business School

management professor Michael Porter is a tool to analyze the micro-environment of a company.



Porter's five forces model is divided into the ability of potential competitors to enter, the ability of buyers to bargain, the ability of suppliers to bargain, the ability to substitute substitutes, and the ability of competitors in the same industry.

3.2.2.1 The bargaining power of the supplier

As far as the express delivery industry is concerned, suppliers are mainly manufacturers of basic express delivery and have average bargaining power. However, it is worth being vigilant that the "smart logistics backbone network" that "Cainiao Network" is trying to build actually wants to become a new supplier for all express companies. It provides a basic service platform, and once this platform is really built and obtained When widely used, express delivery companies will be severely controlled by the "cainiao network", and their bargaining power and competitiveness will also be greatly reduced.

3.2.2.2 Bargaining power of buyers

Porter pointed out in the book "Competitive Strategy": "What kind of buyer group the company chooses as the target of the product should be regarded as an important strategic decision. The company finds the buyer with the weakest bargaining power, which is equivalent to improving itself. The strategic position of the company. Therefore, the strategic position can be improved by choosing the buyer." Whether in the express delivery industry, e-commerce, e-finance and other fields, the buyer's bargaining power is relatively high. The main reason is that similar products flood the market. The user can choose a wide range. However, it is worth mentioning that SF Express's business express positioning greatly weakens the buyer's bargaining power, because in the field of business express mail, the commercial value of correspondence is large, and the requirements for safety and efficiency are high. Buyers generally don't care about spending a few dollars. The use of safer and more efficient services for express delivery money is one of the important reasons why SF Express has become the most profitable company in the express delivery industry in China. But it is also worth noting that with the continuous emergence of similar competitors, SF Express's dominant position will also be threatened.

3.2.2.3 Potential competitors

In the original industry competition, SF Express has unique advantages: First, through the two major advantages of direct management and air transportation, it not only successfully branded a safe and fast brand label, but also enabled the company to form unique strategic barriers and competition within the industry. Advantage. Second, SF Express's main business lifeline is in the field of commercial express mail, with high profits and high requirements for safety and timeliness. Other express companies mainly serve e-commerce shopping, with low profits and low price competition. It distinguishes SF Express from other competitors and becomes the most profitable company in the express delivery industry. It can be found that if new entrants are to pose a competitive threat to SF Express, they must either attack SF Express's two major strategic barriers or main business areas, or they must avoid SF Express's dominant areas and tap other potentials in the express delivery industry. In view of the above two points, looking at the current market, there are mainly two new entrants

who can pose a threat:

One is the threat of self-built logistics of large e-commerce companies such as JD.com and Vipshop to SF Express. This should be reflected in the fact that SF Express's original and unique and safest and most efficient express delivery service has alternatives, and there is even the possibility of replacing SF Express with newer systems and newer technologies. Play a supporting role, and the integration and optimization effect of the two cannot be underestimated.

The second is the threat to SF Express from the creation of the "China Intelligent Backbone Network" by Cainiao. Although "Cainiao" does not directly establish a logistics company, its attempt to provide infrastructure and information platform development for all logistics companies has seriously threatened the lifeline of all express logistics companies. Its express delivery, warehouse distribution, station, cross-border, and rural The five key strategies are directly aimed at express companies. What is even more alarming is that the "cainiao" station strategy has emerged in the "last mile" competition station of the express industry, and even invested in Yuantong and Best Huitong Express, which is led by SF Express. The "Fengchao" alliance has formed two opposing camps. The fast action and the strong effect make express companies such as SF Express feel a strong threat.

3.2.2.4 Alternatives

Substitutions have the following characteristics: First, their price-performance ratio tends to surpass those of the industry's products; second, the industry where the substitutes are located has relatively high overall profit levels. According to Professor Porter's concept, the express delivery, e-commerce, warehousing, supply chain, e-finance and other industries or fields involved in SF Express do not have special advantages or strong industry substitutes. For this reason, these major industries have also become The industry is currently hot and companies are vying to enter. However, for the business express express field that SF Express is mainly engaged in, it has to be wary of the possibility of a sharp drop in demand due to the existence of alternative services in the future. Among the express delivery companies in Changchun City, Jilin Province, China Post Group Corporation Changchun Branch is a greater threat to Jilin

Province SF Express Co., Ltd. Its business scope is domestic and international mail delivery services, mail advertising, and commercial delivery. Letter advertisement production and delivery business; publication, wholesale sales and retail of newspapers, teaching materials, books and other publications (only branch operations); postal logistics business; agricultural material distribution business (chemical fertilizers, packaged seeds, pesticides, feed and feed Additive distribution, retail); international logistics valet customs declaration and delivery business; etiquette service business, information service business; rental agency maintenance business; software development business, computer software and hardware technical support services, etc. And Jilin Province SF Express Co., Ltd. is a service business scope with business express as the main body, so once the demand for business express drops sharply, as an express company whose main business is business express, such risks are fatal.

3.2.2.5 Competitiveness of competitors in the same industry

The current competition in the express industry is very fierce. Mainly manifested in the following two aspects: On the one hand, from the perspective of competitors, it is necessary to compete with express companies and e-commerce companies. The competition in the express industry itself is already very fierce. This can be seen from the low-price competition market share of major express companies, and it can also be concluded from the comparison between the increase in business volume and the increase in profits in the express industry, but now there is stronger competition. However, they are from large-scale e-commerce companies, with strong capital, rapid actions, and self-sufficiency in orders, forming a good industrial supply chain, which puts greater competitive pressure on express companies. On the other hand, from the perspective of competitive costs, competitive market share must be profitable, and competitive platform resources must burn money. In the current express market, the path of innovative development is still being explored. However, when the banner of "Internet +" becomes the main theme, major companies have begun to explore the best big data resources and platforms, and this area is currently available for any express company. The "fat" that has not been occupied, although it burns money, has to fight,

which puts even greater competitive pressure on express companies that are already in a low-profit state. From the analysis of the five major competitiveness, it can be concluded that the current competition in the express industry is very strong, but the most important competitiveness does not come from the original industry enterprises, but from the e-commerce giants newly entering the industry, whether it is JD.com or Vipshop. The self-built logistics of the meeting, or the intelligent platform concept of "Cainiao Network", both pose a great threat to the competitive position of Jilin Province SF Express Co., Ltd., and Jilin Province SF Express Co., Ltd. has established a direct The two major strategic barriers of operating mode and air transportation do not pose a real threat to new entrants.

3.2.3 Analysis of the internal environment of Jilin SF Express Co., Ltd.

The company's internal environment refers to its tangible and intangible energy and strength. Corporate energy is the energy that can be selected and used by the company in its strategic advancement. It can be conceptual or detailed. The strength of the company is based on the strength that the company has in various operations and the focus is on the core competitiveness. When the company formulates its strategy, it not only intends to carry out research and induction on external conditions, but also to carry out research and induction on internal conditions.

At present, the capital of Jilin Province SF Express Co., Ltd. mainly depends on the accumulation of profit value. With the continuous growth of performance in the past few years, Jilin Province SF Express Co., Ltd. has accumulated a certain amount of capital. However, in recent years, Changchun City, like most of the Northeast region, has seen fiscal revenue tightening and the government's support for private enterprises has decreased.

According to the 2017 annual report data released by SF Holdings, during the reporting period, SF Holdings achieved operating income of 71.094 billion yuan, an increase of 23.68%; net profit attributable to listed companies was 4.771 billion yuan. Earnings per share were 1.12 yuan. Net profit after deducting non-recurring gains and

losses reached 3.703 billion yuan, a year-on-year increase of 40.08% compared with 2.643 billion yuan in the same period last year, and completed 129.68% of the 2017 promised profit (2.815 billion yuan). SF Holdings stated that the company has successfully fulfilled its performance commitments for two consecutive years.

Specifically, first of all, the company's new business accounted for a rapid increase in revenue. New services such as heavy cargo, cold shipping, intra-city distribution, and international revenue rose from 9.9% in 2016 to 13.5% in 2017. Second, customer resources have grown steadily and healthily. Active monthly customers rose from 628,800 in 2016 to 822,500 at the end of 2017, a year-on-year increase of 30.8%. Finally, the company launched its WeChat official account in 2017, and the use rate of electronic waybills was as high as 96%, which greatly reduced the cost of order transmission and customer service.

In this regard, some experts said that SF Express's performance can still achieve stable growth during the industry transformation period. On the one hand, it is inseparable from the growth of the industry, but more importantly, the high brand premium brings the right to speak in price. SF Express has long adopted a centralized and differentiated strategy to locate the mid-to-high-end market and has obvious advantages. In addition, the direct operation model that is in line with the international express delivery industry has also won SF Express's service quality and market appeal, and SF Express has also obtained a brand premium and competitive threshold higher than its peers.

Corporate strategy is mainly divided into three processes, namely strategic analysis, strategy formulation and selection, and strategy implementation. After analyzing and summarizing the company's internal environment and external environment, it is necessary to start making strategic choices. SWOT analysis is one of the most effective tools. SWOT includes four aspects, namely advantages, disadvantages, opportunities and threats.

3.2.3.1 Advantages

In 2010, SF Express created its own exclusive airline. As of January 2016, it had 27 all-cargo aircrafts, which was the top domestic private express company. There are outlets in 23 provinces, autonomous regions and municipalities across the country, with a wide distribution of outlets and a large business scope, which makes it more proactive in terms of the mobility of distribution and the timeliness of delivery.

Compared with China Post and state-owned express delivery, it is more flexible. At present, Jilin Province SF Express Co., Ltd. adopts a flexible and effective operation method to respond to the trend of the times. Regardless of the service method or the operation method, the humanized service is the standard, and the variable transportation is implemented to reduce the burden for customers as much as possible.

In terms of service, Jilin SF Express Co., Ltd. implements the service concept of door-to-door, hand-to-handover. For large customers, in addition to picking up and dispatching parcels at your door, you can also arrange for someone to send and receive express parcels. In terms of service time, SF Express provides 365-day round-the-clock service, and flexible express delivery companies are more competitive. In terms of settlement methods, multiple payment methods are supported: sender payment, to party payment, third-party payment, cash settlement, monthly settlement, transfer settlement, and check settlement.

In addition, there are a number of special value-added services. Jilin Province SF Express Co., Ltd. provides payment collection, price insuring, receipt of receipt, and other notification delivery, time-limited delivery, payment/warehousing fee, entrusted receipt, and MSG SMS notification , Free carton supply and other value-added services. Meet the different security advantages of different customers. "Becoming the most trustworthy, logistics-based business partner" is the corporate vision of SF Express. It has its own transportation network system, and tracks the safety of goods in all transportation links through high-tech information technology systems. In addition to the guarantee of hardware equipment, Jilin Province SF Express Co., Ltd. has a complete incentive rewards and punishment system, focusing on the training of employees' business skills and literacy, and has a unified service standard to reduce

possible unexpected situations in the work process , To ensure the safe delivery of the goods to the customer. The cargo damage rate of Jilin SF Express Co., Ltd. is one in 100,000, which is currently the lowest in the industry in Jilin Province.

The business philosophy of SF Express Co., Ltd. of Jilin Province is constantly innovating with the development of society, and the continuous innovation of service items to meet the changing market needs of customers, including e-commerce distribution services, third-party logistics and warehousing services A series of value-added services such as payment collection services, etc., has gradually become an important express supplier in the express delivery market of Jilin Province.

Brand advantage is also a relatively obvious advantage. Jilin SF Express Co., Ltd. currently has the best reputation in the express delivery industry in Jilin Province. According to the 2016 customer satisfaction survey results of the express service industry in Jilin Province released by the Customer Satisfaction Evaluation Center of the China National Institute of Standardization, it is difficult for competitors in the province to surpass in the short term in terms of brand image and customer loyalty. Especially in terms of brand image, service timeliness, product integrity, service types and service attitude, Jilin Province SF Express Co., Ltd. all scored the highest.

3.2.3.2 Disadvantages

First of all, the fees are high. Jilin SF Express Co., Ltd. adheres to the brand concept of "shorten the customer's trade cycle, reduce operating costs, and improve the customer's market competitiveness". Firmly believe that price is the label of value, and bring efficient, safe and convenient services through high fees. However, compared with customers who have low value of goods and low requirements for speed, in some industries that traditionally do not have high time and safety, the higher charging standards will discourage these potential customers.

Second, the limitations of the express network. EMS, as the leader of my country's postal services, provides domestic express delivery with an unparalleled network advantage. Compared with SF Express, compared with EMS and other large

private express companies, its relatively unsound network is its disadvantage. In most third- and fourth-tier cities, or remote and less developed areas, SF Express's express delivery business is still Unreachable, this has more or less reduced the development opportunities of SF Express.

Third, lack of cooperation awareness. SF Express has always adopted a direct business model for development, and all the funds for the establishment of outlets come from the company itself. To maintain the development of the company through its own economic strength, without too much consideration of the cooperation between the company and the company, it is easy to cause the company's lack of funds and restrict expansion.

Fourth, there is a lack of effective and timely communication. Especially in the customer complaint link, SF Express was unable to deal with customer complaints or complaints in a timely and accurate manner, and there was a certain lag. How to better handle and solve the problems encountered by customers and achieve timely communication and feedback is a challenge and an opportunity for SF Express to increase its brand recognition.

Fifth, the quality of recruiters is generally not high. The express delivery industry is highly mobile and lacks skilled talents, especially professionals in technology, management and operations. In recent years, the express delivery industry is facing the dilemma of difficult recruitment, and I am afraid it faces the risk of becoming "slow delivery", which has severely restricted the long-term development of express companies.

Sixth, the salary status of the recruiters of SF Express Co., Ltd. of Jilin Province has certain problems in terms of the main responsibility of the salary system management, index formulation, implementation evaluation, feedback and application of results. There are three main reasons for the management of the compensation system of SF Express in Jilin Province. One is the location issue. In other words, we tend to understand the management of the salary system. The other is environmental issues. In other words, companies will not create an appropriate performance management system. The third point is the problem of acquiring and applying

technology. Many companies lack the technology necessary for modern salary system management. Although some domestic companies have a strong understanding of salary system management, they do not know much about business processes and overall budget management, and some companies have many hidden obstacles in implementing salary system management, which makes it difficult to implement salary system management. In addition to successful completion, many companies will ignore the most important element of "people", especially the level of the recruiting group, which many companies often ignore.

3.2.3.3 Opportunities

The current domestic economy continues to grow and the economy of Jilin Province tends to be steadily improving, providing a good environmental foundation for the express delivery industry. Data shows that the quality of the macro economy will directly affect the customer's demand for express services. When the macroeconomic environment continues to improve, the activity of social and economic activities increases, and customer demand for express services will increase; anyway, When the macroeconomic growth rate declines and customers' willingness to consume declines, the demand for express delivery services will decline accordingly.

With the development of information technology, especially the Internet, the e-commerce industry has gradually emerged, which has caused changes in the ways of enterprises and businesses and the purchase of end consumers. More and more customers have begun to choose online shopping instead of the traditional shopping methods. , Making home delivery services a very important service business, which has further promoted the development of the express delivery industry. In the e-commerce environment, the status of the express industry has gradually improved, shortening the supply chain cycle, and the way of third-party logistics has gradually formed, which provides a broader platform for the express market.

3.2.3.4 Threat

Looking at the domestic express delivery industry, the expansion of the market with a low-cost, market-close operation model is generally a big challenge for the high-priced SF Express. The main express companies are: China Post EMS, Shentong, Zhongtong, Yuantong, Yunda, Home Delivery, Daily etc. In recent years, SF Express has also been caught up by other competitors in terms of its own advantages. Its high threshold is not impossible to copy and surpass. In solving the problem of transportation efficiency, other competitors can easily learn from its successful experience. . In 2015, after YTO became a shareholder of Alibaba, it immediately announced that it would purchase 15 aircraft for air transportation.

China lags behind in relevant laws and policies, and lacks laws on express delivery services. At present, there are still unresolved problems such as the difficulty of vehicles entering the city, the difficulty of using land for enterprises, and the difficulty of financing for development. The supporting policies of the express service industry are not yet complete.

At present, competition in the express delivery market needs to be regulated, and there is no complete logistics system. At present, there is a disorderly competition phenomenon in the express market of "whoever increases prices will collapse first, and those who do not increase prices will wait to collapse". Some express companies regard this as an important means of their marketing, which will give rise to the healthy development of the express market. This is a big obstacle and is not conducive to the healthy and sustainable development of the market.

At present, China's express delivery industry presents a situation where state-owned express delivery enterprises, large and small private enterprises compete with each other. How SF Express can stand out in a highly competitive environment is an important issue that SF Express needs to face.

See details in Table 3.1 below.

Table 3.1 SWOT Analysis Table of SF Express Co., Ltd.

<p>extern al</p> <p>internal</p>	<p>Opportunity O</p> <ol style="list-style-type: none"> 1. The economy of Jilin Province is developing well 2. The domestic IT technology situation is better 	<p>Threat T</p> <ol style="list-style-type: none"> 1. The market of Changchun Post Enterprise is relatively mature and stable 2. High competitiveness in the same industry 3. The express service industry policy is not perfect 4. The logistics system is not perfect
<p>Advantage S</p> <ol style="list-style-type: none"> 1.Strong delivery timeliness 2. Stronger flexibility 3.Strong comprehensive service capabilities 4.Characteristic value-added services 	<p>S+O (Expansion Strategy)</p> <p>Take advantage of Jilin Province's good economic development and good domestic IT technology situation to expand its advantages and formulate a more complete strategy</p>	<p>S+T (Diversified Strategy)</p> <p>Use the advantages of strong comprehensive service capabilities and flexibility to respond to threats, overcome network limitations, and enhance competitiveness in the same industry</p>
<p>Disadvantage W</p> <ol style="list-style-type: none"> 1. High fees 2. Limitations of express network 3. Lack of cooperation awareness 4. Lack of effective and timely communication 5. The quality of 	<p>W+O (Twisting Strategy)</p> <p>Make use of the environment with better domestic information technology to improve its own variability and disadvantages, and strengthen the formulation of corporate culture and salary management system</p>	<p>W+T (defensive strategy)</p> <p>Concentrate project layout, improve resource utilization, and explore new markets to avoid competition in the same industry caused by limited scale and lack of communication</p>

recruiters is generally not high 6. Incomplete salary system management		
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According to the above-mentioned theoretical analysis and analysis tools to obtain intuitive SWOT results, the next step is to carry out selective development strategies based on the current overall development trend of SF Express Co., Ltd., so as to make full preparations for the implementation of the next development strategy .

We can see from the advantages of SF Express Co., Ltd. in the above table. First, its flexibility is more flexible than China Post and state-owned express delivery, and it adopts flexible and effective management methods to respond to the trend of the times. Regardless of the service method or the operation method, the humanized service is the standard, and the variable transportation is implemented to reduce the burden for customers as much as possible.

Second, in terms of service, SF Express implements the service concept of door-to-door and hand-over. For large customers, in addition to picking up and dispatching parcels at your door, you can also arrange for someone to send and receive express parcels. In terms of service time, SF Express provides 365-day round-the-clock service, and flexible express delivery companies are more competitive. In terms of settlement methods, multiple payment methods are supported: sender payment, to party payment, third-party payment, cash settlement, monthly settlement, transfer settlement, and check settlement. In addition, there are a number of characteristic value-added services. SF Express provides value-added services such as payment collection, price insuring, receipt of receipt, notification delivery, time-limited delivery, payment/warehousing fee, entrusted collection, MSG SMS notification, free carton supply, etc. Services to meet the different needs of different customers.

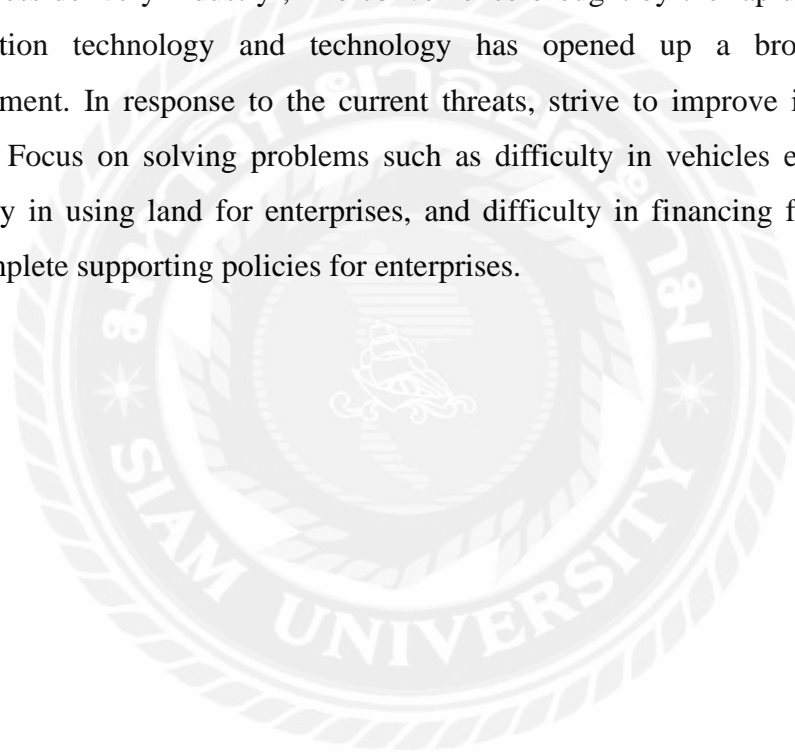
Third, security advantages. "Becoming the most trustworthy, logistics-based business partner" is the corporate vision of SF Express. It has its own transportation network system, and tracks the safety of goods in all transportation links through high-tech information technology systems. In addition to the guarantee of hardware equipment, SF Express has a complete incentive, reward and punishment system, pays attention to the training of employees' business skills and literacy, and has uniform standards in service to reduce possible unexpected situations during the work process and ensure that the goods Safe delivery to the customer. SF Express's cargo damage rate is one in 100,000, which is the lowest in the industry.

Fourth, innovative advantages. With the development of society, SF Express's business philosophy is constantly innovating and innovating service items to meet the changing market needs of customers, including e-commerce distribution services, third-party logistics and warehousing services, and payment collection A series of value-added services, including business, has gradually become an important express supplier in the Chinese express market.

Fifth, brand advantage. SF Express currently has the best reputation in the domestic express industry. According to the results of the 2016 National Express Service Industry Customer Satisfaction Survey released by the Customer Satisfaction Evaluation Center of the China National Institute of Standardization, domestic competitors will be difficult to surpass in the short term in terms of brand image and customer loyalty. Especially in terms of brand image, service timeliness, product integrity, service types and service attitude, SF Express all scored the highest.

In response to the problems encountered in the current development, the company's advantages have been strongly and effectively utilized. From the four perspectives of expansion, diversification, reversal, and defensive strategies, the economic development of Jilin Province is good, and the domestic IT technology situation is good. The form will expand the advantages. Use the advantages of strong comprehensive service capabilities and flexibility to respond to threats, overcome network limitations, and enhance competitiveness in the same industry. Make use of the favorable environment of domestic information technology technology to improve

its own variability disadvantages, and strengthen the formulation of corporate culture and salary management system. Concentrate project layout, improve resource utilization, and open up new markets to avoid competition in the same industry caused by limited scale and lack of communication. Overcome the current high charging standards, limitations of the express delivery network, lack of awareness of cooperation, lack of effective and timely communication, and the generally low quality of practitioners in the express delivery industry, and take advantage of the continuous economic growth of China to bring a good environmental foundation to the express delivery industry , The convenience brought by the rapid development of information technology and technology has opened up a broader space for development. In response to the current threats, strive to improve its own logistics system. Focus on solving problems such as difficulty in vehicles entering the city, difficulty in using land for enterprises, and difficulty in financing for development, and complete supporting policies for enterprises.



Chapter 4

DATA ANALYSIS

The development strategy of a company is that the company has certain competitive advantages and resource reserves in the market competition environment, so that the company can develop in a stronger and larger direction. The overall plan and plan formulated indicate the direction for the current operation and management of the company and the future direction. With specific implementation steps. Through strategic analysis, formulation of strategies, and selection of suitable strategic plans, this is the first step to successful strategic management. Strategic implementation is the actual business process of achieving a strategy. Its implementation effectiveness will directly affect the achievement of strategic goals, so effective strategy implementation It is a key link in whether strategic management can be implemented.

4.1 SF Express Development Strategy Implementation Vision

According to the company's mission and the company's current operating conditions, through internal and external environmental analysis, the opportunities and threats in the external environment, as well as the industry development trends, have been refined and summarized: the internal environment of the operation status of each function, internal resources and core Competitiveness is analyzed and summarized in more detail. After matching various factors through the swot strategic selection tool, combined with the actual situation of SF Express, the overall idea of the development strategy is: start with internal operation and management, and give full play to the current situation of the company. Some companies have the resources and capabilities, and continue to reserve and cultivate related resources and capabilities such as core competitiveness in daily operations, continuously enhance core competitiveness, and

consolidate the company's competitive position in the market. Seize the opportunities provided by the external environment in a timely manner, make full use of corporate resources and capabilities, quickly and quickly seize market share and occupy the commanding heights of the market, and further increase market share; in the implementation of the strategy, seek reasonable and artistic execution methods and methods to complete the implementation of the plan, Through strategic control and evaluation, timely adjustment and correction of the existing problems of the strategic plan itself and the implementation of the strategy ensure the completion of the strategic objectives. "Strengthening internally and externally" is the guiding principle of the development strategy, which is gradually carried out in three stages:

In the first phase, during the 2014-2017 strategic period, under the background of the rapid development of e-commerce and the period of national industrial structure adjustment, great opportunities will be nurtured to seize market opportunities in time to achieve rapid growth in operating income. The company-level strategy focuses on the implementation of the intensive growth strategy; the strategic focus of the competitive strategy is on the differentiation strategy of the middle and high-end markets, and the implementation and implementation of the low-end overall cost leadership strategy; based on the main business (standard express delivery), timely Develop new products, value-added products, and supporting products to continuously meet customer needs, maintain the market leader position, and further strengthen corporate brand building.

Seize the right time, choose the matching medium and small express delivery, and the airlines will cooperate with enterprises to further enhance the scale of the enterprise and strengthen the strength. Accumulate the training and introduction of talents required by the logistics supply chain service department and the SF Mall department, strive to learn the knowledge in the professional field, and earnestly study and study the success and failure of competitors' business models or products, etc., through learning, digestion and absorption Develop products and services that are in line with the industry's market development trends and customers' acceptance during the cultivation stages such as innovation and innovation.

Vigorously cultivate and introduce management talents and professionals required for international operations, and guarantee certain training costs in personnel training. The headquarters human resources department focuses on selecting talents with development potential and strong learning intentions through the introduction of human resources and the company's existing talents , To strongly support and strengthen the combination of internal and external training, enhance the breadth and depth of training talents, and shape the vision and knowledge structure of reserve talents to meet the development needs of international business strategies; expand and build Asian countries or regions selectively Lay out the network, gradually explore the international market, and actively learn the measures, management concepts and management methods of the four major express companies to successfully implement the international market.

Through the steady implementation of the three-year strategy, SF Express has achieved an operating income exceeding RMB 50 billion in 2017. In the second stage, during the 2018-2023 strategy period, the domestic express market will usher in an oligopoly stage, and companies that can provide integrated logistics services will be market leaders. At this stage, SF Express will face new challenges and opportunities, further consolidate its domestic express market business, vigorously promote its diversification strategy, and gradually establish a well-known domestic integrated logistics enterprise. Further implement the international business strategy, strive to achieve the basic coverage of the express service network of all regions and countries in Asia, and realize the strategic concept of multinational business. Further broaden financing channels, strive to cultivate the listing of one or two branch companies, and solve financing problems for the further development of enterprises.

Through the steady implementation of the five-year strategy, the operating income in 2023 will exceed RMB 100 billion. The third stage: during the 2023-2033 strategy period, to enhance and consolidate the market position of Asian regions and countries, gradually establish and establish the SF multinational brand, and further increase the logistics market share in the Asia-Pacific region; seize the right time and choose to match the global region Small and medium express delivery companies,

airlines carry out corporate mergers and acquisitions and alliance strategic cooperation, the initial formation of the company is a global business strategy concept. Through the steady implementation of the 10-year strategy, we will achieve a turnover of over US\$50 billion in 2033.

The above three stages respectively describe the overall thinking of SF Express Co., Ltd.'s development strategy implementation; steadily and steadily to achieve the tasks of each strategic stage, it must be established that various operations management, resource allocation, and management matching must be done in the strategy implementation process , Overcome the resistance in the implementation of the strategy, do a good job of strategic control and evaluation, and handle the work of strategic change to ensure that the implementation of the strategy is achieved!

4.2 Specific measures to implement the development strategy of SF Express

4.2.1 Improve service quality and ensure customer satisfaction

As a service company, the express delivery company's service quality is the foundation for its survival. The quality of express delivery is the safe and fast delivery of goods to customers. At present, China's express delivery companies need to improve more or less in terms of service quality. The internal service specifications and business processes of the companies need to be strengthened, especially in specific operations such as collection and sorting, assembly line operations, safety specifications, and customer service. There is still a big gap between the level and national standards. As the leader of private express delivery companies, SF Express must take the service quality of express delivery as an important part of its competitive strategy if it wants to maintain its leading position in the fierce market competition. Specifically, we should improve SF Express's service quality from the following aspects. First, a quality service inspection system should be established. According to the characteristics of the SF company and the factors affecting the customers by express delivery services, each action link is tested, and the service

quality inspection system is used to understand which aspects the company needs to strengthen and which aspects need to be improved, and continuously improve the quality of customer service .

Secondly, use the network to establish a feedback mechanism to promptly and quickly resolve the problems and complaints faced by customers. The characteristics of the Internet are convenience and timeliness. The combination of the Internet and the express delivery industry can be applied to all aspects, including the improvement of customer service quality. Each customer's terminal has a channel for direct feedback of questions. For example, individual customers can directly report questions by logging in to the company's official website or "My SF Express" in the mobile app. Customer personnel receive questions in a timely manner and provide answers at the first time. Collect all the problem samples, regularly summarize and improve the company's related deficiencies. For corporate customers, the feedback channels need to be more smooth and diversified.

Third, a customer management system should be established to keep in touch with key customers on a regular basis. Establish a customer management system and classify customers. Different customers should have different management methods and costs. For customers with high corporate contributions, dedicated personnel are responsible for maintenance and regular contact with major customers to understand customer needs and changes. The content of express delivery services can be adjusted in time to meet customer needs and prevent customer loss.

Finally, use the system and use the management system to evaluate each employee. The company's system of customer service quality ensures that all employees participate, which is related to each employee. Each link of the work of each employee may have an impact on the service quality of express delivery. Therefore, each employee is required to pay attention to the details of my work and focus on doing a good job. , Strive for the best.

4.2.2 Strengthen resource integration and implement strategic alliances

SF Express improves the company's express delivery service system by integrating resources, expands the scope of express delivery services, improves the level of customer service and better return on investment. Resource integration includes customer resource integration, capability resource integration, and information resource integration. SF Express has a large scale of operations and involves a wide variety of businesses, but most of these businesses are divided under different entities, even the express delivery business. The integration of SF's capabilities and resources is to improve its logistics service network by launching new service products and establishing extensive strategic alliances. The construction of SF Express information system plays an important role in the development of modern express delivery companies. The integration of information resources requires the establishment of an information sharing mechanism to enable express delivery companies and customers to establish a long-term cooperation and common development strategy of full trust and mutual dependence.

SF Express has been in a leading position in the domestic express delivery market for more than 20 years. In addition to its outstanding software and hardware capabilities, tacit cooperation with partners has also become a top priority. As market competition intensifies, opportunities for cooperation in various industries and fields will greatly increase. SF Express should further strengthen its cooperation with the source companies of express delivery and large-scale e-commerce websites to strengthen competition for domestic and foreign express customers. Strengthen cooperation, give full play to the advantages of SF Express's express delivery business, and achieve win-win results with partners. In terms of e-commerce, SF Express also uses strategic alliances to expand its rapid expansion in the e-commerce market. E-commerce platforms and express companies are obviously in a strong position. It is difficult for express companies to form an equal position with them, and they must negotiate with them to enter the e-commerce system. SF Express can consider using the express industry association to communicate together and find specific measures for industrial chain coordination and integration through this channel, and strive to find a cooperation mechanism that is compatible with market development and

benefits the common interests of both parties during a certain period of cooperation. Eventually, it will reach a strategic alliance between express delivery companies and e-commerce platforms to maintain a long-term and stable cooperation platform.

SF Express has strengthened cooperation with the railway sector, using high-speed rail to transport express delivery. The advantages of high-speed rail express delivery are low cost, low carbon, punctuality and convenience. High-speed rail stations are mostly located in urban areas or large-scale transportation hubs. Whether it is loading and unloading goods, personnel travel, and last-mile transportation, it is more economical and cost-effective than airports. Compared with transportation facilities such as airplanes, roads, and waterways, high-speed railways are basically not affected by weather, traffic jams, air traffic control and other factors, and can ensure punctual arrival. The combination of high-speed rail and express industry is resource integration and complementary advantages, which can promote the sustainable development of the two industries. In the express industry, customers require express companies to provide punctual, accurate, high-quality, and efficient services. The use of high-speed rail express delivery greatly reduces the damage of express items during transportation, and reduces the cost of aircraft by 50%. The investment in high-speed rail construction is large, and the unit economic cost is high. At present, my country's high-speed rail is still operating in debt, and it can cooperate with express companies to improve economic efficiency under the premise of complying with national regulations. The services provided by express companies are mainly time-sensitive and can pay higher fees for high-speed rail. In this case, cooperation between high-speed rail and express companies can achieve common development.

SF Express should also strengthen cooperation with foreign companies, learn the advanced technology and management experience of foreign companies, complement resources, learn from the brand advantages of foreign companies, and make itself bigger and stronger while adopting flexible cooperation methods, which will help improve The two parties' share of express delivery in the international and domestic markets has achieved a win-win situation.

4.2.3 Internet + express delivery, better development

With the rapid development of the Internet today, almost all traditional industries want to get on a train like the Internet and drive to their destinations faster and better. The development of the express delivery industry must be closely integrated with the Internet and have some online functions, such as online order receiving, inquiry, and express tracking services. These are all done online. The offline development process of express delivery business is not smooth, it is restricted by relevant national laws, specialization, convenience and other conditions. At the moment, all express companies are gradually integrating, and Internet thinking will be more closely integrated with the traditional express industry. The Internetization of the express industry, new thinking, new methods, and the application of new technologies will inevitably bring depth to the express industry. The reform and integration of China will surely involve more capital.

SF Express is an early Internet-integrated enterprise in the express delivery industry. At present, SF Express's handheld terminals, call centers, aviation logistics management systems, and GPS global positioning systems can help SF Express make good use of the Internet to achieve value breakthroughs. SF Express needs to be the first in its future development stage to use the Internet to reduce consumption and lower costs. Second, use the Internet to better improve efficiency and save time. Third, use the Internet to obtain information and respond to changes.

First of all, SF Express uses the Internet to reduce consumption and lower costs. In the development process of SF Express, automation has become the focus of development. With the help of network information management, it can automatically complete the sorting, packaging, loading and unloading, classification of packages, and automatic identification of distribution information, which can greatly reduce the labor link Demand, saving manpower expenditure. SF Express uses the Internet to select the optimal route for each delivery. The route is calculated and designed to avoid congestion and peaks, which not only saves fuel and transportation losses, but

also saves time. In addition, SF Express uses the Internet to make better use of vehicle and airborne space and save costs. The no-load rate of road vehicles in China is far greater than that of developed countries. Therefore, from the perspective of cost reduction, SF Express needs to make better use of space and control the no-load rate of trucks and aircraft through precise calculations and close cooperation. Strengthen cooperation with other express companies, and increase space utilization through cooperative carpooling and machine sharing.

Secondly, SF Express uses the Internet to better save time and improve efficiency. SF Express should increase the construction of its information system and implement information management in each production link of express delivery to save work time. The production links of express delivery include: receiving, processing, transportation, delivery, and inquiry. Every link can use the Internet to establish a database and information service system. The information flow can make each link of express delivery more closely connected, and the problems generated in the process can be fed back and resolved in a timely manner, which makes transportation more efficient and Convenience also improves service quality and makes customers more satisfied. In addition, SF Express uses the Internet to strengthen its own management, applies intelligence to management, realizes refined management, introduces or independently develops advanced technology software that meets its own business and development needs, further improves work efficiency, improves management system, and internationalizes Management integration.

Finally, SF Express uses the Internet to obtain information in a timely manner to better respond to changes. With the advent of the era of big data, global information sharing and flat development, express companies need to better integrate into information technology. SF Express also needs to learn from foreign advanced information management systems, implement an electronic communication system, use database technology, electronic delivery systems, wireless interconnection technology, establish rapid response systems, emergency response systems, etc. to better serve customers.

4.3 Guarantee measures for the implementation of the strategy

In the fierce competition and rapidly changing market environment, corporate development strategies should follow the changes in the external environment and make corresponding adjustments. Only in this way can corporate development strategies effectively seize opportunities in the external environment and promptly weaken and reduce the possibility of external environmental threats to the company's development. Cause heavy losses and affect the realization of the company's strategic goals. Corporate strategic management is an organic combination of strategy formulation, strategy implementation, strategic control and evaluation, dynamic,

In a cyclical and interconnected process, each link is critical to achieving strategic goals, and it needs to be successfully completed to ensure the effective implementation of the strategy. SF Corporation's strategy is divided into three stages, and each stage needs to clarify work priorities and complete key tasks; With the implementation of the strategy, the number of employees in the company will grow rapidly, and there are many problems and challenges in corporate culture integration, resources, and management. How to solve these problems in time and reduce risks is the key to effective implementation of the strategy. The following safeguard measures are needed:

4.3.1 Corporate Culture

Corporate culture refers to the sum of the highest goals, value standards, basic beliefs and codes of conduct that are formed in the long-term survival and development of an enterprise, owned by the enterprise, and shared by most members of the enterprise. Reflection in the enterprise. Corporate culture has a guiding function, a restraining function, a cohesive function, an incentive function, a coordination function, and an image-building function. Building a corporate culture that matches the strategy is very important to the accomplishment of strategic goals.

4.3.1.1 A good corporate culture can effectively overcome communication barriers

Many companies formulate and select suitable strategic plans, but there will be various resistances at different stages in the implementation of the strategy, which will affect the implementation of the strategy and the change of the strategy. During the implementation of the strategy, the communication barriers and resistance to change will be dealt with. The successful implementation of the strategy is Considerations to be included. It is very important to let all employees know the strategic plan based on the strategic plan recognized by the employees. It is very important for all employees to participate in the implementation of the strategy. The company pays attention to this issue to effectively reduce the resistance to the implementation of the strategy.

Everyone understands that strategic consensus is very important in strategy implementation. If there is no employee support and work is carried out in accordance with the requirements of the strategic plan, then strategy formulation and strategy implementation are all futile tasks. How to overcome communication barriers, establish a good communication mechanism, pass the requirements of the strategic plan to every employee, and let every employee understand, support and work in accordance with the company's strategic requirements in actual work. This is a very successful strategy implementation. Important factor.

(1) It is very important to create a frank and free communication atmosphere. This is the requirement of the times and a sign of the improvement of people's cultural level. The practice of the past times: "Whatever the boss says, whether employees want to be firm The corporate culture of "what to do" is no longer suitable for the requirements of contemporary corporate development. Establishing a frank and free communication atmosphere is not only the requirement of the development of the times, but also the needs of enterprises to meet the competition. If a staff member only executes higher-level instructions and lacks understanding and understanding instructions, this is no different from machine-produced products. Employees lack knowledge, thinking, and creativity; whether strategy formulation is scientific and reasonable is achieved through strategic goals And whether it can be implemented to check. By creating a frank and free communication atmosphere, it not only promotes

the implementation of the strategy, but also one of the feedback channels for the execution of the strategic plan. Through multi-faceted communication methods and channels, it is very important for employees of all lines to see problems from different angles, eliminate unnecessary misunderstandings and prejudices, and achieve efficient organizational cooperation.

SF Express is already a team of 200,000 employees. A product operation change or a system implementation, from the headquarters to the region to the branches and departments, and then to each employee, the effectiveness, accuracy and timeliness of the delivery in each link Sexuality may be caused by inadequate communication and many other problems such as asymmetry of information. These problems all affect the effective execution of strategies.

Creating a frank and free communication environment not only provides feedback on problems in strategy formulation and implementation, but also promotes the transmission and implementation of strategic information.

(2) Adequate communication to promote consensus and guarantee the smooth implementation of the strategy. Insufficient communication will cause the dissatisfaction of all employees to rise, leading to a decline in trust at all levels. Leading all employees of the company to understand and agree with the company's strategic plan is a key step for the success of the strategic plan. Enterprise managers themselves play a role model by "speaking of doing well", so that they can guide their employees to effectively carry out their work in accordance with the requirements of the strategic plan and implement them in place is a key link in the implementation of the strategy.

4.3.1.2 A good corporate culture can effectively overcome resistance to change

The implementation of the strategy usually leads to changes in the enterprise organization. When the organizational structure, process and culture of the enterprise undergo corresponding changes, it will not only affect the work content and related interests of individuals, but also the habits of some teams with common interests or

rights, which will inevitably lead to individual or team The implementation of opposition or resistance is a great threat to the successful implementation of the strategy. To effectively resolve these opposition or resistance factors, it is necessary to overcome work for the successful implementation of the strategy. It is through compulsory change strategy, education change strategy or rational and self-interested change strategy. Strategic change executives need to take into account the different requirements of each period of strategy implementation, and take appropriate strategies in combination with various factors such as team conditions to ensure that the strategy is within a deadline. Effective implementation.

4.3.1.3 Management matching of strategy implementation

After constructing and selecting the strategic plan, the implementation of the strategy is ensured through the decomposition of objectives, establishment of annual goals, formulation of policies, allocation of resources, and motivation of employees. The process of implementation of the strategy requires the participation and input of all employees. How can employees give full play to their employees? Active and innovative work, suitable for management methods and management systems are the basis for mobilizing employees.

Create a corporate culture that supports strategy, play a strategic leadership role, and adopt organizational structures, management systems, financial accounting, production operations, marketing, research and development, and information systems that match the strategy to produce coordination effects. At the same time, the establishment of scientific and effective assessment and incentive programs is also an important safeguard. Formulate strategic assessment standards for headquarters, business units, functional departments, regional operating units, and branch units, based on strategic plans and operating indicators, combined with the job functions of each unit and regional operating conditions, and decompose assessment indicators and weights fairly and reasonably Coefficients, let the indicators guide the development of various tasks in various departments. For positions such as dispatchers, warehouse

stewards, drivers, commissioners, managers, etc., refer to the market position salary of the same position in the market, and combine the contribution of the position to the realization of the strategy, and adopt a reasonable and incentive salary system to ensure the implementation of the strategy.

4.3.1.4 Transform business philosophy

The market has undergone profound changes and has gradually entered the buyer's market. In the course of 20 years of development, SF Express has taken "operation management as the core, focusing on product quality", and has gained a large number of customers through "fast and stable timeliness and safety" express delivery products. The business has maintained rapid growth for many years. Most of the old employees have followed the company for many years and developed a solid understanding based on the company's current performance. As long as they do a good job in operation management and provide good product quality, there is no need to worry about no market. Under the market situation at this time, all employees of the company need to change their thinking, change their business philosophy, and take the business philosophy of "customer demand-centered and market-oriented" to implement this awareness into each employee's work awareness and behavior. In order to ensure that the company's strategy can adjust its direction in time, develop suitable products and services, meet the needs of customers to increase their profitability, and maintain vitality in market competition.

4.3.2 Decomposition of strategic objectives and implementation of strategic action plans

According to the company's general strategic objectives, scientifically and rationally allocate to each business unit or business unit and sub-strategic objectives, each business unit draws up a sub-strategic plan or action plan, focusing on the setting of the worst value, target value, and challenge value of the sub-strategic objectives. Achieve the overall goal with a certain degree of controllability and flexibility; strictly grasp the implementation of strategic implementation behavior, timely evaluation,

timely correction, strengthen training, training, and guide management and grassroots personnel at all levels to effectively implement and implement implementation, and achieve various action plans Implement and guarantee the realization of strategic goals.

4.3.3 Resource allocation for strategy implementation

The reasonable allocation of resources is the prerequisite guarantee for the implementation of the strategy, and the allocation of resources in the key links of the strategy is a necessary condition for successful implementation. Strategic resources refer to the general term for human, material, financial and other resources required for strategic actions and to advance action plans. In the process of implementing the strategy, enterprises should carry out planning, scheduling, and accumulation in terms of resource allocation, resource accumulation and effective utilization.

4.3.3.1 Allocation of strategic resources

The allocation of strategic resources is guided by the overall strategic goals, and in accordance with certain principles and budgets, the resources to which the enterprise belongs are specifically allocated. The proportion of resource allocation is largely determined by the strategic business priorities.

① Human resources need to pay attention to three aspects: on the one hand, provide technical and management talents for each strategic position, and select suitable talents for key strategic positions; on the second, provide the talents needed for the implementation of the strategy in a timely manner while increasing the company in a timely manner The reserve of talents; Three aspects, in the implementation process, pay attention to the collocation and deployment of the overall team strength.

②In the allocation of funds and resources, the budget is the basis for allocation, and the comprehensive use of methods and methods such as zero-based budgeting, rolling budgeting, planning budget, flexible budgeting, product cycle budgeting, etc. achieves a more accurate budget. There are two aspects to be followed in the

allocation. The principle of aspect: On the one hand, the priority of allocation is set according to the importance of each business unit to this strategy; the second is to strive to develop the synergistic function of fund allocation in each business unit; to achieve sufficient, reasonable and maximized use of funds and resource allocation Effect.

4.3.3.2 Accumulation and effective use of resources

A notable feature of a good strategic plan is that the set strategic goals exceed the level that the company's existing resources can achieve. In this way, there is a certain gap between strategic goals and resources, and a moderate imbalance will be intentionally maintained in order to produce A kind of pressure and driving force to urge the staff in each position in the strategy to make full use of existing resources and accumulate corresponding resources in the implementation of the strategy. The accumulation of resources includes both tangible resources and intangible assets, which can be realized internally and externally. SF Express focuses on reserves in tangible resources such as manpower, technology, capital and intangible resources such as brand building and trademarks. Pay attention to the comprehensive consideration of three aspects in the effective use of resources, namely, unification of goals, concentration of goals, and concentration of goals.

4.2.4 Strengthen the construction of informatization applications

The powerful information system can help the organization adapt to the drastic environmental changes. Through the information system, it can efficiently, timely and adequately schedule the work of various positions, effectively control the timely transmission of information such as capital flow, information flow, and logistics to ensure The large workforce is in unison, working according to the strategic plan.

4.2.5 Comprehensively improve the comprehensive management level

Further establish a modern and international corporate system, improve and improve the management system; further enhance the professionalism and operability of the management system to achieve more standardized management, efficiently complete the content of responsibilities and make the problem-solving procedures more simplified and smooth.



Chapter 5

DISCUSSION AND CONCLUSION

Compared with international express companies, domestic express companies were initially late and have a shorter development period. With the rapid development of the national economy, domestic express delivery companies have grown up a number of companies that have begun to take shape through these years of operation and development. However, the competition between companies is mainly based on the price of express delivery, providing homogeneous express delivery. Services, business management methods are relatively backward, and companies lack long-term strategic development plans, leading most companies to be in a state of scale or operation due to "chaotic, scattered, and small". This article has played a certain reference value for the development of domestic express companies through the study of the development strategy of SF Express.

First of all, starting from the background and significance of the development of SF Express, the business environment and competition pattern of the domestic express delivery market are explained in more detail. The domestic express delivery companies are now in a fiercely competitive environment with complex and changeable mouth benefits. Operation and future development need to guide the operation and development of enterprises through the scientific use of strategic management ideas, so that enterprises can survive and develop in the fierce competition environment for a long time. Then it elaborates on the management theory of strategy, commonly used strategic analysis tools, and the thoughts of major strategic schools to help enterprises further understand the connotation of corporate strategy and provide theoretical basis for corporate strategy formulation. Second, starting from the external environment where SF Express is located, using PESTE strategic analysis, industry development trend analysis, and Porter's "five forces model" analysis, a more comprehensive analysis of the company's external

environment is carried out, and the company's external environment Existing opportunities and threats; then analyze the company's internal conditions, evaluate and identify the company's internal conditions in terms of key internal environmental factors, available resources, and core competitiveness, and get the company's advantages and disadvantages. Later, using the SWOT strategic selection tool, the opportunities, threats, advantages and disadvantages were matched, and four strategic plans for enterprises to choose from were obtained. Third, through 20 years of development, SF Express has stood at a new starting point for development; thus redefining the corporate mission, determining corporate mission, positioning and strategic goals; guided by corporate mission and strategic goals, combined with internal and external environments Analyze the SO strategy chosen by SF Express and implement a comprehensive development strategy plan. The plan for constructing a strategy is elaborated from three levels of strategy: the company's general strategy, which applies intensive growth strategy, integrated strategy, diversification strategy, and outsourcing strategy, broadens the company's development field, and the application of multiple strategies enables the company Faster development helps companies develop in a faster and larger direction; the competition strategy applies the differentiation strategy of the middle and high-end market, the overall cost leadership strategy of the low-end market, and the international market business adopts the focus strategy, which is the strategic goal of the company. Realize and put forward the competition strategy of the specific business area; the strategy of the functional level, around the company-level strategy, the competition-level strategy in the marketing strategy, operation strategy, human resources strategy to build specific functional strategy, will effectively promote the implementation of the strategy. Finally, the implementation steps and key points of SF Express's development strategy are roughly explained in three stages; then, a detailed description of the guarantees of all aspects of strategy implementation, including organizational structure adjustment, strategic objective decomposition, implementation of strategic action plans, and resources Configuration, matching of management, update of business philosophy, comprehensive improvement of comprehensive management level, strategic control

and strategic evaluation, etc.; also proposed corresponding solutions to the possible resistance in the implementation of strategy.

Through the analysis of this article, the following conclusions are drawn:

(1) Contemporary business decision-makers need to use strategic management theories to formulate strategic plans and manage strategic activities scientifically and rationally to ensure that companies maintain sustained and healthy development in the fierce market competition.

(2) The service requirements of customers for the express delivery industry have further improved, and the services have highlighted the characteristics of diversified needs; express companies need to continuously improve their service levels to meet customer service quality requirements; continue to develop new products and personalized services to continuously meet customers Demand for diversified and individualized services; enterprises will usher in a broader space for development through in-depth research on customer needs, improving service levels and developing new products.

(3) Express delivery companies should seize the good external development period, set their corporate goals to a higher level, and plan their own corporate development strategies from a higher perspective, so that the company is not limited to the pursuit of short-term interests and promotes long-term health.

(4) SF Express has formulated a scientific and reasonable strategic plan to ensure that the company continues to maintain its competitive advantage and usher in a broader space for development.

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