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Educational and Research Institute “Karazin Business School”
Department of Management and Administration

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**Title: “Research on the strategy of enhancing the competitiveness of
Chinese logistics companies”**

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**TASK
TO MASTER THESIS**

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Supervisor: Iuliia Lazebnyk, Doctor of Economics, (Economics) Professor

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3. List of issues that need to be developed:

1. To study the theoretical foundations of research on the strategy of enhancing the competitiveness of logistics companies.

2. Analyze the strategies of enhancing the competitiveness of Chinese logistics companies.

3. Develop recommendations for enhancing the competitiveness of Chinese logistics companies.

4. Work plan

№	Stages of work
1	Approval of the thesis content
2	Preparation of the thesis' first section
3	Completion of the first section according to the supervisor recommendations. Writing the thesis' second section
4	Completing of the second section according to the supervisor recommendations. Preparation of the thesis' third section
5	Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference with a presentation of the main results of the thesis
6	Writing of the introduction, conclusions of the thesis. Making references list
7	Submission of the thesis to the Department of Management and Administration

5. Date of assignment issue October 17, 2023

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INTRODUCTION

Relevance of the study. In recent years, with the development of the Internet and modern logistics technology, the importance of the logistics industry in the economy has become more and more obvious. In 2020, the output value of the logistics industry accounted for 7.5% of the GDP. The development of the port logistics industry has not only improved the logistics service capacity and improved the quality of people's livelihood, but also made an important contribution to the economic growth. However, under the effect of Matthew effect, the industry force is concentrated in the top port logistics companies. In addition to the outbreak of COVID-19 in 2020, and the control and blockade of domestic and foreign logistics environment at different degrees, small and medium-sized port logistics enterprises are constantly under pressure in the market competition. Therefore, it is particularly important to think about how to enhance the core competitiveness of small and medium-sized port logistics enterprises.

Based on this background, the research purpose of this paper is mainly on the following points: firstly, explore the external opportunities and risks of the development of port logistics industry, establish the long-term development of Chinese Logistics Co., Ltd.; secondly, analyze the existing problems of Chinese Logistics Co., Ltd., and formulate the optimization strategy of competitiveness; thirdly, try to transform the personality achievements of Chinese Logistics Co., Ltd. into common results to improve the competitiveness of small and medium-sized port logistics enterprises.

The purpose of the research is theoretical substantiation, development of methodical approaches and practical recommendations for development of the strategy of enhancing the competitiveness of Chinese logistics companies.

To achieve this purpose, the following **research objectives** were solved:

- to investigate the main content, ideas and research methods of increasing the competitiveness of logistics companies;
- to define the main concepts: port logistics and third-party logistics enterprises;
- to study the theoretical foundations of enterprise competitiveness and its analysis;
- to analyze the external development environment of China Z Logistics Co., LTD;
- to analyze the internal development environment of China Z Logistics Co., LTD;
- to identify the existing problems of China Z Logistics Co. to increase competitiveness;
- to analyze the efficiency improvement and cost reduction of China Z Logistics Co., LTD;
- to optimize the level of talent development and personnel management in China Z Logistics Co., LTD;
- to develop recommendations for developing a strategy to increase the competitiveness of China Z Logistics Co., LTD.

The **object** of the study is the processes related to ensuring the competitiveness of the enterprise.

The **subject** of the study are theoretical, methodical and organizational aspects of formation of a strategy for increasing the competitiveness of Chinese logistics companies.

Research methods. According to the research purpose, this paper first uses the literature analysis method, learns from the research of domestic and foreign scholars on the development of port logistics enterprises, and draws from the excellent research results of the academic circle, and establishes the writing direction of the successful experience of scholars and the shortcomings of the research. Then, the relevant concepts of port logistics are defined, and the relevant

theories are expounded, which lays a theoretical foundation for the paper. Next, from Chinese Logistics Co. 1 Co., Ltd., and based on the internal and external environment, based on the logistics environment, grasp the external development, based on the analysis of the opportunities and risks of port logistics industry. Through PEST analysis, in the internal environment, it analyzes the company's operating conditions, internal resources and potential competitors. Finally, through the Porter five force model, the company should take measures to improve the competitiveness.

The innovation of this paper is mainly in the following. Different from the perspective of large port logistics enterprises, this paper, it pays more attention to the development of the small port logistics enterprises, second, combines the macro perspective with the specific situation of the company and the company.

The practical significance of the obtained results is that the practical recommendations for increasing the competitiveness of the enterprise can be applied in the practical activities of Chinese logistics companies.

The structure and content of the thesis correspond to the tasks and consist of introduction, three sections, conclusions, references. The total number of pages in qualification work is 97. The work contains 5 tables, 11 figures. The references contain 50 titles.

SECTION 1

THEORETICAL FOUNDATIONS OF RESEARCH ON THE STRATEGY OF ENHANCING THE COMPETITIVENESS OF LOGISTICS COMPANIES

1.1 The main content, research ideas and research methods of enhancing the competitiveness of logistics companies

Over the past 40 years of reform and opening up, Chinese ports have played a vital role in the logistics network with their geographical location, infrastructure and diversified transportation modes. Port logistics industry connects freight transportation, warehousing, Internet and other industries, and has become the mainstay of the national industry. The proportion of port logistics in the total national economy is increasing, and its development has become the breakthrough for the development of national comprehensive strength.

According to relevant statistics, 88% of the emergence of the world's international cities is attributed to the development of ports, and the coastal port cities have gathered nearly half of the world's wealth. Typical port cities such as New York, Tokyo, Hong Kong, etc. Ports drive global trade, promote the process of urbanization, and greatly promote the development of modernization.

From the current development situation of our country, it is just so. For example, in the Yangtze River Delta region of East China, the total GDP accounts for about 19% of the national GDP, which is supported by the development of Jiangsu, Zhejiang and Shanghai economic circle of the strong port groups such as Shanghai port and Ningbo Port; in the Pearl River Delta region of South China, the total GDP accounts for about 10% of the national GDP, which is inseparable from the promotion of the port groups of Guangzhou Port, Hong Kong Port and Shenzhen Port. Similarly, the Bohai Rim region of North China accounts for 25%

of the national GDP, which is also because ports such as Dalian, Qinhuangdao, Tianjin, Yantai and Qingdao have driven the development of regional economy. To sum up, ports play an indispensable role in the process of urbanization construction and regional economic integration.

From the perspective of historical evolution process, first of all, as the hub of sea, land and land transportation, the port is the center of the conversion of merchant ships, trains, trucks, aircraft and other transportation tools. Then, the hub of freight transportation brings the agglomeration of industrial commodities and stimulates the economic development. At the same time, the port city cluster area has increased the opening up, vigorously developed the secondary and tertiary industries, and promoted the process of modernization. At the present stage, with the deepening development of globalization and the flow and allocation of resources in a global scope, ports have become the hub of global resource allocation with their unique geographical advantages, which plays an important role in economic globalization. It can be seen that in the process of regional economy and even global economic development, port logistics is of great significance for the distribution of commodities, the construction of various industrial groups and the free flow of various production factors.

In terms of total logistics, as shown in Table 1; from 2011-2020, but the growth rate is gradually declining. In 2020, China's logistics industry experienced unprecedented challenges due to COVID-19. In February, when the epidemic was at the worst, China's logistics industry climate index fell to a record low of 26.2%. However, with the gradual improvement of the epidemic situation in China, the logistics industry has recovered rapidly and showed a trend of rapid bottoming out and rebound throughout the year. In 2020, the total amount of social logistics will exceed 300 trillion yuan, with a year-on-year growth of about 3.5%, and the total revenue of logistics industry will reach 10.5 trillion yuan, with a year-on-year growth of 2.2%. The strong resilience of the logistics industry has made an important contribution to China's economic growth rate from negative to positive.

Table 1: 2010-2020 Total amount of social logistics in China

YEAR	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total amount of social	125	158	177	198	214	219	230	253	283	298	300
Growth rate	15	12.3	9.8	9.5	7.9	5.8	6.1	6.7	6.4	5.9	3.5

Data source: China Federation of Logistics and Purchasing

The development of the logistics industry cannot be separated from the support of the government. In recent years, the importance of the logistics industry to the national economy has become increasingly prominent. The logistics industry has been paid the attention of the relevant government departments. In October 2014, The State Council issued the Medium-and Long-term Plan for the Development of the Logistics Industry (2014-2020), Accelerate the development of modern logistics industry at the macro level; in 2017, the Ministry of Commerce and other departments wrote the development of logistics into the 13th Five-Year Plan for the Development of Trade and Logistics, By deepening the reform of the logistics system, Heavy technical application, Promote logistics model innovation, Improve the trade and logistics service system, To achieve the goal of cost reduction and efficiency improvement, Provide logistics services for economic and social development; 2020 Suggestions of the CPC Central Committee on formulating the 14th Five-Year Plan for National Economic and Social Development and 2035, Supply chain innovation is highly attached to it, Clearly put forward to establish the construction of a modern logistics system. With the support of government policies, the logistics infrastructure is constantly improved, the industrial chain has been continuously upgraded, and the long-term development of the logistics industry is good.

Nowadays, under the new environment, the promotion of the construction of the "domestic and international double cycle" pattern has brought new opportunities to the logistics industry, but there are also many challenges. The development of logistics industry directly affects the social and economic operation, logistics enterprises as the main body of the logistics market, but also as a port logistics chain crucial link, in the face of more and more competitive market, logistics enterprises must find their own market positioning, realize coordination with port logistics, using their own advantages to enhance market competitiveness, growing in the competition.

China Z Logistics Co. LTD. is one of the small and medium-sized logistics representative enterprises in Chinese. It is located in the center of the Yangtze River Economic Belt and has a good location environment. However, due to the impact of COVID-19 this year, logistics activities were severely blocked, and the company's rate of logistics revenue increased significantly compared with previous years. Moreover, due to inappropriate management measures, logistics costs were increased, logistics information technology was limited, insufficient production and operation preparation, and potential loopholes were exposed. Therefore, this paper analyzes the impact of the company's business based on the epidemic environment, and uses relevant literature and theories to study the effective methods to improve the company's business level, operating efficiency and comprehensive competitiveness, so as to maintain its own advantages and lay a foundation for sustainable development in the post-epidemic era and in the future.

China's logistics industry is developing rapidly at an unprecedented speed. The logistics industry has been a beneficiary of the development of China's commercial economy in recent years, and also plays a driver of business model innovation and continuous change. Since COVID-19 swept the world in 2020, the global economy has continued to decline. Various uncertainties at home and abroad have brought many new challenges to logistics enterprises, and also put forward requirements for port logistics enterprises to transform and upgrade to

increase their competitiveness. As the chassis industry of the social economy, the logistics industry has played a crucial role in the fight against the epidemic, and also provided strong support for the resumption of work and production in the post-epidemic era. The COVID-19 has a huge impact on the economic industry, and has had a profound impact on the logistics industry. Therefore, the research purpose of this paper is to collect the data and information of China's logistics industry based on the role of third-party logistics in the national economic growth, and to combine the specific situation of China Z Logistics Co. LTD. From the internal and external environment, the factors restricting the competitiveness of enterprises are analyzed, and appropriate strategies are put forward to improve the competitiveness of enterprises. Furthermore, under the new normal of the post-epidemic era, it will promote the steady development of enterprises and provide a theoretical basis for the optimization and development of small and medium-sized logistics enterprises.

Logistics industry has a strong role in supporting social economy, which has become the focus of scholars' research and comparison. Although since 1978 China reform and opening up more than forty years of development, China's logistics industry in scale and professional technology have been greatly improved, but also can't deny in the wave of market economy, in the face of domestic and foreign competition process, such as its management efficiency is low, insufficient technology content, logistics cost relative to the higher a series of problems in developed countries. Therefore, how to maintain their own competitive advantages and effectively fight small and medium-sized logistics enterprises against external adverse risks in the increasingly complex market competition, and improve the competitiveness of enterprises has become one of the main directions of enterprises. In view of the difficulties faced by China Z Logistics Co. LTD., this study proposes feasible ways to increase the competitiveness of enterprises through the research and analysis of different aspects. It is important in the following three levels:

From the micro point of view, affected by the epidemic, logistics and even the overall real economy industry have been impacted a lot. Under extreme pressure, the logistics industry will usher in the track reshuffle, and the more competitive logistics enterprises will realize the recovery after the epidemic faster, and occupy a higher market share through more rapid and more perfect services. Therefore, through the research on the competitiveness promotion strategy of China Z Logistics Co. LTD., it is helpful to clarify the positioning of the enterprise in the market, promote strengths and make up for weaknesses, and formulate strategies suitable for the actual situation of its own enterprise according to the specific external situation, so as to achieve short-term recovery and long-term development.

From the middle perspective, China Z Logistics Co. LTD. is one of the representatives of small and medium-sized logistics enterprises in Chinese. In the traditional logistics research, scholars prefer to improve the competitiveness of large logistics enterprises and to study small and medium-sized logistics

Enterprises have done less research. The main reason is subject to the scale effect in the competitiveness of logistics enterprises, large logistics enterprises

Industry tends to highlight a higher research value due to its higher scale. However, at present, there is a trend of alliance of cooperation among small and medium-sized logistics enterprises. Under the aggregate effect of less and more, the ability of resource cooperation and integration of small and medium-sized logistics enterprises is strengthened. Therefore, through the research on the competitiveness promotion strategy of small and medium-sized logistics enterprises, it is helpful to fill the research gaps in related fields, and build a theoretical research basis for the better value highlight of small and medium-sized logistics enterprises. In addition, through the extended thinking of the competitiveness promotion strategy of China Z Logistics Co. LTD., it is helpful to research and develop or introduce advanced logistics technology, improve the operating efficiency of logistics enterprises, and will also provide experience and

ideas for the overall innovation and development of the industry, and help the overall development of the industry.

From the macro point of view, the logistics industry is the basic, strategic and leading industry supporting the development of the national economy. High-quality development of logistics is an important part of high-quality economic development, and also an indispensable force to promote high-quality economic development. Especially during the epidemic prevention and control period, Chinese Port, as the "epidemic prevention and acceptance port", ensures the smooth water transportation, delivers batches of aid materials to the frontline to ensure the logistics "main artery", and the perfect community logistics system provides the foundation for the community; the third-party distribution and Dada platform are convenient for the livelihood of the epidemic; the logistics enterprises provide the channel for the distribution of anti-epidemic materials during and after the epidemic. Overall, the epidemic further highlights the importance of logistics enterprises, and also further enhance the research value of the competitiveness of the logistics industry. Therefore, the research on the competitiveness promotion strategy of logistics enterprises is in line with the government policy guidance, which is conducive to improving the social logistics infrastructure, enhancing the competitiveness of enterprises and generating the industry demonstration effect, realizing the social value of logistics enterprises, and promoting the integration of resources and the overall improvement of social benefits.

Compared with the logistics industry in China, the origin of western logistics is relatively early. As early as in the 1820s, the United States formed the early prototype of logistics through the logistics management in the war. Then in 1935, the American Sales Association formally defined logistics: " Logistics is an important information and service contained in sales, as well as the process from the place of production to the place of consumption."The logistics community sees this history more generally as an early stage of logistics. Subsequently, foreign scholars explored the development factors affecting the

modern logistics industry and the application of theories in logistics enterprises from different perspectives.

Rudolf R. Sinkovics (2011) Using the data collected by the cooperative third-party logistics manufacturers, the impact of customer demand orientation and competitor strategy on logistics and market performance was discussed. It shows that logistics enterprises, through timely analysis of customer demand orientation and competitor strategy, and flexibly adopt different competition or cooperation strategies, will help logistics enterprises to optimize their internal and external efficiency, so as to improve their competitiveness[1]. Lenka Li z betinov a (2016) believes that the organizational culture of logistics enterprises is to affect product quality and enterprises one of the key factors of the overall competitiveness, using the organizational culture assessment tool (OCAI), can judge the dominant trend in logistics enterprises, so as to facilitate the trend to improve the competitiveness of [2]. Kuchar c i kov a (2018) describes the role of human capital efficiency management in the improvement of the performance and competitiveness of logistics distribution enterprises, and explains how logistics enterprises can improve the performance and competitiveness of logistics enterprises through the effective use and investment of human capital, [3]. Natyukhtenko (2018) Based on the analysis of the logistics strategy of product distribution and raw material supply, one of the main factors to improve the competitiveness of enterprises is not only to optimize the production cost without reducing the production quality, but also to determine the best logistics route [4] from the production point to the consumption location. Similarly, logistics technology exploration is also an important part of western scholars' research. Sang-Yoon Lee (2006) uses resource-based theory (RBT) to explore the relationship between enterprise specific capabilities and performance and conduct SEM model to understand that enterprises need to improve their ability to obtain information and strategic planning through technology, Thus to gain a competitive advantage of [5]. Benjamin T. Haze n (2012) absorbed the view of resource advantage theory, investigated the performance results of using logistics

information technology (LIT) and the regulatory role of the proposed supplementary resources, and proposed that the combination of LIT and positive buyer-supplier relationship can lay a foundation for enterprises to gain competitive advantage [6]. Tatiana Miraldes (2015) used the case analysis method and content analysis method to study the impact of information technology on the competitiveness of supply chain, and found that there was a positive correlation between the application of RFID and AR technology and the competitiveness of supply chain. The application of these technologies can help streamline multiple processes in the supply chain, reduce labor-related costs, improve inventory and transportation channel management, and optimize customer service [7]. Aleksandrs (2019) believes that the gradually increasing labor costs bring challenges to logistics enterprise managers, and optimizing the travel time and picking efficiency are important ways to reduce the cost, and proposed compared with the traditional ABC classification genetic algorithm. Through the improvement and application of logistics sorting genetic algorithm, it is helpful to better complete the placement of goods, and then optimize the efficiency of goods sorting, and finally realize the optimization of the competitiveness of logistics enterprises [8].

The origin of Chinese logistics culture is relatively early. From the strategic guarantee of "the same book, the same train" in the reign of Qin Shihuang to the logistics infrastructure construction of the Land bridge between Europe and Asia in the Han Dynasty, logistics culture runs through the history of China. Although rich in cultural heritage, China's modern logistics industry originated late due to the many obstacles in the planned economy period in the early days of the founding of the People's Republic of China. It was not until 1978 that the Chinese material work investigation team went to Japan to investigate the management and circulation mode of domestic production materials that they learned the word "logistics" for the first time and wrote it into the investigation report and the book "Investigation of Material Management in Foreign Countries and Hong Kong and Macao", so that China's modern logistics had enlightenment. After that, Chinese

scholars have conducted a deeper research on the development of modern logistics industry from different aspects.

It can be seen that China studies the competitiveness of the third-party logistics enterprises in a step-by-step way. Although it started late, the research level is constantly deepening, from the outside to the inside. Domestic scholars first study logistics, including the meaning, characteristics, scope, significance and other aspects of logistics. Then study the specific branch of the third party logistics, and find the third party logistics and other things based on the first party and the second party logistics after the commonness of flow, the enterprises specializing in third-party logistics transportation are studied. Then, combined with the theory of scholars in other fields on how to improve the competitiveness level of enterprises, to dig into the commonality with third-party logistics enterprises, and combined with the characteristics of third-party enterprises, carefully study all aspects of the competitiveness level of third-party logistics enterprises. From the evolution process of domestic research, we can see that scholars often use the way of extracting individuality from the commonality to study specific objects. The research objects are more specific and personalized, and the results of the research will be more detailed, more accurate and more practical value.

From the aspect of the competitiveness identification of logistics enterprises, in the past, academic researchers mainly combined with hierarchical analysis, five-force model, fuzzy evaluation, factor analysis and other methods to build their own required demonstration models, so as to analyze, study and utilize the impact on the competitiveness level of logistics enterprises. Liu Zhongmin et al. (2005) combined Fuzzy and AHP to test the competitiveness level of [9] of logistics enterprises in all aspects. Zhang Huaisheng, Chen Farong (2006) classified different standards according to the content of different constraints, and established a practical index system for the competitiveness of logistics enterprises. Next, with the help of fuzzy evaluation method, the quantitative and qualitative analysis of logistics enterprises' competitiveness was conducted [10].

Zhou Hongmei and Jiang Youling (2007) divided the factors affecting the competitiveness level of third-party logistics enterprises into two layers, one is the criterion layer, the other is the factor layer. Combined with these two factors, the competitiveness level evaluation system [11] was studied. Zeng Libin, Wang Yi (2008) combined with the current situation of China's logistics enterprises, clearly defined the competitiveness index of logistics enterprises, and then adopted the hierarchical analysis method layer by layer analysis and achieved good results [12]. Lin Lijin (2011) In the process of evaluating the competitiveness of logistics enterprises, he found that the evaluation results of the index evaluation system of hierarchical model are more objective and accurate [13]. Yu Bohao (2016) made a comprehensive analysis of the factors affecting the competitiveness level of enterprises with the help of the Porter five-force model. In addition, he established the competitiveness evaluation system of third-party logistics enterprises, and evaluated [14] of enterprises through the fuzzy evaluation method. Xiao Huaiyun and Zhango Wenlong (2017) took nearly 60 domestic listed logistics enterprises as samples, analyzed the competitiveness level of logistics enterprises with the help of factor analysis method, and put forward the corresponding competitiveness promotion strategy [15]. WangDan (2011) proposed that the competitiveness level of third-party logistics enterprises is reflected in five aspects: resource integration ability, service innovation ability, information construction ability, brand building ability and business operation ability. [16]. Qian Lingying (2012) believes that the operating status of enterprises is the main factor affecting the competitiveness of logistics enterprises. These factors are reflected in the financial statements. They can evaluate the financial report indicators through hierarchical analysis method, and clarify the proportion of influencing factors to [17]. Li Mingwu and Tang Youming (2014) started from the service demand and service quality two factors, established the service quality evaluation system, and realized the scientific evaluation of the enterprise [18] through the system. Lv Fanghua (2014) established the evaluation system of the core value of the logistics enterprise [19]

through the analysis of the five aspects of the enterprise brand, enterprise tradition, customer concept, enterprise operation and financial ability. Xue Wei (2016) summed up the core competitiveness of an enterprise into five dimensions, namely, system innovation ability, scientific management ability, technological innovation ability, cultural centripetal force, and strategic adjustment ability [20].

From the perspective of measures to improve the competitiveness of logistics enterprises, the current research is mainly biased to the theoretical level. Although good methods and measures sometimes appear, they are often applied in practice. There will be difficulties, because the actual situation varies from place to place, so the problems of a particular enterprise are not very good to solve the problem. This may be the key point of the current breakthrough in academic research. Hu Ying (2014) believes that logistics enterprises should pay attention to their own service innovation ability, make up for the lack of innovation, and effectively improve the competitiveness of enterprises through innovation drive [21]. Fang Zhiyong (2015) put forward at present our country logistics business cannot fully meet customer demand, low transportation informatization level, imperfect infrastructure equipment factors such as the low competitiveness, and build, discussion with the aid of national supporting policies, enterprise value-added services, the construction of logistics network, training logistics talents to improve the [22]. Wang Wenbo (2016) believes that it is necessary for China to improve the competitiveness of logistics enterprises through five aspects: improving network construction, innovating business model, meeting market demand, introducing logistics talents, and enhancing the degree of enterprise informatization.

To sum up, thanks to the earlier origin of modern logistics, the western academic circles have a more profound theoretical basis of modern logistics. Many western enterprises have greatly enhanced their core competitiveness through the application of modern logistics technology. In the process of learning from advanced technology, China's logistics enterprises are constantly transforming relevant theories suitable for national conditions, which promotes

the development of modern logistics industry in China. However, the research on the competitiveness of logistics enterprises at home and abroad mainly focuses on large enterprises, and there is less research on small and medium-sized logistics enterprises with more base. Therefore, under the background of national support for small and medium-sized enterprises, targeted research on the competitiveness of small and medium-sized logistics enterprises is helpful to fill the gap in this research field, and has important theoretical significance for the development of small and medium-sized logistics enterprises in China. There will be difficulties, because the actual situation varies from place to place, so the problems of a particular enterprise are not very good to solve the problem. This may be the key point of the current breakthrough in academic research. Hu Ying (2014) believes that logistics enterprises should pay attention to their own service innovation ability, make up for the lack of innovation, and effectively improve the competitiveness of enterprises through innovation drive [21]. Fang Zhiyong (2015) put forward at present our country logistics business cannot fully meet customer demand, low transportation informatization level, imperfect infrastructure equipment factors such as the low competitiveness, and build, discussion with the aid of national supporting policies, enterprise value-added services, the construction of logistics network, training logistics talents to improve the [22]. Wang Wenbo (2016) believes that it is necessary for China to improve the competitiveness of logistics enterprises through five aspects: improving network construction, innovating business model, meeting market demand, introducing logistics talents, and enhancing the degree of enterprise informatization.

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This paper takes "China Z Logistics Co. LTD. competitiveness" as the core discussion point. In today's economic globalization in the general context, many logistics enterprises are living in a fierce competitive environment, like most other industries, the transportation and logistics industry is undergoing great change, and like any change, it brings risks as well as opportunities.

New opportunities, new technologies, new market entrants, new challenges, new customer expectations, and new business models emerge not poor. In order to meet these challenges, the industry still needs to improve in many ways. Some of these are developments sexual, and even more transformative. This paper is based on the theory of logistics and enterprise competitiveness improvement external analysis of the status quo, development direction and trend of logistics industry, followed by the combination of China Z logistics limited to the actual operation of the company, the advantages and defects of the company were analyzed internally. This study explores China Z the main problems existing in logistics Co., LTD., and the use of descriptive research method, empirical analysis method and other methods to China Z Logistics Co. LTD. competitiveness improvement strategy to put forward the corresponding optimization suggestions.

The main content of the research is divided into 6 parts, the specific content and writing plan of each part are as follows:

(1) First introduced the development process of the domestic logistics industry, as well as the port logistics enterprises in the whole transportation

The importance of the link, from the side of the introduction of China's logistics industry development status.

(2) Applied research requires theory as the research basis, so it will be divided into the second part of the paper

Do not from the logistics industry and the improvement of enterprise competitiveness of two aspects, the theoretical basis of analysis. These theories will as the basis of logistics industry development trend analysis and enterprise internal risk review, it provides reason for the follow-up practical research

On support.

(3) Conduct in-depth research on the internal and external environment of China Z Logistics Co. LTD. based on relevant theories the analysis makes the whole analysis process more three-dimensional and intuitive.

(4) The judgment of enterprise competitiveness should be carried out simultaneously with the external environment and internal situation of the enterprise.

Therefore, in the third part, the theory and practice will be combined to analyze the logistics of China Z Logistics Co. LTD analyze the internal and external environment of the industry, as well as within the company, aiming at the unique advantages and shortcomings that need to be made up analyze and explore the organizational structure of China Z Logistics Co. LTD. and the existing problems affecting its development strategy.

(5) The application of analysis and inquiry is an indispensable part of the paper research, so the fourth part will combined with the actual situation, the author respectively from the enterprise strategy, talent training, and the "smart port project" currently responsible for.

The way to enhance competitiveness is considered, and the corresponding suggestions are put forward. In order to ensure in the fifth part, relevant measures will be put forward to ensure the implementation of the optimization strategy.

(6) In the last part, the limitations of the research will be analyzed and combined with the thesis research the data in the study are prospected and analyzed for the development of the enterprises and industries studied.

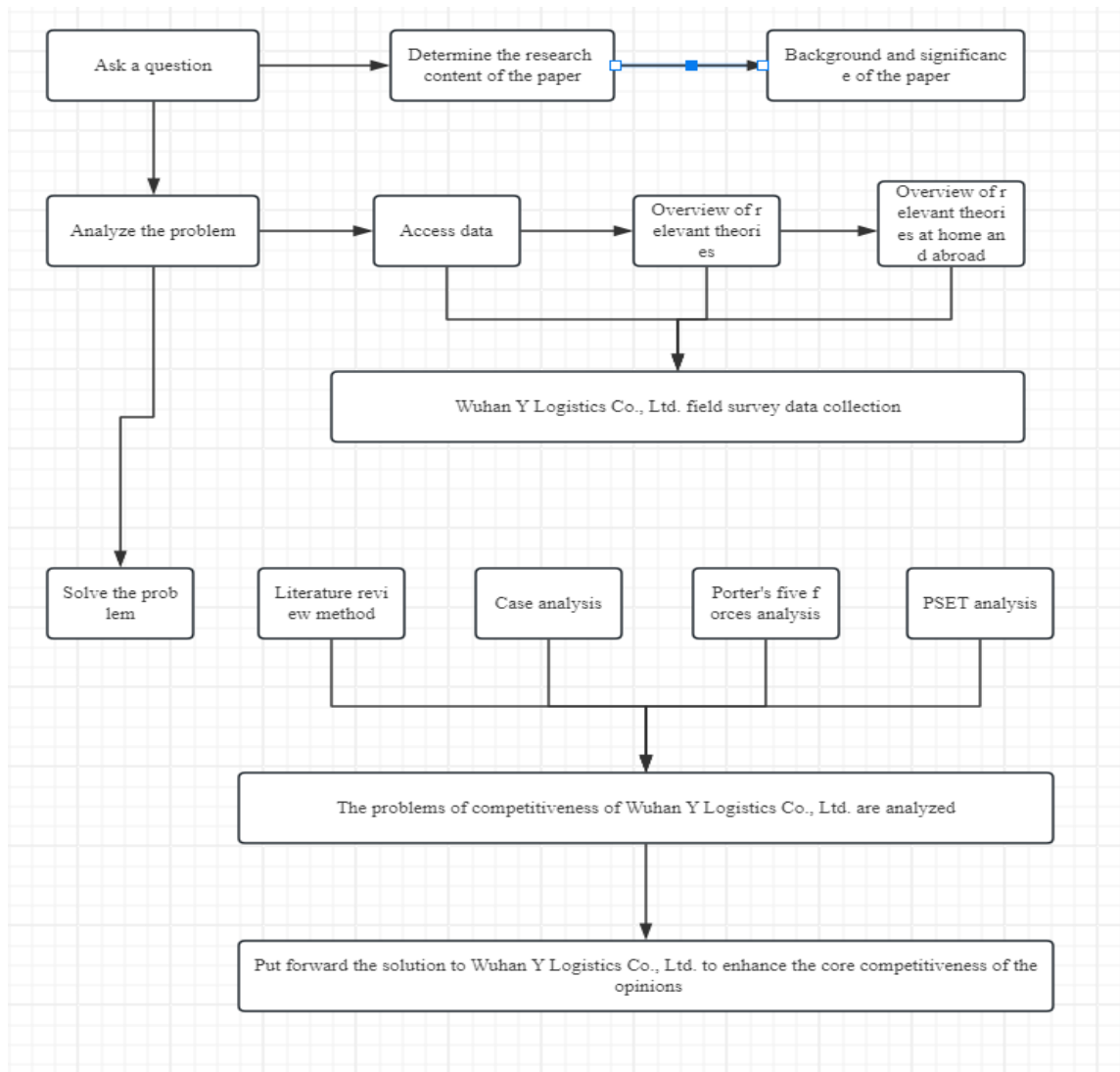


Figure 1.1. Technical Roadmap

Research methods

(1) Literature review method

Reading the literature of different scholars at home and abroad, especially the content of improving the competitiveness of logistics enterprises, based on the logistics theory, in-depth research on the measures to improve the competitiveness of logistics enterprises, and combined with the latest frontier

research, to find out the deficiencies and defects of the previous research, so as to lay a solid foundation for the follow-up research.

(2) Case analysis method

That is, the combination of theory with practice. Combined with China Z Logistics Co. LTD. as the research object, this paper puts forward specific and operational strategic countermeasures, so that the research has both factual basis, and increase the persuasion of the discussion.

(3) Porter's five-force model method

In a certain sense, Porter's five-force model analysis refers to the study of the micro environment of enterprises from the perspective of external environment, which gathers the five factors affecting competitiveness in a model to facilitate the scientific judgment of the pattern of corporate competitiveness. The situation and comprehensive strength of the basic competitive strength of these five factors determine the intensity of competition in the industry, thus determining the flow of capital in the industry and the potential profitability of the enterprise.

(4) The PSET analysis method

Using PEST analysis method, the company can better analyze the external environment of China Z Logistics Co. LTD., and provide a judgment basis for the trend, opportunities and challenges for the formulation of enterprise competition promotion strategy.

1.2. Concept definition: port logistics and third-party logistics enterprises

Definition of port logistics

Port logistics refers to the coastal port cities along the river taking advantage of their own port advantages to develop the logistics industry. It mainly relies on the more advanced hardware and software environment, including the business environment and infrastructure, etc. In the process of logistics distribution, it highlights the advantages of port collection and distribution, strengthens the radiation capacity of surrounding logistics activities, and develops a comprehensive port service system with characteristics covering all links of the logistics industry chain.

Third-party logistics enterprise, hereinafter referred to as 3 PL. Different from the "first party" producers and "second party" buyers, it refers to the fact that the enterprise in order to concentrate on the main business, the producers and operators entrust the logistics activities that should belong to the professional logistics service enterprises through contract agreement or inter-enterprise alliance. At the same time, the enterprise keeps in touch with the third-party logistics enterprises, so that it can control the whole process of logistics. In fact, under this mode, the third-party logistics enterprises do not own the ownership of the goods, but only provide customers with logistics services such as goods transportation, storage and distribution.

Port logistics as a vital link in the logistics industry chain, its role, with the rapid development of national economy, the original port logistics has gradually cannot meet the growing demand of urban logistics activities, the development of the national economy, the development of social demand, port enterprises are gradually expand the third party logistics market, continuous innovation of existing logistics operation mode, through science, technology gradually reduce

operating costs, to seek to adapt to the change of The Times, the demand of market development.

Connotation of port logistics

As a node of a comprehensive transportation network, the function of the port is increasingly expanding towards an all-round direction along with the trend of global economic integration. Due to the unique geographical location of the port, the port has established a unique position in its logistics system. As the center of the circulation of commodities, materials and materials, ports have an increasingly high position in the whole logistics system. Port logistics has gradually become a unique logistics system by virtue of its own characteristics. However, from the academic point of view, the concept research of port logistics is not enough. With the in-depth development of economic globalization, the research of modern logistics theory has been settled for a long time and matured with the gradual innovation. After the rapid development of nearly ten years, the port function has developed from single to present, the traditional cargo transportation has changed into the integrated transportation of goods, energy, capital and technology; the transportation mode is also constantly innovated. The traditional manual loading and unloading handling is replaced by international container mechanical handling, and the slow vehicle and ship handover mode is replaced by the current convenient international multimodal transport.

Port logistics is a typical comprehensive logistics system, and its realization cannot be separated from the advantages of the port itself. It is more inseparable from the development of international trade and the progress of technology. It combines the transportation function and transit function of the port, and provides supply chain services for the whole process of commodities.

In the future, with the integrated development of the world economy and the increase of the international trade volume, the status of the port will also move forward steadily. As the support point of economic development, the port has many advantages, such as: diversified transportation mode, transportation system intersection point, unique location advantages, infrastructure construction,

national policy trend, will play a pivotal role in the future logistics system. Port logistics has become an important part of the port economy and the growth pole of the future development. How to develop port logistics has attracted more and more attention from academia, business circles and government departments.

Competitiveness of logistics enterprises

With the development of popular, small and medium-sized logistics company is different from the traditional warehouse, transportation and business adjustment and integration, gradually formed a certain mature transportation infrastructure and related logistics transportation, channel, and in the past management process accumulated certain experience, to realize the local logistics transportation of customer advantage and regional advantages. In the whole logistics market system, small and medium-sized logistics enterprises are in the end of the logistics service, so that the logistics service is closer to consumers, its main business is the end and low-end warehousing and transportation business.

Compared with large logistics enterprises in the national network layout, small and medium-sized logistics enterprises are more flexible in the regional market operation. In general, small and medium-sized logistics enterprises have the operational advantages such as rapid market response, simple organizational structure, changeable decision-making, superior regional logistics distribution, and stable customer distribution demand. But at the same time, due to the small scale of small and medium-sized logistics enterprises themselves, the logistics talents, related infrastructure, services and logistics technology are very limited, and the lack of funds to adapt to the continuous improvement and development of the logistics service market.

Core competitiveness of the enterprise

The core competitiveness of an enterprise is often from the decision-making power of the enterprise, which includes the overall sense of judgment, foresight, the innovation power of breaking the tradition and finding another way, the cultural power of learning with an open mind, learning from each other's strengths, the quality and quantity, and the affinity of commitment. The core

competitiveness of an enterprise is the combination of a series of skills and knowledge that are deeply rooted and complementary in a group or team. With this capability, it can guarantee the operation of its core business at a world-class level. Enterprise core competitiveness is not achieved overnight, it needs enterprise long-term accumulation, it is contained in the enterprise background, resources, culture, is unique, thus precipitate the enterprise in the past, the accumulated competitive advantage, thus gradually let the enterprise in the fierce market competition, explore and get the survival and development. Enterprise operation and development is actually the process of integrating and applying various elements and resources and creating economic value. How the enterprise is based on the healthy and steady development of the market is reflected in whether the enterprise management can complete the logistics link with low price, high efficiency and high quality, and create a differentiated competitive advantage that is different from the competitors. With the deepening of knowledge, information and economic globalization, the talent competition is gradually promoted to the leading position, so in various elements in the resources, the optimal allocation of human resources has gradually become the key to the success of enterprises.

The core competitiveness of modern enterprises comes from two cores, one is resources, the other is innovation. Resources not only rely on background, but also need to be sought through market means; innovation is the inexhaustible power, it is also the fundamental ability different from other enterprises, reflected in technology, management, business model and other aspects. And logistics enterprise core competitiveness refers to the market competition in logistics enterprises give full play to their own director, progress, beyond competitors, with higher quality, faster speed and lower cost to meet the needs of customers, to win more market share than competitors, bring more benefits for the enterprise, realize the sustainable development of the enterprise.

1.3 Theoretical foundations of Enterprise competitiveness and its analysis

The iceberg theory

The iceberg theory, proposed by Professor Nisawa (Japan), found that the current accounting system and accounting methods can not calculate the actual situation of logistics costs, so people cannot fully understand logistics costs through financial statements, and may even be misled. He likened the situation to a "logistics iceberg".

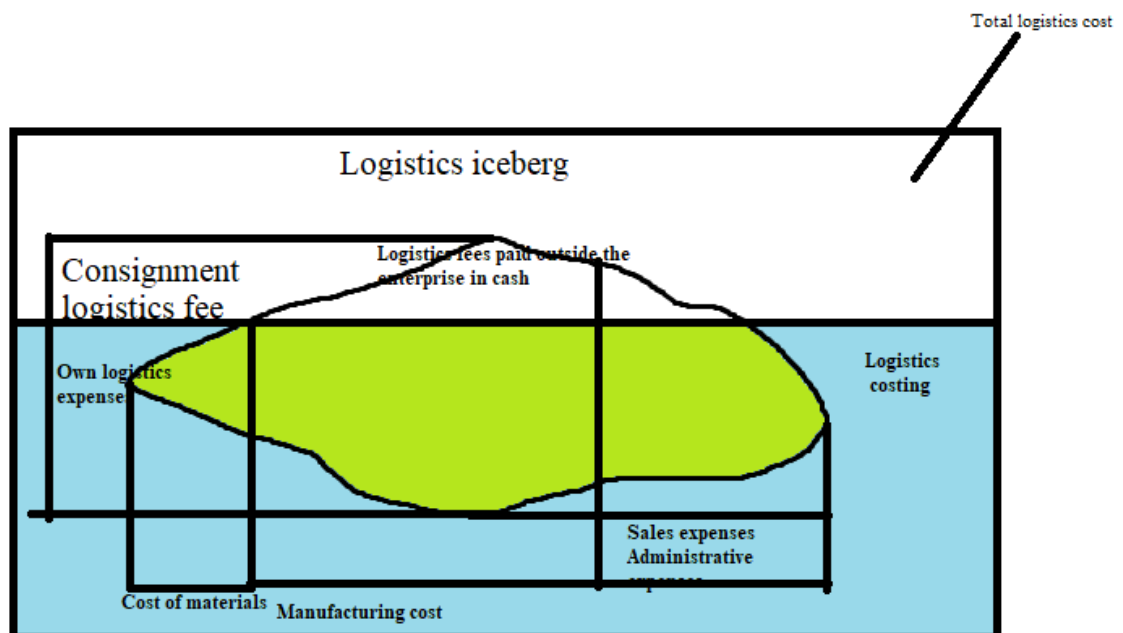


Figure 1.2. Theoretical diagram of the iceberg

According to figure 2 can be intuitive, logistics cost is like an iceberg, but people tend to see the tip of the iceberg only, namely with cash to the enterprise external logistics, and hidden under the sea the iceberg body is not visible, the enterprise internal consumption of logistics is the main body of logistics costs, including the cost of materials, sales fee, management fees, cost, and so on. Because in general circumstances, the enterprise accounting accounts only the

external transportation costs, enterprise warehouse costs included in the cost, and the actual costs only account for a small part of the entire logistics costs, like the tip of the iceberg. The cost of the investment in logistics infrastructure, vehicle transportation and maintenance, cargo storage, packaging, loading and unloading and other links is not included in the logistics cost account.

Therefore, the use of iceberg theory to study China Z Logistics Co. LTD. is conducive to a clearer core calculate the expenses of enterprise operation and development, so as to put forward targeted, reduce the cost of enterprise operation, improve the competitiveness of the enterprise.

The "third profit source" was proposed by Professor Nishizawa of Waseda University (Japan). "The third profit source" means that in the fierce market competition, its market share is difficult to be continuously expanded. When it reaches a certain extent, the enterprise can no longer expand its profits. At this time, the enterprise needs to find new profit growth points. Its based on the first and second profit source, in the social productivity, goods in short supply, expand the scale of sales and rely on scientific and technological progress to improve labor productivity became the first and second profit source, and now the market pattern becomes oversupply, market products emphasize differentiation, high value-added services, the first two profit source is squeezed less and less, enterprises to survive in the fierce market competition must open the third profit source.

Logistics management through the reasonable organization of production, supply and marketing links can effectively reduce the logistics costs that occupy a very high proportion of enterprise costs. When the income is certain, it is equivalent to improving the profits of enterprises. At this point, this stage of logistics management can be called the third profit source. Simply put, in the case of little room for reducing manufacturing costs, reducing logistics costs has become the "third profit source" for enterprises.

The theory of "the third profit source" describes the logistics potential and benefit of an enterprise. Therefore, using the theory of "the third profit source",

China Z Logistics Co. LTD. can improve the logistics management ability of the enterprise and deeply tap the logistics potential of the enterprise, and realize the purpose of improving the competitiveness of the enterprise.

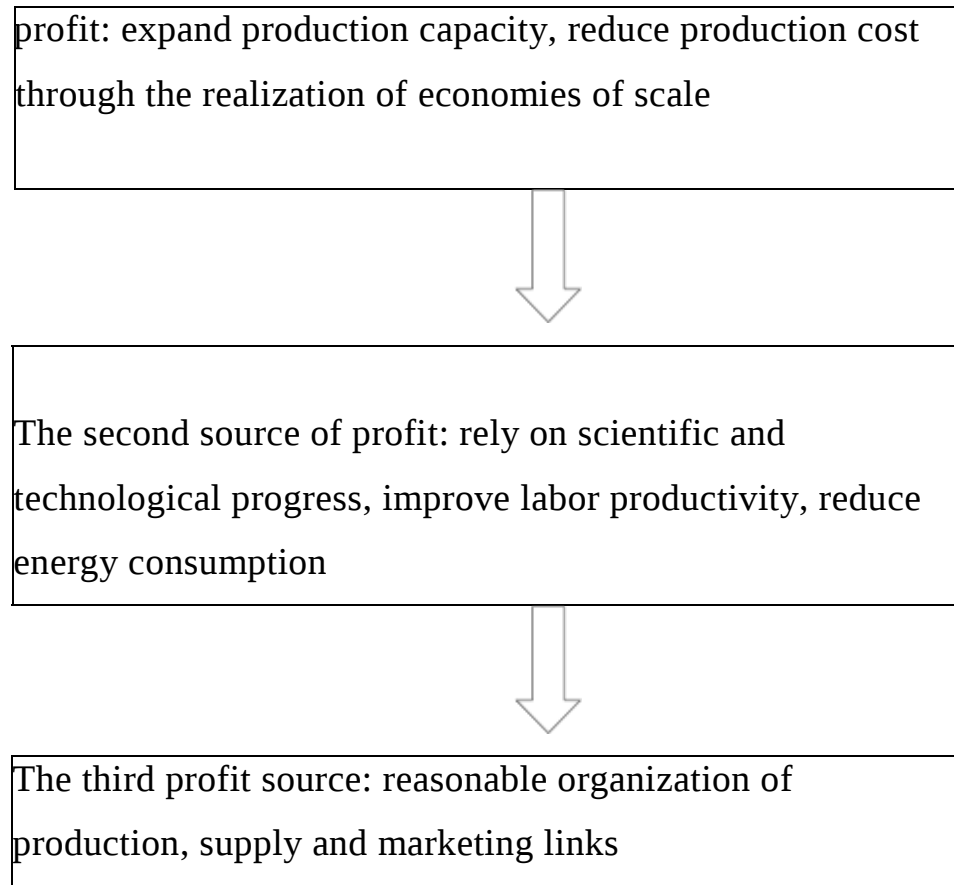


Figure 1.3. Theoretical diagram of "the third profit theory"

Enterprise competitiveness analysis theory

Short board theory

The weakness theory, proposed by the management scientist Lawrence Peter (USA), who believed that when a barrel is made of multiple wooden bars of different lengths, the volume of the barrel is determined by the shortest board of the barrel, rather than the longest one. Because the plane of the water in the barrel is level with the shortest board.

Therefore, we can cite the following points: First, the existence of the barrel board will never fill the barrel with water. Second, when the short board

cannot be made up for, the high board can not bring more water to the bucket, and the higher part is useless. Third, efforts to improve the height of the short board to improve the volume of the whole barrel. Four, want to often check the bucket, found that the board is lower than other boards, timely repair or replacement, maintain a height of consistency.

Similarly, the enterprise analogy to the barrel, in the process of enterprise operation and management, the ability of each department and each link of the enterprise is uneven. However, the decisive factor that often affects the competitiveness level of enterprises is the weak point, which is the "short board". Therefore, if logistics enterprises want to improve their competitiveness, they not only need to "promote their strengths", but also "make up for their weaknesses". In the analysis of the short board theory of China Z Logistics Co. LTD., it is easier to find the key weak links of the enterprise development, so as to make up for the development disadvantages of the enterprise and improve the comprehensive strength of the enterprise.

2. Matthew effect

The "Matthew Effect" comes from a fable in the New Testament of Matthew that the king gives his rewards to the accomplished, while for those who do not, even the resources he has now take over to the accomplished. This effect was later used to explain the accumulation of inertia in real life, with the more favorable conditions and the more favorable conditions.

The Matthew effect is particularly significant in the logistics field. Due to the logistics industry, cooperation, network and scale, some logistics enterprises in order to survive in the fierce social competition, gradually to joint, namely through the industry to the industry, domestic to international mergers and acquisitions methods, expanding, so as to reduce cost, improve the purpose of the operating efficiency and competitiveness. In this process, the Matthew effect has been fully reflected. Those large enterprises with resources and strategic development plans at the beginning developed and expanded in the market

through continuous expansion, while some small logistics enterprises were acquired, and some even went bankrupt and withdrew from the market.

Therefore, if logistics enterprises want to improve their competitiveness and maintain their advantages in the field of logistics, they must quickly become bigger and stronger in the field. When becoming a leading enterprise, even if the operating profit margin is the same, it can get more profits than the weak competitors in the industry. However, for China Z Logistics Co. LTD., which has relatively small scale and strength, in order to pursue breakthrough and development under the Matthew effect of the industry, it should either promote R & D innovation investment to strengthen the core competitiveness of enterprises, or actively promote the cooperation between industries, and improve the scale efficiency through small and medium-sized logistics enterprises.

3. Competitive advantage theory

Competitive advantage was proposed by Professor Michael Porter of Harvard Business Institute (USA). It is the competitive advantage theory represented by SCP of neoclassical economics, paradigm and Porter's industry analysis theory.

Michael Porter believes that the competitive advantage is created by the company's established goals. In order to achieve their goals, companies must find ways to create a competitive advantage. Generally, by grasping the external environment and the internal length of the enterprise to establish their own strategy, and then formulate the actual competition goals, choose to achieve the appropriate goals, to seek to adapt to the market to achieve the best competitiveness. The competitive advantage of an enterprise is mainly reflected in three aspects, one is the asset scale of the enterprise, the second is the operation efficiency of the organization, and the third is the service level for customers. There are many factors affecting the macroeconomic environment of market competition, including social, policy, economic, cultural and other factors. The comprehensive influence of these factors makes the external competitive environment become a key link to determine the industry competition. In

addition, enterprises also rely on the support of customers, which comes from the comprehensive decision of various forces in the industry. Based on the above views, enterprises must have a comprehensive understanding of the market and industry competition pattern, so as to enhance their competitiveness.

Michael Porter has done a lot of research in the analysis of industrial competition structure. Through the research, he proposed the five-force model. He believes that the degree of competition of an industry is affected by five forces, because the competition of an industry comes from its own economic structure. The existing competition situation is formed by five forces: buyer, seller, substitute, potential competitor and existing competitor. Under the influence of these five forces, the competitiveness of enterprises in the industry is basically determined. Moreover, the application and analysis of the five-force model is very extensive, and enterprises can find their own correct positioning in the market by mastering the influencing factors in the industry or the main market segments, and constantly improve their competitive advantage. In addition, since different schools have different priorities, the competitive advantage theory can be studied in the following three aspects:

(1) Competitive advantage exogenous

Competitive advantage exogenous theory of the SCP paradigm and port's industry analysis theory, that the external industry environment is the most critical factor to shape competitive advantage, because any enterprise is in a certain market environment and industrial structure, competition is everywhere, enterprises are generally through comparison with rivals and improve the profitability of the industry to achieve competitive advantage. In terms of theory, David Ricardo believes that for enterprises, comparative advantage not only affects the cost advantage, but also greatly influences the competitiveness of enterprises in practical aspects. Heimer analyzed the cases of multinational companies with monopoly position controlling the market through various means, and summarized the monopoly advantage, whose goal is to obtain a favorable position in the market, so as to grab huge profits far higher than the average level

of the industry. Therefore, enterprises can analyze the industrial structure to formulate strategies to achieve the purpose of improving competitiveness.

(2) Internal theory of competitive advantage

The endogenous theory of competitive advantage is based on the internal resource ability of enterprises, and believes that the internal unique resources of enterprises are the key factors affecting the competitive advantage of enterprises. But it does not ignore the important role of external industrial structure and market environment, but put them in a secondary position, occupy the first position is the strategy within the enterprise

Resource ability, it can really determine the competitive advantage of an enterprise. From this theory, the scientific and efficient use of internal resources is the main source of the competitive advantage of enterprises.

(3) Comprehensive theory of competitive advantage

The comprehensive theory of competitive advantage is a complex of exogenous theory and endogenous theory, that is, the competitive advantage of an enterprise is not only influenced by the unique internal resources of the enterprise, but also stimulated by the opportunities in the external macro environment. Therefore, the ultimate competitive advantage of an enterprise lies in connecting the resources of the enterprise with its competitive environment through various means, that is to say, to combine the internal and external environment of the enterprise together, adjust the allocation, and develop together.

Conclusions on Section 1

In this first unit of our master's thesis, we delved into the theoretical underpinnings crucial for understanding the strategies aimed at enhancing the competitiveness of logistics companies, with a particular focus on Chinese logistics

firms. We began by outlining the main content, research ideas, and methodologies pertinent to this endeavor. By laying this groundwork, we established a clear roadmap for the subsequent empirical investigations.

Furthermore, we provided conceptual clarity by defining two key entities within the logistics domain: port logistics and third-party logistics enterprises. These definitions serve as cornerstones for our subsequent discussions and analyses, ensuring precision and coherence in our discourse.

Moreover, our exploration of the theoretical foundations of enterprise competitiveness offered valuable insights into the multifaceted nature of competitiveness and the myriad factors influencing it. By scrutinizing these foundations, we equipped ourselves with a comprehensive understanding of the dynamics shaping the competitive landscape for logistics companies.

As we move forward in our research, armed with a solid theoretical framework, we are poised to embark on empirical inquiries aimed at elucidating the strategies that underpin the enhancement of competitiveness in Chinese logistics companies. Building upon the theoretical scaffolding erected in this unit, we are primed to explore practical applications and real-world implications, ultimately contributing to the advancement of knowledge in the field of management and logistics.

Over the past 40 years of reform and opening up, Chinese ports have played a vital role in the logistics network with their geographical location, infrastructure and diversified transportation modes. Port logistics industry connects freight transportation, warehousing, Internet and other industries, and has become the mainstay of the national industry. The proportion of port logistics in the total national economy is increasing, and its development has become the breakthrough for the development of national comprehensive strength.

According to relevant statistics, 88% of the emergence of the world's international cities is attributed to the development of ports, and the coastal port cities have gathered nearly half of the world's wealth. Typical port cities such as

New York, Tokyo, Hong Kong, etc. Ports drive global trade, promote the process of urbanization, and greatly promote the development of modernization.

To sum up, thanks to the earlier origin of modern logistics, the western academic circles have a more profound theoretical basis of modern logistics. Many western enterprises have greatly enhanced their core competitiveness through the application of modern logistics technology. In the process of learning from advanced technology, China's logistics enterprises are constantly transforming relevant theories suitable for national conditions, which promotes the development of modern logistics industry in China. However, the research on the competitiveness of logistics enterprises at home and abroad mainly focuses on large enterprises, and there is less research on small and medium-sized logistics enterprises with more base. Therefore, under the background of national support for small and medium-sized enterprises, targeted research on the competitiveness of small and medium-sized logistics enterprises is helpful to fill the gap in this research field, and has important theoretical significance for the development of small and medium-sized logistics enterprises in China.

SECTION 2

ANALYSIS OF STRATEGIES OF ENHANCING THE COMPETITIVENESS OF CHINESE LOGISTICS COMPANIES

2.1 The external environment analysis of the development of China Z Logistics Co., LTD

According to the iceberg theory, enterprises have high logistics costs. According to the data, the direct product cost of logistics enterprises only accounts for one-tenth of the total cost of Chinese enterprises, while the logistics cost accounts for two-fifths of the total cost. It can be seen that in the operation process of an enterprise, whether the logistics cost can be reduced determines whether the enterprise has the cost advantage, and the cost directly affects the strength of the core competitiveness of the enterprise. Reducing reduction is the biggest profit source for the enterprise to expand, improve the efficiency and stimulate the potential.

The proportion of logistics cost in GDP is one of the important indicators to measure the overall development level of logistics industry. The total cost of social logistics accounts for a high proportion in GDP, indicating that the efficiency and quality are not high enough, and there is still a lot of room for decline in the future. The total logistics cost accounting for every 1% decrease in GDP can save trillions of costs. According to figure 4 above, the proportion of social logistics costs in China's GDP in China has gradually fallen from the 11th to the 13th Five-year Plan, from about 28% to 14.7%, indicating that China's logistics industry has reduced costs and improved quality (Fig. 2.1).



Figure 2.1. The proportion of China's total social logistics expenses in GDP in 2006-2020

Data source of Iot National Bureau of Statistics

Compared with western developed countries (taking the United States, Japan as an example), the overall operation efficiency and quality of China's logistics industry is still low. As can be seen from Table 2 below, in 2018, the proportion of logistics costs in the whole society in the United States and Japan is about 8% of GDP, while China is still more than 6% different from this index. In addition, from the perspective of the daily inventory of enterprises, the average turnover cycle of the new product inventory of Chinese enterprises is 35-45 days, while the product inventory cycle of enterprises in developed countries is generally not more than 10 days. The long inventory turnaround time increases a lot of storage costs. It can be seen that China's logistics industry still has a long way to go on the way to reduce costs and increase efficiency, with huge potential.

Table 2.1. Logistics Industry and Economic Data of China, the United States and Japan in 2018

Data for the year 2018	China	America	Japan
GDP(One trillion dollars)	12.92	20.49	4.97
Total logistics cost (one trillion US dollars)	1.91	1.64	0.43
Logistics costs in GDP proportion	14.8%	8.0%	8.7%

Data source of Forelooking Industry Research Institute

We can from the macro micro level analysis the cause of the high logistics cost, first in the macro aspect, our country, the logistics industry started late, the logistics technology and management level is relatively backward, marketization level is not high, plus the supporting infrastructure is not perfect, the east Midwest development serious imbalance, these have hindered the development of logistics enterprises. Secondly, in the micro aspect, the internal talent of enterprises is scarce, the degree of information is not high, and the attention to the modern logistics link is far from enough. Although enterprises all know that logistics costs are like an iceberg, there is a lot of room to reduce, but there is not the right method about how to "melt" the iceberg.

Analysis of the development of the third-party logistics industry based on the short board theory

(1) Inoptimal logistics performance. With the influence of economic globalization, the logistics industry has gradually developed. According to various data, the proportion of the total social logistics cost in GDP has decreased year by year, but compared with western countries, it is still very high. Data show that in 2017, the total cost of social logistics was about 12 trillion yuan, an increase of 9 percentage points year on year. The ratio of total social logistics expenses to GDP was 14.6%, down 0.3 percentage points compared with the previous year, but it is still much higher than the level of 8% -9% in developed countries.

(2) The logistics industry is weak in the industry. Compared with the manufacturing and trade links, the logistics industry lacks innovative elements, and the traditional freight form is still the main part. A large part of the reason is that a large part of the market in the central inland, the regional urbanization is not enough, trade, phase, when part of the logistics enterprises so lack of innovation, is not willing to invest in research and development, as a result in our country business model, organization form, technology innovation and management mode of backward, no reasonable use of innovation for growth can assign.

(3) The logistics industry lacks the scale advantage. China's logistics enterprises are in a late start, and most of them are in different regions of decentralized development, lack of integration, resulting in the scale of most enterprises have been small, can not undertake large businesses Project, and due to the single business, the low added value of the industry, it is difficult to form a complete logistics industry chain. Compared with foreign large logistics enterprises, the competitiveness is seriously insufficient. According to McKinsey's research, the United States and Germany are the most interconnected countries in the world, while China is only half of its global connectivity.

(4) A standardized logistics market has not yet been formed. On the one hand, China's market supervision mechanism is not perfect, many logistics enterprises are not high in staff quality, the management operation is not standardized, the legal awareness is weak, not included in the credit investigation system. On the other hand, the market transparency is not high, because the market is not open enough, the information disclosure mechanism needs to be improved, and the orderly and standardized logistics market still needs long-term development.

Analysis of the development trend of the third-party logistics industry based on the Matthew Effect

At present, the social logistics total scale increase year by year, the logistics industry development is getting better and better, there are many small

and medium-sized logistics enterprises on the market, the logistics enterprises are part of the traditional transportation enterprises, warehousing enterprises or enterprise logistics department established through transformation, the other part is later into the logistics industry, due to the entry barriers to the logistics industry is low, so most of the small scale, rely on their own location. And large, powerful, with trans-regional or even national network of logistics backbone enterprises and leading enterprises are not many. Although small and medium-sized enterprises due to their operation mode is relatively flexible, have certain competitiveness in the market, but according to table 3, its various comprehensive competitiveness is far less than large logistics enterprises, this situation is easy to cause the logistics industry resources did not get reasonable utilization and optimization, leading to some enterprise logistics equipment utilization is low, idle situation is serious.

On the other hand, China good economic investment environment, attracted large multinational logistics enterprises investment into China, at the same time, with the optimization of supply chain, the improvement of logistics informatization, small and medium-sized logistics enterprises small scale, low financing ability, single logistics service function, backward technology, logistics talent shortage shortcomings, small and medium-sized logistics enterprises face huge pressure to survive.

Table 2.2. Comparison of the competitiveness of small and medium-sized enterprises and large logistics enterprises

	Small and medium-sized logistics enterprises	Large logistics enterprises
employee	basic skill	specialized skill
Technical aspects	fall behind	Modernization and information technology
Logistics services	single	Comprehensive and professional
business capital	Less input	Large input
organization structure	simple	Professional and reasonable
Network coverage	Small and loose coverage	Large and tight coverage
market circumstances	overcrowding	The space is broad

Based on the Matthew effect, the market requires small and medium-sized enterprises to strengthen the ability of resource cooperation and integration according to the changes in the market situation, which promotes the increasing maturity of mergers and acquisitions in the logistics industry. In recent years, in the context of supply-side structural reform, capital with the continuous game with technology, the logistics industry gradually presents a new development pattern: standardized development of the system, standardization of business and operation process, high efficiency of resource utilization, intensive development, chaotic system and resource dispersion gradually disappear. For example, in order to promote the joint development of ports, Jiangsu Province integrated provincial port enterprises under the auspices of the government and port enterprises in 8 cities along the Nanjing, Lianyungang and Suzhou, including the Yangtze River under the auspices of the government, and established Jiangsu Port Group. In

addition, Jiangxi province also adopted similar measures, in June 2019 to Jiujiang port, Nanchang port, two major national port and Ganzhou port, gian port, Yichun port, Shangrao port, Yingtan port five other important port freight terminal resource integration, at the same time port subordinate wholly owned logistics enterprises also have merged, overall integrate resources, developed into a set of roads, railway, waterway and ports as one of the comprehensive modern logistics enterprises.

At the beginning of 2020, due to the impact of COVID-19, the logistics industry is unfavorable. Some small, medium and micro logistics enterprises have insufficient ability to resist risks, and it is difficult to withdraw from the market. However, it has also brought opportunities for mergers and acquisitions in the industry. As financial investors stick together, they invest in leading enterprises in the industry, and support a number of powerful logistics enterprises to go upstream and expand through investment and acquisition. According to Figure 5, the number of M & A transactions in China logistics industry has been increasing from the first half of 2016 to the first half of 2020, from 28 to 73, a slight increase of 1 transaction; the transaction size was nearly 32.6 billion, with only a slight decrease of 13% without the support of giant transactions. Excluding giant transactions, transactions in the first half of 2020 grew by 1.28 times from the previous month. Under the epidemic situation, logistics transactions are still active, and the logistics industry continues to move towards alliance through mergers and acquisitions.

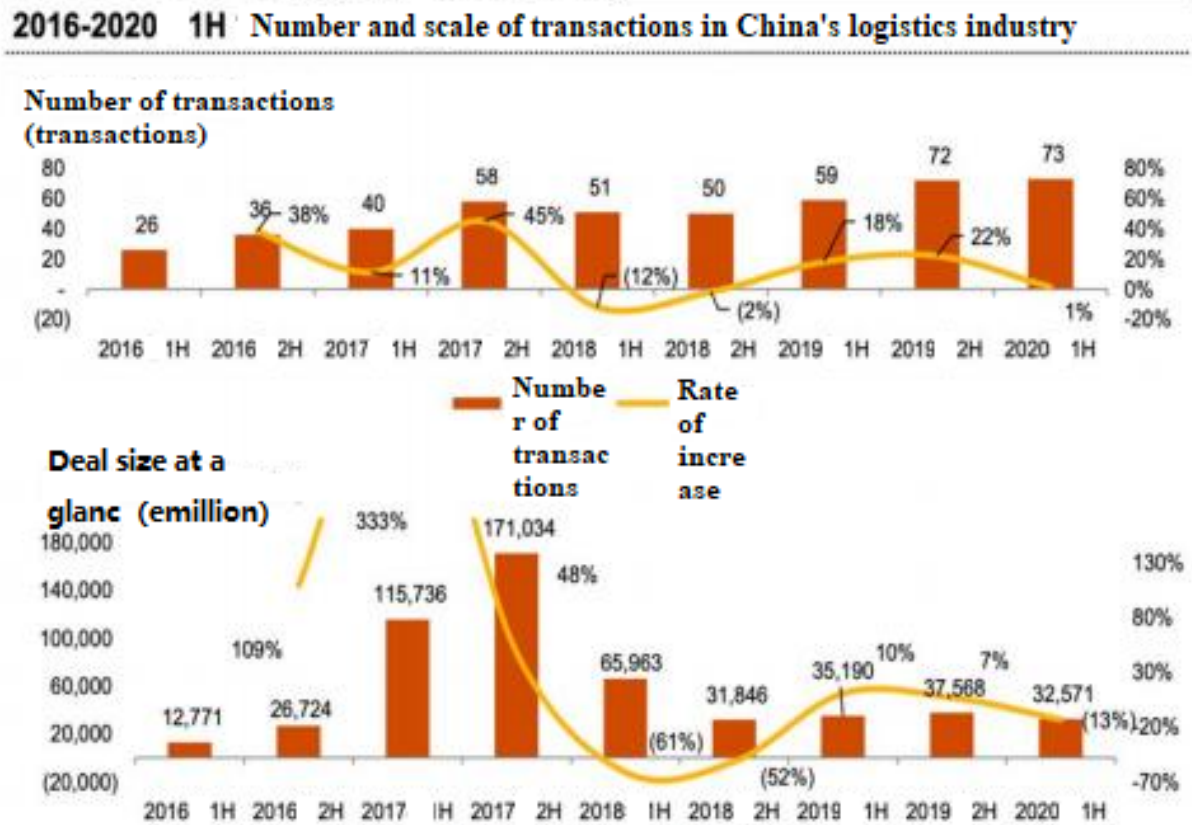


Figure 2.2. Transaction quantity and scale of China's logistics industry from the first half of 2016 to the first half of 2020

Data sources Zero 2 K, hit, Thomson Reuters and PwC analysis

According to the data, as of December 2020, in the national operation of the logistics enterprises, through the national certification of A total of 6882 logistics enterprises, reached 5A level enterprises only 367. According to the market division, such as Alibaba, SF Express, Gooday and other logistics enterprises undertake e-commerce express, zero-load express, contract logistics and air cargo, while EMS and other companies undertake international shipping. With the government's intensified efforts to develop ports and promote the completion of infrastructure facilities, the concentration of port logistics and other markets is continuously strengthened, and a large number of backbone logistics enterprises have gradually emerged in the market. Representative examples include Alibaba's acquisition of Ele. me, SF Express's acquisition of

DHL, Vanke Logistics's acquisition of Swire Cold Chain, the merger of Truck Gang and Yunmanman, Suning Logistics's acquisition of Tiantian Express and so on. According to the Matthew effect, the merger and acquisition between enterprises or various forms of alliance cooperation among enterprises can reduce the cost through resource restructuring, and it is easy to obtain the scale advantage, thus accelerating the market expansion, making the "snowball" bigger and bigger, and significantly enhance the core competitiveness of logistics.

Analysis of the development trend of the future enterprise business based on the Matthew Effect

(1) Return to the core business of the enterprise

Enterprise core business determines the core competitiveness, after mergers and acquisitions, the enterprise organization structure and business corresponding will occur, management should according to the market situation, redefine good need to support the development of the core business, so as to make enterprises continue to maintain and enhance competitiveness, achieve the effect of mergers and acquisitions. In addition, returning to the core business of the enterprise is also an important means to drive the development of other branch business. Only by consolidating the core business of the enterprise, the enterprise will not lose its core competitiveness.

(2) Adopt the market segmentation strategy

In the logistics industry, due to the different groups of customers, different categories of goods, different methods and different time requirements, the whole logistics market is actually highly segmented, which is incomparable to other industries, so it is very difficult for a large logistics company to monopolize the whole market share.

At present, more and more large logistics enterprises begin to take into account the market segmentation factors, to promote their own professional, targeted development. Generally speaking, logistics enterprises can consider the market segmentation strategy from two aspects. One is to segment customers in different industries, because it will affect the future development direction of

logistics enterprises; the other is to segment the function of the logistics business, because the merger business will affect their own core business. Only by adopting the market segmentation strategy of suitable enterprises, can enterprises make good use of the cumulative advantages brought by the "Matthew Effect" and shape the core competitiveness of enterprises in the market segment.

(3) Forward-looking transformation

Forward-looking is foresight, logistics enterprise leaders should consider the long-term, what the development of the logistics industry needs in the future to build a new core competitiveness. Throughout the world and the current development situation of China's material logistics industry at the present stage, the subtle cross-border integration between the industries, the industrial collaboration, information sharing and resource sharing realized by relying on the big data platform. In the future, artificial intelligence logistics under big data is the general trend of development.

Logistics enterprises should also have long-term strategic goals in mergers and acquisitions, based on the objective judgment of the general trend, to take a forward-looking transformation, which is also a huge challenge to the senior management of enterprises.

An external environment analysis based on the PEST model

PEST analysis analyzes the development status of China Z Logistics Co. LTD., mainly discusses the influence of China's political environment, economic environment, social and cultural environment and technical environment on the core competitiveness of China Z Logistics Co. LTD., and explores the opportunities and threats affecting the development of the company.

(1) Political environment analysis (P)

The year 2021 is the first year of the 14th Five-Year Plan. The national government attaches great importance to the development of the logistics industry and clearly proposes the construction of a modern logistics system. Moreover, the eighth meeting of the Financial and Economic Commission of the CPC Central Committee proposed that "the construction of a modern circulation system is of

great significance to the construction of a new development pattern", and required that "cultivating and expanding modern logistics enterprises with international competitiveness". In order to build a new development pattern, the logistics industry will become the strategic fulcrum to promote the domestic and international double circulation.

First of all, in terms of the policy support issued by the Ministry of Transport, in the 2020 Opinions of the Ministry of Transport on the Pilot Work of Modern Transport Power Construction in Hubei Province, paragraph 1 of Article 2 clearly proposes to build a smart port with Yangluo Port as the core. First of all, we should vigorously promote the development of Yangluo port railway and water combined transportation base, and fully realize the integrated operation of various container transportation modes such as river-sea direct and Han-Europe freight trains in Chinese. Moreover, it is necessary to promote the application of the smart logistics integrated service platform of the shipping center in the middle reaches of the Yangtze River, promote the open sharing of data and business agglomeration of multimodal transport participants in the region, and build a smart port demonstration project.

Secondly, from the perspective of the policy support of Chinese city, in 2019, the Hannan Port District of Chinese Development Zone was approved by the central government, and the port area was upgraded to a national first-class water transport port. In September 2019, the Hannan Port Area formulated the implementation measures of the Detailed Rules, emphasizing the need to support port shipping, container handling, container packing and other aspects through subsidies. For example, the specific subsidy policy for the port shipping part includes: the direct route opened from Chinese to Yangshan port will be given a maximum subsidy of 100,000 yuan / voyage. To open non-direct routes from Chinese Development Zone port to Hubei Taicang port, Shanghai Yangshan port, Yichang and Chongqing, a subsidy of up to 40,000 yuan / voyage will be given. It is clearly seen from the above rules that Chinese Municipal government has given considerable policy support to the development of Yangluo Port. Yangluo

Port should use policy support to accelerate the construction of modernization, professional and intelligent port area; promote the transformation and upgrading of port enterprises; enhance the port radiation influence, so as to promote the regional economic development. Therefore, from the policy environment, it is good for the development of China Z Logistics Co. LTD.

(2) Economic environment analysis (E)

271.7

Chinese city, where China Z Logistics Co. LTD. is located, occupies an important position in the national economic development, and is the economic hinterland center in the national development trend layout. Its indirect hinterland stretches under the jurisdiction of Hubei Province, radiating to the cities of Panzhihua, Yibin, Luzhou, Chongqing and other cities in the middle and upper reaches of the Yangtze River. In order to better understand the economic environment, the following analysis of the direct hinterland of Chinese city and the indirect hinterland of Hubei Province;

First of all, judging from the direct hinterland of Chinese city. Chinese city is the economic center, commercial center and material of Hubei Province as the capital of Hubei Province, Flow center occupies the highest GDP in the province, an important industrial base in China, and a comprehensive hub of railway, water and highway. In 2020, Chinese's regional GDP reached 1.56 trillion yuan, ranking among the top 10 in China, and the total import and export volume exceeded 370.9 billion US dollars (according to Figure 6).

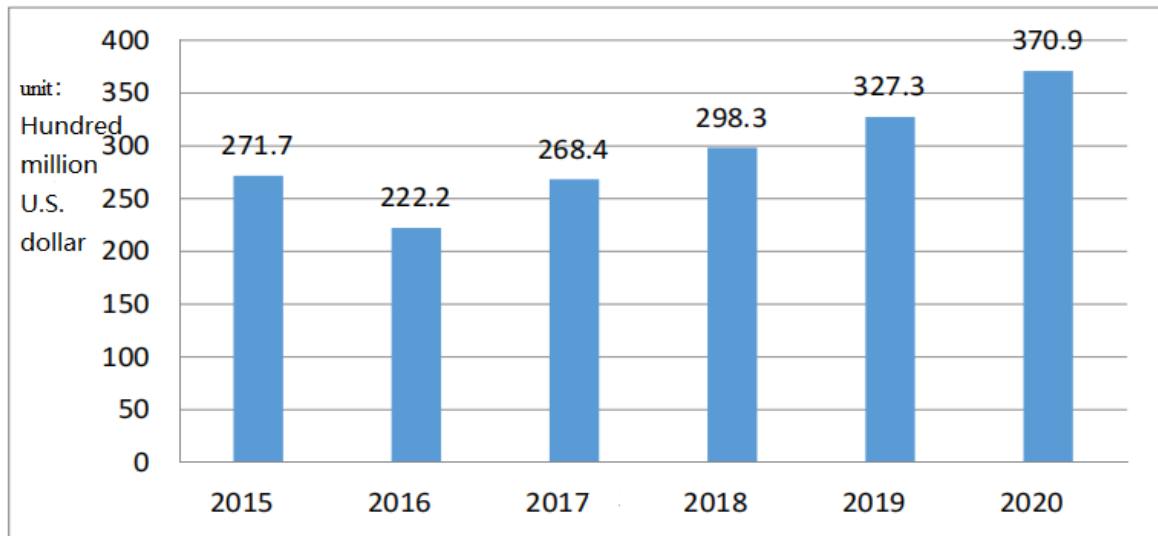


Figure 2.3. Scale chart of the total import and export volume of Chinese Customs in 2015-2020

Data sources Zero 2 K, hit, Thomson Reuters and PwC analysis

In 2020, the container throughput of Chinese Port port was 1.9325 million TEUS, an increase of 14.4% year on year. According to the current development trend, Chinese has entered the post-industrial period. Its main characteristics are: the comprehensive strength of the country is leading, but due to the large economic size, the growth is slowly increasing. Chinese makes use of inland river ports and international airports to develop export-oriented economy and drive long-term economic development. Through continuous deepening reform, promote the transformation of urban structure, vigorously develop secondary and tertiary industries, and accelerate the pace of industrial transformation and upgrading. By September 2020, the number of fortune 500 enterprises invested in Chinese has reached 254, and the concentration degree of industrial economy has been increasing. With the gradual improvement of the industry, processing industry and food industry along the river, the logistics park under construction has a characteristic pattern and integrated functions. Fully relying on the location advantages of the golden waterway, the development and construction along the

river are developing rapidly, and initially building a unique industrial gathering city.

Secondly, from the indirect hinterland of Hubei Province. In 2020, Hubei province ranked eighth in the country, up 10.2% from 2019, achieving a GDP of 4.3 trillion yuan. The annual import and export volume reached 429.41 billion yuan, an increase of 8.8% over the same period in 2019. The container throughput of ports in Hubei reached a record high of 2.293 million TEU. In November, the container volume reached the highest monthly level in the 13th Five-Year Plan period, ranking the first in the middle and upper reaches of the Yangtze River. From the perspective of economic structure, Hubei Province has entered a smooth transition stage of realizing the overall balance.

It can be seen that in the future, China Z Logistics Co. LTD. has sufficient industry support and development potential, and its hinterland strength is strong. However, with the adjustment of industrial structure and transformation and upgrading, the growth rate of the economy will decline slightly, and the structure will be more optimized. However, the COVID-19 is still spreading around the world, and the future development of export-oriented economy is uncertain.

Social-cultural environment analysis (S)

China, Wuhan. is located, is one of the famous historical and cultural cities in China. Historically, the Yangtze River basin has always been one of the cultural centers in the country. In 2019, more than one million college graduates have settled in the city. In 2020, Chinese won the honorary title of National Civilized City for three consecutive years, thus Chinese gradually reflected a new first-line attempt with development potential. By the end of August 2020, 952,100 new urban jobs had been created, 146,400 were supported to start businesses, and 525,400 new businesses were created. The registered urban unemployment rate was 2.24%, all of which met the targets of the 13th Five-Year Plan. The per capita disposable income was 46,010 yuan, an increase of 9.2% over the previous year, of which the per capita disposable income of urban and rural residents was 51,706 yuan and 24,776 yuan, up 9.2% and 9.4% respectively. Per capita disposable

income of rural residents continues to grow faster than that of urban residents. There are now more than 80 universities in Chinese, ranking first in the number of universities in China. And not only the number of universities, the quality of the university is also positive. Universities such as Chinese University and Huazhong University of Science and Technology are among the best in the rankings.

From the point of social and cultural analysis, Chinese has the advantage of human resources, citizen income stability, perfect social security system, and the Yangtze river culture has a long history, a long history, spiritual civilization construction and the rule of law level are located in the country, in all aspects for the development of port logistics enterprises to create a good social and cultural environment.

Science and technology environment analysis (T)

With the continuous development of science and technology, the level of port technology in Chinese is also constantly improving. There are mainly the following aspects: first of all, the emergence of large ships to promote the transformation of large port facilities, small chicken ribs equipment will be gradually eliminated, logistics enterprises need to have advanced transportation capacity and storage capacity. Secondly, the widespread application of modern mechanical equipment and loading and unloading process system has attracted more ships to settle in. Thirdly, the coastal and inland transportation systems are constantly being improved. Modern ports increasingly rely on the developed external transport implementation, such as coastal branch lines, expressways and railways, inland river transportation, etc. Finally, the computer network system is applied in the port transportation industry. With the Internet as the carrier, the information technology to establish the logistics activity information platform, provide customers with real-time data exchange services, constantly improve the logistics information collection and processing ability, shorten the information exchange and operation time, increase the information transparency and credibility, and improve the modernization level of the logistics industry. With

the development of global economy, inland port upsizing, the continuous improvement of ship technology, loading and unloading handling machinery technology of increasingly mature, traffic information system, freight barcode and the application of GPS technology, computer network system got great development, for port logistics enterprise handling capacity and service ability provides the technical support, port function tend to diversification, has become an important support of urban and hinterland economic development.

From the point of the above analysis, in the logistics market in the whole chain, each link has countless competitors, logistics market is now the rules of the game logistics platform or organization, in the disorderly market share, should strengthen the cooperation between logistics enterprises, logistics alliance, and with the logistics enterprises and the owner Strategic partnerships established between enterprises. Through the establishment of logistics alliance, the establishment of information sharing platform, the integration of enterprises the logistics resources of the industry, so as to achieve the optimal allocation of resources and customer needs. Finally, the length of enterprises complementary, risk sharing, benefits, the maximization of benefits.

In addition, in the future, the third-party logistics enterprises want to get rid of the development dilemma, against the current, should establish a complete modern logistics system from three aspects, to maximize the cost reduction and efficiency. First, the coordination and cooperation of various departments and links of the enterprise can be carried out efficiently. Second, it is not only conducive to the overall reduction of the total logistics cost, but also able to accurately calculate the cost of logistics activities mixed in other businesses. Third, innovate the business model, strengthen the data sharing among the interworking logistics platforms, integrate resources through information technology, and expand the market share. In addition, it is necessary to pay attention to logistics cost accounting and monitoring, enhance the management of logistics costs of enterprises, use science and technology to improve labor

productivity, create a personalized industrial chain, so as to establish a safe and reliable, user satisfaction logistics service system.

2.2 Internal environment analysis of the development of China Z Logistics Co., LTD

1. Development overview of China Z Logistics Co. LTD

China Z Logistics Co. LTD. Is one of the typical representative of port logistics enterprises in Hubei province, the company is located in Hubei Chinese, Chinese international container co., LTD., terminal company (WIT), a wholly owned subsidiary, was founded in 2007, the company set up capital of 5 million yuan, relative to the same industry investment scale belongs to the medium-sized enterprises. The company has the first-class freight forwarding qualification, and its business scope includes: general freight, container transportation, container, iron and water combined transportation, warehousing, customs declaration, inspection and related agents and other basic logistics services, as well as chemical fertilizer, chemical raw materials, steel and other goods to provide value-added sales services.

In 2019, according to the company data, China Z Logistics Co. LTD. has been continuously expanding its operating scale in recent years, and the enterprise is in a good operating state. By the end of 2019, the overall turnover has increased steadily. Since 2020, due to the impact of COVID-19, the closure of roads and roads, practitioners have been unable to resume work, making the logistics industry the first batch of objects to be impacted by the epidemic. China Z Logistics Co. LTD. is also facing a severe test. The freight volume on the demand side and the supply side are greatly reduced, labor shortage and strict inspection on the road will lead to the time and profit. In the absence of income support,

China Z Logistics Co. LTD. is in a net loss during this period, and the company's financial pressure is huge.

Asset and liability situation analysis

Net assets refer to the net amount of the total assets of the enterprise minus the total liabilities, which is in quantity equal to the balance of all the assets of the enterprise minus all the liabilities. It is not only an important factor to judge the investment value of an enterprise, but also an important indicator to reflect the business performance of China Z Logistics Co. LTD.

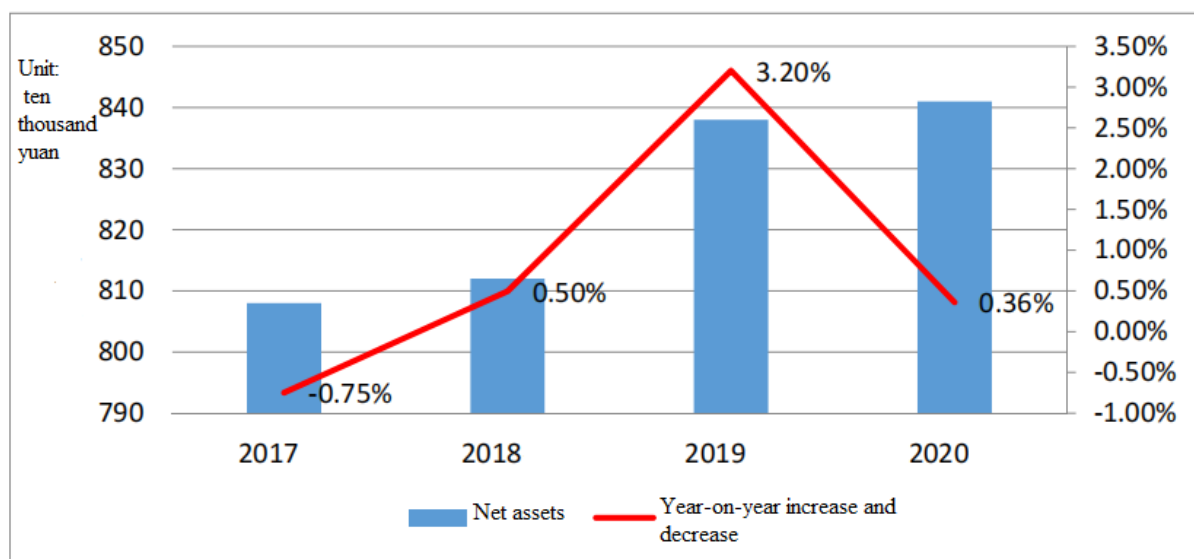


Figure 2.4. Net assets of China Z Logistics Co. LTD. in the middle of 2016-2020

Data source: internal data collation

As can be seen from Figure 2.4, since 2016, the net assets of China Z Logistics Co. LTD. have increased year by year, but the growth is relatively slow. From 2016 to 2018, the average profit conversion rate was 17.98%, which means that only a relatively small net profit can be converted into the company's net assets, which is used for the expansion of the company's technology and scale, and the continuous improvement of the competitiveness of the company is insufficient.

Analysis of business ability

Operating income as the core index of the enterprise income statement, operating income and operating profit reflect the scale, profitability and survival ability of the enterprise. Through the analysis of this index, it is helpful to make a more in-depth analysis of the growth ability and sustainable development ability of China Z Logistics Co. LTD.

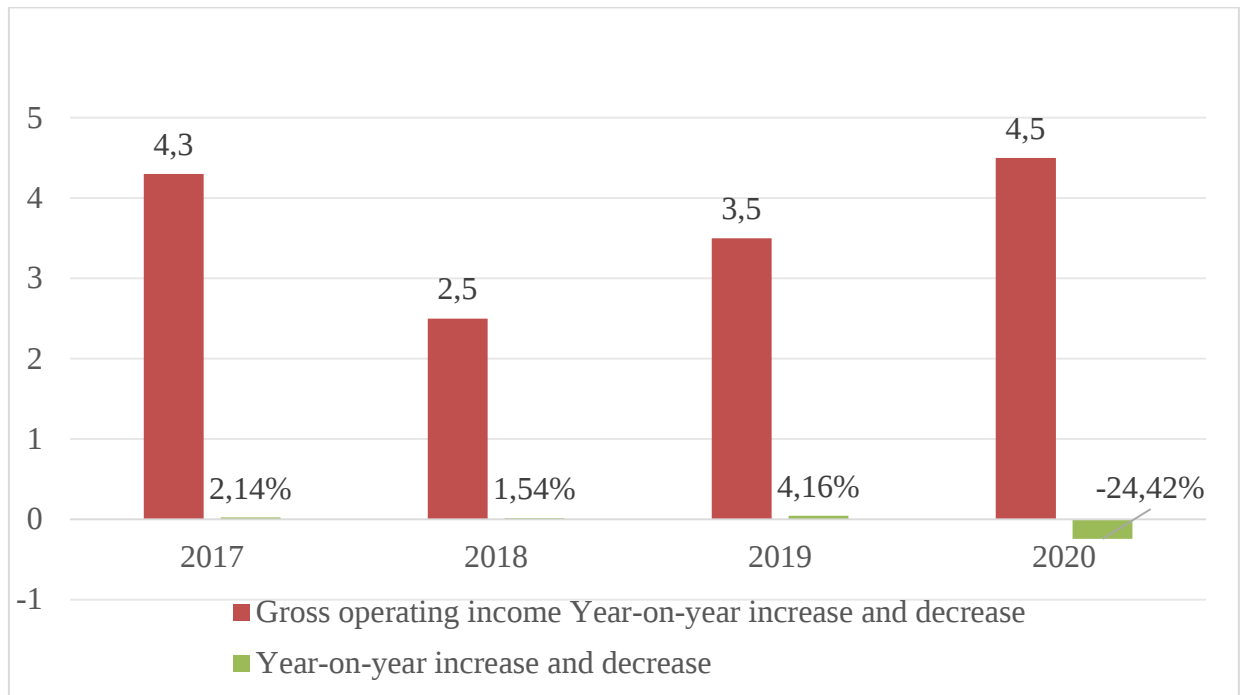


Figure 2.5. Operating revenue scale of China Z Logistics Co. LTD. in the middle of 2017-2020

Data source: internal data collation

As can be seen from Figure 2.5, since 2017, the operating income of China Z Logistics Co. LTD. has shown a slow growth trend, and the average revenue growth rate from 2017 to 2019 was 2.71, with a low revenue growth rate. In 2020, due to the impact of the epidemic, the operating income decreased from 24.77 million yuan to 18.72 million yuan, 24.42% less than the same period last year, reflecting China Z Logistics Co. LTD. has relatively low risk resistance, which affects the enterprise competitiveness of China Z Logistics Co. LTD. to a certain extent.

Profitability analysis

Net profit refers to the amount after the total profit of the enterprise minus income tax, namely the after-tax profit of the enterprise. It is the final operating result of an enterprise. With a large net profit, the operating benefit of the enterprise is good, which is the main index to measure the operating benefit of an enterprise.

The net profit growth rate of China Z Logistics Co. LTD. from 2017 to 2018 was -9.62% and 3.51% respectively, which was relatively low, while the growth rate of 2019 was 61.02%, indicating that China Z Logistics Co. LTD. developed relatively well in 2019, and the enterprise has the potential to seize the opportunity to quickly improve its competitiveness. However, in 2020, the company's net profit growth rate fell to -95.79%, which is, on the one hand, the reason for the impact of the epidemic, but on the other hand, it also reflects the company's weak ability to resist risks.

Analysis of freight volume

China Z Logistics Co. LTD. is mainly business or relying on the port, engaged in the logistics link before the distribution and distribution, goods loading, unloading and warehousing. New crown first outbreak in 2020 in Chinese, Chinese city to control the epidemic had to take "city", since January 23, 2020, the city all public transport shutdown, all channel all temporarily closed, to April 8, 2020 0, Chinese lifted han channel controls, Chinese "city" after 76 days, 1814 hours. During this period, the logistics activity of the company was almost reduced to 0, and the freight volume of the company decreased in 2020 by 50.1% compared with 2019. With the outbreak of the epidemic, the logistics activity was blocked. The following is the freight volume of China Z Logistics Co. LTD. in the past 5 years, see Figure 2.6 for details.

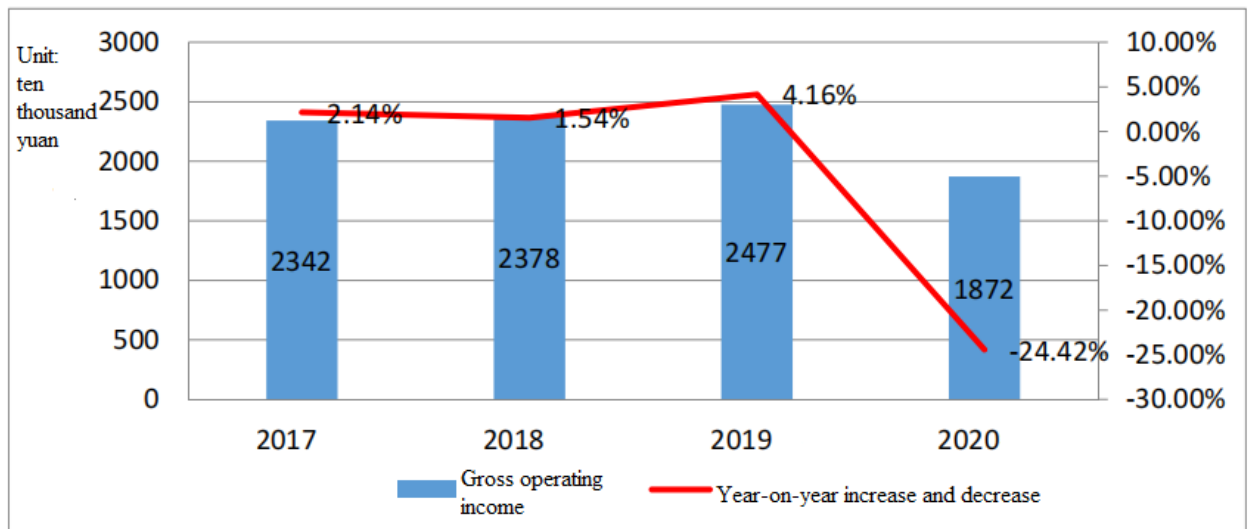


Figure 2.6. Freight volume of Chinese logistics Company 2016-2019

Data source: company internal data collation

As can be seen from Figure 2.6, the freight volume of China Z Logistics Co. LTD. increased year by year from 2016 to 2019, indicating that the development trend is stable at this stage. In 2020, the growth rate of freight volume fell to -41%, mainly due to the impact of the epidemic and the "city closure" of Chinese, which to some extent, shows that the logistics industry is very dependent on the external market and environment, especially in China

Small logistics enterprises are easily affected by the changes in external markets and economic trends.

Enterprise resource analysis of China Z Logistics Co. LTD

Enterprise resources is the enterprise in the process of production operation elements, for example, working capital, fixed assets, human resources, patented technology, brand, etc., it can be classified as tangible resources and intangible resources, among them, the tangible resources mainly include enterprise fixed assets and financial assets, the former mainly includes enterprise plant, equipment, land and other fixed assets, the latter mainly includes enterprise capital and financing. Intangible resources mainly refer to the goodwill brand, intellectual property rights, management ability, human resources and so on.

(1) Tangible resources

China Z Logistics Co. LTD. has a strong group strength to support-Zhuoer Holdings Co., LTD. It is the ultimate holding company of China Z Logistics Co. LTD. It is also a leading public property provider and service provider based on trading platform in China, mainly engaged in port logistics and transportation and other fields. It focuses on investment, investment, development and operation of high-quality large public property projects, such as port infrastructure, cargo ship transportation, etc., and strives to provide construction solutions and group financial support for its subsidiaries. Zhuoer Holdings Co., Ltd. ranked 62nd in the 2020 China Top 500 Private Enterprises list, with an operating income of 9363865 million yuan.

China Trade Group is a holding group of Zhuoer Holding Company. It was founded in Hong Kong in 1996. After more than 20 years of steady business accumulation, it was officially listed on the main board of Hong Kong Stock Exchange in 2018, stock trading code: HK.01719. The group operates Chinese Yangluo Port Phase I (holding), Yangluo Port General Terminal (wholly-owned) and other terminals, with a market value of about 2 billion yuan. With group operation and management is located in the Yangtze river basin in Hubei province, the han river basin multiple ports and wharf rich experience, plus the usual business operation of established customers and supplier network, China trade group was established in September 2016 trade supply chain, as a wholly owned subsidiary, engaged in group upstream suppliers and downstream customers supply chain management and trade business. Based on China and facing the global market, China Trade Group provides comprehensive port services integrating port services, multimodal transport logistics distribution, port processing trade and infrastructure construction, aiming to build the largest inland river port logistics system in China and build a leading port logistics ecosystem in China.

China Z Logistics Co. LTD. is located in Chinese Yangluo Port (national first I open port), and now has two special berths for five thousand ton containers, as the first specialized container terminal designed according to international

standards in the middle and upper reaches of the Yangtze River. The site selection of the wharf is excellent, which is not affected by the dry season and flood season in the Yangtze River basin all the year round. The wharf reliably berthing 5000 ton ships and 10,000 ton ships, which is conducive to the development of the trend of large-scale container ships in the Yangtze River. It is the leading deep-water port in the middle reaches of the Yangtze River. Although the scale and volume of China Z Logistics Co. LTD. are relatively small at present, the parent company has rich funds, strong assets and strong strength, which can provide a good guarantee for the sustainable development of the enterprise.

(2) Intangible resources

First, the port comprehensive logistics service capacity is strong. At present, Chinese is vigorously building Yangluo Bonded Zone. The future Yangluo Port area belongs to the strategic fulcrum of Hubei Province, and is the core hub port of the shipping center in the middle reaches of the Yangtze River. 80% of the import and export goods in Hubei Province are completed through Yangluo Port, and its container throughput ranks first in the middle and upper reaches of the Yangtze River. With the support of the government, the comprehensive logistics service capacity of the port has been continuously improved. In 2010, it exceeded 100 million tons and one million TEUs in 2014, six direct routes to home and abroad have been opened, and the first batch of direct ships along the Yangtze River have been independently developed, realizing three leaps in the core capacity of the shipping center.

Moreover, Chinese Yangluo Port, as the largest comprehensive logistics port in Central China, has a total investment of 370 billion yuan to rise into a port of 100 million tons and become the largest inland river shipping port in China. In the future, it will be built into a modern port integrating advanced port technology, an overseas international port in central and western regions, a hub port for water and water transit, and a pilot area for mutual promotion between port and industry. The development goal is "a port of one hundred million tons, ten million TEUs". The construction is expected to invest 37 billion yuan, the

annual output will reach 160 million tons, and the residential population of the supporting new urban area can reach 2.07 million. It will take 20 years to complete. The improvement of infrastructure in the future will further consolidate Chinese's leading position as the largest port in the upper and middle reaches of the Yangtze River and the first square array of inland river shipping in the world.

To sum up, the strong comprehensive logistics service capacity of ports is mainly reflected in the following three aspects: First, the great leap of infrastructure, vigorously promoting the construction of port and shipping facilities and collection and distribution network system, the port layout of the whole line is reasonable, and the whole region presents a development trend of modern port cluster with a complete range of heavy parts, bulk cargo and liquids. The second comprehensive, joint transportation as the port connects the vast central and western hinterland through multimodal transportation, it gathers the goods to Chinese by means of water transfer, iron combined transport and highway transfer; the liner quickly delivers them to Shanghai port, and then distributes them according to the final destination port of the goods, and vice versa. Third, the shipping service capacity has made great strides, the port continues to transform and upgrade, and build green port, port platform, information platform and technology innovation platform, which is a veritable "smart port". Relying on the above intangible resources, the continuous competitive advantage of China Z Logistics Co. LTD. has been greatly enhanced.

Second, the group brand effect is strong. Chinese International Container Co., LTD. (WIT), the parent company of China Z Logistics Co. LTD., is the construction and operator of Chinese Yangluo Port container terminal with a registered capital of 130 million yuan and a total asset of 400 million yuan. Now, it has two 5000-ton (100,000-ton class) berths and loading and unloading equipment for container bridge and crane. Due to its good management, high service level, excellent equipment and equipped with advanced CTMS system, CCTV system and other information management systems to support the efficient port operation, the company is currently rated as the benchmark enterprise of port

logistics service, and has created an excellent brand effect. Not only that, WIT was awarded by the Hubei Provincial Party Committee, the provincial government of the province to open up advanced units.

Under the guidance of the parent company, China Z Logistics Co. LTD. makes use of the perfect port infrastructure, adheres to the enterprise spirit of integrity, professionalism and innovation, and strives to provide efficient and convenient comprehensive logistics services to the society. The company owns or operates hundreds of transport vehicles, widely adopts the Beidou navigation system, and strictly standardizes the management of vehicle transportation and goods safety. It is a logistics company approved by Chinese Customs to carry out "district-port linkage bonded transportation". The company carries out domestic cargo transportation agency, customs declaration and inspection, ship agency, road transportation, combined transport operation and other businesses, after years of cooperation, has been highly recognized by many partners and customers. The company's partners include: COSCO, China Shipping, Sinotrans, Shanghai Changjiang Logistics, Maersk, Mediterranean Shipping, France ffy, etc. Important customers include: Germany BASF Group, Sinochem, HuakInternational Trade, WISCO International Trade, Yangtze River honey and other enterprises.

Analysis of the competitiveness status of China Z Logistics Co. LTD

(1) Enterprise management competitiveness

The management ability of an enterprise belongs to the potential and intangible resources of an enterprise. When the tangible resource input level of an enterprise is established, strengthening the management and reasonably allocating and utilizing the existing resources can improve the operation efficiency of the enterprise, increase the output of the enterprise, and achieve the purpose of enhancing the competitiveness.

China Z Logistics Co. LTD. increased its profit year by year from 2016 to 2019, basically maintaining a good profitability and level. With the increase of the company's scale and the gradual increase of business types, the company's

profit point has increased. The company has a stable and good management ability. With the increase of business volume, brand building is gradually ignored, and service management is not paid attention to, and the service quality is gradually reduced. On the other hand, due to the obstacles of management system and mechanism, the service quality and management level lag behind, and the management competitiveness of enterprises is gradually weakened.

(2) Marketing competitiveness

China Z Logistics Co. LTD. as a logistics enterprise, the main project is also limited to loading and unloading, transportation, warehouse. Relatively simple services such as storage, while value-added services such as circulation processing and supply chain solutions have not been popular. Therefore, strictly speaking, China Z Logistics Co. LTD. is still stuck on the development model of traditional logistics enterprises. In addition, the logistics service level can not meet the requirements of customers for the efficiency, convenience and stability of logistics, which has a large gap with many modern large logistics enterprises.

Due to the slow transformation speed of China Z Logistics Co. LTD., it is still engaged in logistics activities with traditional freight service thinking at the present stage. It does not have marketing concepts, cannot directly analyze and meet the needs of customers, does not establish a new service concept suitable for diversified needs, and it is difficult to create tailored logistics services for customers. It can be seen that the backwardness of transformation and upgrading is not conducive to improving the competitiveness of logistics enterprises in marketing.

(3) Product technology competitiveness

All fields of enterprise logistics activities need the support of technical level, that is, the use of technology to improve labor efficiency to increase the second source of profit, and the core basis of technology is the application level of modern electronic information technology in the logistics system. Of course, in addition to the application of information technology, it also needs to get the support of complex and diversified technical resources, including transportation

technology, packaging technology, distribution technology, storage technology, automatic loading, unloading and handling technology, etc.

Driven by the new infrastructure, China Z Logistics Co. LTD. is raising funds to develop the application of 5G, artificial intelligence, autonomous driving and operation research technology, hoping to change the loading and unloading transportation mode in the port and reshape the freight ecology. In 2019, with the development of 5G mobile communication technology, Chinese New Port took the lead in using 5G container unmanned transport vehicle. The enterprise initially tried to use 5G technology to control the container transport vehicle so as to improve transportation efficiency and reduce transportation cost, laying a good foundation for China Z Logistics Co. LTD.

(4) Business and service competitiveness

In 2019, the two parks of Chinese New Port Free Trade Zone realized the linkage function of district and port. Yangluo park give full play to the role of district port linkage vice card, adopt the mode of "shore straight" business, effectively China Z Logistics Co. LTD., transportation costs, simplify the customs clearance process, significantly improve the efficiency of customer customs declaration, currently yangluo port phase, phase ii park cooperation, the advantages of bonded area and port logistics advantage organic integration, give full play to the bonded area of radiation and leading role. In 2019, the import and export value of regional port linkage accounted for 12.86% of the total import and export value of Yangluo Park, the box volume accounted for 25.64%, and the freight volume accounted for 21.98%. The function of the bonded area was extended to outside the area, basically realizing the large customs clearance in inland areas, bringing great advantages to the business service improvement of China Z Logistics Co. LTD.

Analysis of the main competitors of China Z Logistics Co. LTD

Chinese's unique geographical advantages and its increasingly perfect transportation network provide a solid foundation for the development of logistics. Chinese is one of the few domestic hubs of "railway, water, public and

air", a national transportation network hub city. Many large domestic and foreign logistics enterprises are preparing for logistics centers in Chinese. Chinese is currently engaged in logistics, and there are 26,214 companies in the industry (this data is provided by Tianeye). In the fierce industry competition, logistics enterprises have serious homogenization competition, among which the more representative have the following two logistics enterprises;

(1) Chinese M Steel Logistics

M Steel Logistics is engaged in the field of steel logistics. The company has set up a steel logistics park in Chinese, which is located by the riverside of Honggang Port, Chinese Port of the Yangtze River. It is close to the city and has convenient transportation. It has become an important production center for large steel mills to manage storage products and carry out multimodal transportation. Over the years, the company has a perfect high quality, low cost, fast response of the whole-process logistics service system. The company has more than 100 heavy transport vehicles, one-time transportation can be close to ten thousand tons. In addition, the company has two unique advantages, one is the port cargo loading and unloading, the other is the batch warehousing service. In terms of port cargo handling, the company is located in Qingshan Town wharf, Qingshan District, Chinese Port, which is the only social wharf adjacent to the third Ring expressway. The wharf has the qualification of port operation license, can dock 5000 tons of ships, and has lifting equipment such as barge, large crane and floating crane. And there are many offices along the river basin, with logistics nodes, transit goods, to undertake the business ability of the return journey. In terms of port collection and warehousing services, located in Qingshan Town Logistics Park shipyard depot and the port terminal, covering an area of 60 mu. The warehouse in the park and the hoisting facilities are complete. At present, the indoor storage area of the park is 1500 square meters, which can store 80000 tons of cold rolled sheets; the outdoor yard is 20,000 square meters and can store 80000 tons of hot rolled rolls.

In addition, in terms of information technology, the whole-process logistics big data logistics application platform built by the company has built an information system covering the whole process, and realized the fine management of production and operation. The company's vehicles and ships are equipped with Beidou positioning terminals to control the real situation of the production line in real time. With the ERP system of storage, transportation and port lifting with big data application platform, it provides customers with accurate logistics tracking information at any time. The company attaches great importance to the construction of cooperative partnership, and its good logistics services have created a brand effect, and has won the trust of many cooperative enterprises. The company belongs to the regional long-term shipping carrier of Baosteel and Wisco. All the company has been awarded the "Best Partner" by WISCO Logistics and the honorary title of "Regional Excellent Logistics Company" by Baosteel.

(2) O Logistics Co., LTD

The company and Baosteel Group jointly carried out the construction of the second and third phases of iron and water combined transportation. The railway line entered the port area and connected with Xianglushan Station, solving the problem of iron and water combined transport cannot enter the port, making the seamless connection of railway transportation, and improving the efficiency of production, loading and unloading. In the wharf operation area, a new container berth has been established in the storage yard of the bulk cargo terminal, and the reliable berthing of 1140 teUS has been realized, and the estimated annual throughput will reach 80 0,000 teUS. At present, the projects under construction include railway loading and unloading yard, bulk material loading and unloading operation area and bulk cargo storage yard. In the future, it will meet the flow operation of multiple loading and unloading lines, and it is estimated that the annual container water-rail combined transport capacity can reach 40 0,000 teUS.

The second phase of water-rail combined transport project introduces the special railway container line, so as to connect the seamless connection of railway

and waterway transportation, breaking the embarrassing situation of the last kilometer of iron-water combined transport in the past. A logistics park of about 300 mu has been built near the project, realizing the characteristic service of "port station on the same site, transportation on the same site, customs and inspection on the same site", with the preliminary conditions of a modern logistics collection and distribution center.

The direct cause of the competition between enterprises is the need of enterprise development and survival, so a logistics co., LTD., Chinese must be for the supply of goods and business, with the rapid development of logistics industry in our country, in the homogeneity service strict, heavy market, China Z Logistics Co. LTD. Also can not get rid of the use of low price competition to attract customers.

(2) If the logistics co., Ltd. does not have strong and powerful competitiveness, it is difficult to obtain profits and maintain survival. At the same time, the establishment of infrastructure in some regions is unbalanced, leading to more and more fierce competition between regions and the gradual reduction of market share.

Analysis of competition status of China Z Logistics Co. LTD based on Porter five force model

(1) Supplier bargaining power The bargaining power of suppliers

The bargaining power of suppliers of China Z Logistics Co. LTD. can be analyzed from two levels. One is the price raising ability of suppliers in terms of mechanical equipment and port material procurement of port logistics enterprises, and the other is the bargaining power of customers in the process of cooperation with the port. Only by comprehensive consideration of the two levels can we fully understand the bargaining power of suppliers. First of all, at the procurement level of the company's machinery and equipment, there are few manufacturers producing port machinery and equipment, with a monopoly position and the price is relatively fixed. On the other level, most of the machinery and equipment of logistics enterprises are purchased in the form of customization, with less supply.

Therefore, it can be analyzed that China Z Logistics Co. LTD. is in a passive position in the bargaining process, and its own bargaining power is not strong.

Secondly, in terms of customer bargaining, China Z Logistics Co. LTD. is located in the first phase of Yangluo Port steel and petrochemical transportation, with 8 planned berths and a total capacity of 6.65 million tons, mainly responsible for the loading and unloading operations of containers, cement, bulk groceries, general cargo, steel and coal. It can dock at medium and large ships, and the number of iron and steel enterprises in the surrounding areas of Chinese is large, resulting in a large demand for coal and steel. Therefore, enterprises have a certain advantage in bargaining with customers. However, considering the long-term development in the future, the adjustment of China's energy structure, the demand for coal must be declining, so the general trend is that the bargaining power will decline. Therefore, China Z Logistics Co. LTD. should actively explore the bargaining power of the current suppliers and the direction of possible changes, and take certain measures to deal with them.

(2) Bargaining bargaining power of buyers

The bargaining power of the buyer is mainly from the customer's perspective, which refers to the size of the customer's bargaining power in the process of transaction. Specifically, in this case, it means that customers freely choose to cooperate with different port logistics enterprises, or in the process of choosing to cooperate with enterprises, they require enterprises to provide a higher level of service, which has a certain impact on the pricing power of port logistics enterprises. For example, in terms of ore terminals, the main sources of customers are steel enterprises and some other iron ore suppliers, and these customers have strong bargaining power.

At present, China Z Logistics Co. LTD. iron and water combined transport system is not perfect. The first phase of Yangluo Port is 3 kilometers away from the operation area, and the waterway transportation and railway transportation cannot be seamlessly connected. To complete the loading and unloading operation by relying on transport vehicles to complete the loading and unloading

of Pingjiang Road. The limitations of the site also seriously affect the transport and transfer efficiency of Yangluo Port. The loading and unloading line of the first phase of iron-water combined transport project does not meet the requirements of the loading and unloading operation of all container trains. At this stage, only half container trains are used for the loading and unloading operation, which greatly affects the efficiency of railway loading and unloading operation. In view of the limitation of transportation mode, these customers can not give full play to their advantages in the bargaining process of the port. In terms of coal terminals, the customers are mainly coal shippers. Some major customers account for a high proportion of the port throughput due to the large delivery volume. These customers can give full play to their advantages and lower the transportation price of the port.

(3) New entrants' threat

Although the new entrants have improved the production capacity of the industry to a certain extent, on the other hand, it has also increased the competition degree of the port. For Yangluo Port, the new entrants are mainly other industries who want to join the port logistics industry, especially the upstream and downstream customers of the port supply chain are most likely to become new entrants. We can specifically analyze the port logistics enterprises and Yangluo Port from other ports: in other ports, the new entry places threaten the port logistics enterprises mainly from Huangshi port, Ezhou port, Huanggang port and Xianning port. In terms of relatively large-scale transportation business, the port logistics companies of these ports have a relatively similar storage and transportation radiation range with China Z Logistics Co. LTD. For yangluo port port logistics enterprises, as the yangluo port comprehensive bonded zone, economic development zone, logistics processing zone, landing, yangluo port area logistics economy is expected to get rapid development, will bring more development opportunities, at the appointed time, the growth of logistics demand may lead to market in short supply, to attract more port logistics enterprises to

participate in the competition, a threat to the development of China Z Logistics Co. LTD.

In addition, in order to improve their own industrial chain or reduce operating costs, existing customers may also build their own port logistics enterprises. The entry of potential competitors will undoubtedly intensify the competition between port logistics enterprises and affect the development of China Z Logistics Co. LTD. Only by quickly taking certain measures to enhance their core competitiveness, can we maintain an invincible position in the future market competition.

(4) Threats of substitutes

The threat of substitutes is mainly that two different enterprises can provide the same service, and the two can replace each other, and there is a certain competition. At present, the substitutes of China Z Logistics Co. LTD. are mainly land transportation and air transportation. For China Z Logistics Co. LTD., due to the unique location advantage of Yangluo Port, it has a relatively extensive radiation effect on the economic zone along the Yangtze River. For the Xingang Economic zone, its main business source, the inland river transportation of Yangluo Port is a more reasonable way of transportation. Compared with air transportation, with high freight and low traffic volume, it is impossible to form competition with the port logistics enterprises of Yangluo Port. In terms of land transportation, China Z Logistics Co. LTD. has certain disadvantages in land transportation, mainly because there is a certain distance between the railway port in the iron-water combined transportation system and Yangluo Port, so it faces part of the threat from land transportation companies. However, in general, the railway transport capacity is limited and the transport cost is high. Although a certain transport capacity is diverted, it does not pose a replacement threat to the current business of China Z Logistics Co. LTD.

(5) Competition among industry competitors

In terms of the competitive environment among companies, Chinese is one of the few domestic hubs of "iron, water, public and air" and the national

transportation network hub city. Many large domestic and foreign logistics enterprises are building logistics centers in Chinese. There are 26,214 companies engaged in the logistics industry in Chinese (this data is provided by Tianeye). In Chinese, many competitors such as Chinese M Steel Logistics and O Logistics Co., Ltd. have divided the market. In the face of constantly squeezed market share space, it has caused huge market pressure on the development prospect of China Z Logistics Co. LTD. in some parts specifically, two representative competitors are Chinese M Steel Logistics and O Logistics Co., LTD. M Steel Logistics is engaged in the field of steel logistics, and its geographical location is good, with advantages in port cargo handling and batch warehousing services. At the same time, it also has certain advantages in informatization. The company has built a whole-process logistics big data logistics application platform, and built a whole-process coverage information system to realize the fine management of production and operation. The main competitive advantage of O Logistics Co., Ltd. is the advantage of railway integration. The railway line directly enters the port area and connects with the nearest Xianglushan station. The seamless connection between the railway and the port area greatly reduces the transportation cost. It can be seen that in the current market competition, a logistics enterprise in Chinese has certain disadvantages in port cargo loading and unloading, warehousing services and informatization, and should actively take certain measures to repair its weaknesses and highlight its own advantages, so as to enhance the core competitiveness of the market.

2.3 Identification of existing problems of China Z Logistics Co. to increase competitiveness

Operational efficiency needs to be improved

In the construction of core competitiveness, logistics enterprises need to form one or several key links as the leading and continuous organic integration of various elements. The integration ability is to integrate the technical knowledge and service skills of the enterprise into the core competitiveness of the enterprise through the institutionalization and procedure of the management process. In the construction of core competitiveness, it is necessary to form one or several key links as the leading and continuous organic integration of various elements. The operation activities of China Z Logistics Co. LTD. are roughly composed of five aspects: warehouse storage, loading and unloading of goods and handling, packing goods, distribution of goods and transporting goods. The increased time consumed by each part will increase the operating costs of logistics enterprises. In terms of storage management, China Z Logistics Co. LTD. was blocked in 2020 due to the epidemic, the storage materials for a long time, the loss of fragile and bad items was high, and some customer satisfaction was reduced. Although the storage cost was increased, the compensation loss was generated. The company's warehouse utilization data are shown in Figure 2.7 below.

Table 2.3. Data source company internal data collation

A given year	2016	2017	2018	2019	2020
Actual performance	1507	1428	1679	1544	2771
discrepancy	993	217	821	956	836
Utilization rate	60%	44%	67%	62%	77%

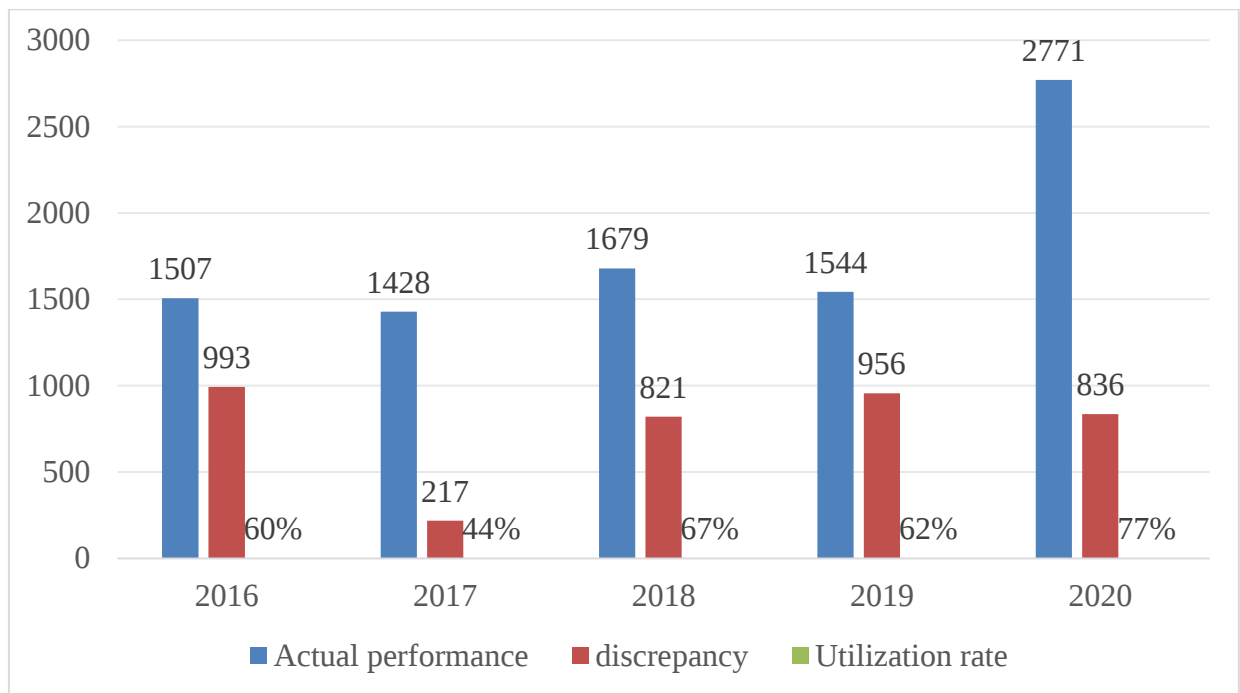


Figure 2.7. Warehouse utilization rate of China Z Logistics Co. LTD

On the other hand, there are still the following problems in the operational efficiency;

1. Low loading and unloading and sorting efficiency

In the process of loading and unloading, there is the problem of delay. When loading and unloading and sorting goods, the handling and unloading personnel work slowly, which affects the transportation time in the later period. Occasionally, there are delay and the arrival time cannot be specified. According to the company's data statistics, the deadline is for December 25, 2016 year because of delay complaints from customers (16); 2017 (19); 2018 (21); 2019 (27

From), it can be seen that the lack of management, resulting in the delay of goods transportation time, year by year.

Weak vehicle supervision ability

In 2019, due to the impact of the international situation, domestic oil prices raised oil prices 14 times. Rising oil prices mean higher costs for logistics companies. Due to technical defects, Chinese logistics company temporarily did not form a set of effective vehicle the management system, after the vehicle left the company, unable to accurately locate the precise location of the vehicle, only

judge the general position of the vehicles and goods, because the driver driving slow in transit, time is longer, unable to complete the plan transportation target within the prescribed time. In addition, the company can not respond in the first time in the event of an emergency, which is not conducive to reducing the loss. It also increases the amount of fuel consumed to transport items, which is also an important part of operating costs.

The cargo loss rate is too high

By December 25, 2019, according to the statistics of the company, there were 33 quality claims events in 2019, the main problems are: damage (7) (11 cases); and damage due to incorrect packing (5), the customer claimed RMB 360,000. On the one hand, it increases the company's cost, and on the other hand, it also affects the company's reputation.

(2) Weak competitiveness of human resources

Human resources plays a vital role in the resource management of enterprises and is the core of modern enterprise management. Therefore, having high-quality talents is a crucial factor to improve the core competitiveness of enterprises. In the strategic management level, an enterprise level of human resources can effectively promote enterprise sustainable, healthy, stable development, logistics enterprise competition in the final analysis is talent competition, the talent is an important resource of the enterprise, is the source of enterprise development power and power, especially for China Z Logistics Co. LTD., the booming inland port logistics enterprises, at present China Z Logistics Co. LTD., presents the overall number is uneven, talent structure aging, level ratio is unreasonable, business ability is not strong. As of October 2020, China Z Logistics Co. LTD. has 93 formal employees.

1. Unbalanced age structure

As can be seen from Figure 11, among the existing employees of China Z Logistics Co. LTD., the employees born in the 80s and 90s account for 41%, and the employees born in the 60s and 70s and 70s account for 46%. The

existing employees show prominent aging, which affects the undertaking of undertakings.

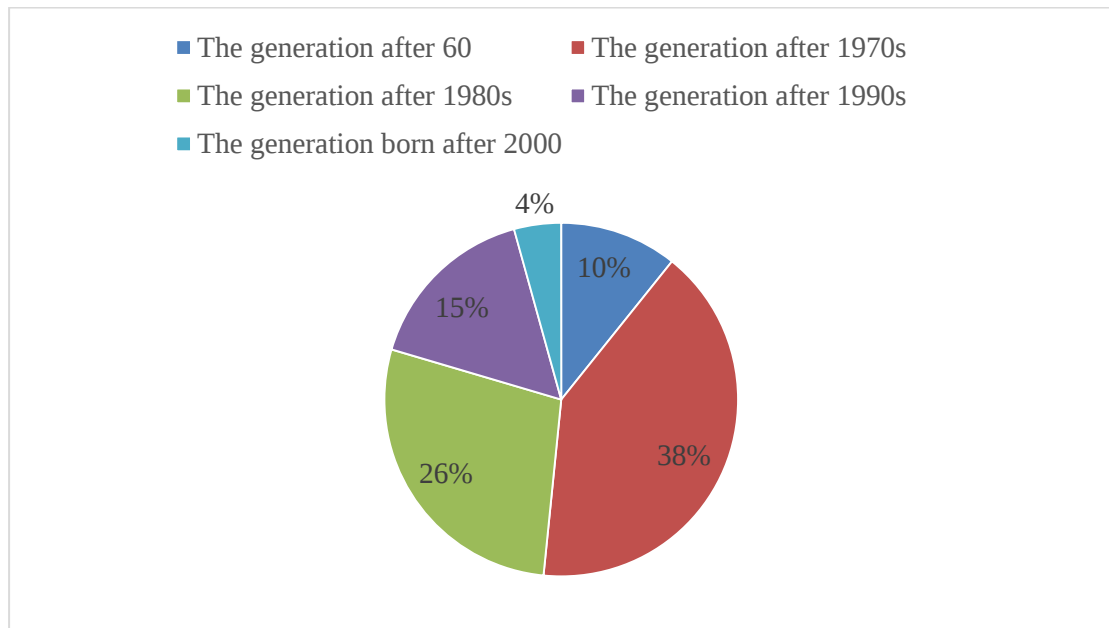


Figure 2.8. Age structure distribution diagram of China Z Logistics Co. LTD

Data source: from internal company data

Unreasonable educational structure

As can be seen from Figure 12, 42% of the employees have received higher education. In the logistics industry, the educational structure of China Z Logistics Co. LTD. is medium level, among which the employees of the management account for 25.27%, and college degree or above accounts for 42.45%. The overall quality of the company is not high. It can be seen that the company does not have a modern enterprise management concept, and at the same time, it also reflects the extensive recruitment work of the company.

Job adaptation needs to be improved

An enterprise post the higher the adaptation degree, employees can play will be more fully, thus the enterprise will also get better benefit, as can be seen in figure 13, Chinese a logistics, limited company 30 employees belong to management personnel and financial personnel, other are engaged in logistics line

operation personnel, marketing personnel belong to other jobs part-time status. China Z Logistics Co. LTD. has a weak management position and a weak concept of market business expansion. From the future development trend of the industry, having a strong management team is the enterprise to become bigger and stronger and improve the competition

The information platform is imperfect

At present, China Z Logistics Co. LTD, the internal platform informatization, the information interaction and sharing, intelligent decision-making and execution, deep coordination and integration of three aspects, therefore, not to the lowest cost to provide customers with high quality logistics services, which is now the enterprise facing the logistics industry services need to get the user's praise guarantee efficiency, also need the minimum of the cost of logistics consumption, to achieve the maximization of logistics benefits.

Weak ability of scientific and technological innovation

Since it cannot be based on innovative technology, China Z Logistics Co. LTD.'s thinking mode of making profits in the logistics industry is still based on the basis of the first source of profits, and adopts the thinking mode of low price competition. This business model is simple and extensive, the application of advanced technology is insufficient, and it is in a weak position in the market competition. Low price competition is a kind of behavior that disturbs the free competition market of goods, which is the main cause of disrupting the market balance in the market. Low-price competition infringes on the formal and serious product enterprises. Low-price competition also makes the image of enterprises in the market poor, making other industry peers disgusted and resentful.

Market disorderly positioning is unknown

China Z Logistics Co. LTD. is located in the central economy of the more developed region, Chinese currently engaged in the logistics industry companies as many as 26,214, generally unclear positioning, disorderly market competition, no differentiated services and other three aspects of the problem;

The market positioning is relatively vague

Logistics market of the "many, small, scattered, weak". As far as Chinese area is concerned, logistics enterprises adopt the form of "cluster", and the contracted lines and businesses are more classified and diversified. Enterprises engaged in logistics activities in the market vary in size. This centralized distribution pattern makes these business categories similar, and enterprises cannot accurately locate the market and make judgments on customer stratification.

Disorderly market competition environment

Because the logistics industry is still in the primary stage, compared with developed countries, there is no good market competition environment and competition mechanism, and there is no lack of effective market regulation means. The lack of market norms brings many problems to the market, and the lack of a fair and just industry credit evaluation system, which leads to the disorderly and chaotic market competition.

There is no differentiation in enterprise services

With the gradual expansion of the market, the competition in the logistics market is becoming increasingly fierce. The current situation of small and medium-sized logistics enterprises is mainly characterized by homogenized service and low-price competition. Most logistics enterprises provide services and content Similarly, there is no essential difference, each enterprise basically reduce the service price as the core of the promotion means to compete.

From the above analysis, the disorderly competition of the logistics market in Chinese makes the anti-risk ability of the whole industry low. During the epidemic prevention and control period, with the shrinking of business demand, the market competition became more fierce and disorderly. Most of the logistics enterprises only engaged in the traditional business of the process of profit space is gradually squeezed, operating difficulties, a batch of small and medium-sized logistics enterprises have closed down.

With the country attaches great importance, the epidemic prevention and control across the country has achieved phased victory. Now all walks of life are

recovering to their former levels. At the same time, the government has issued various policies, such as; stabilizing the employment rate, vigorously promoting financing, relaxing loan conditions, reducing enterprise costs, etc., to bring new opportunities for enterprises. Enterprises and institutions are also gradually promoting the resumption of work and production, and the work is being carried out steadily. Although everything has returned to normal, it will be affected by this outbreak for a long time in the post-epidemic era. The impact degree and time limit of this public health emergency on small and medium-sized enterprises is significantly greater than and longer than that of large enterprises.

Current outbreak is still in the world, China Z Logistics Co. LTD., as a port at both ends of the collection of the enterprise, its business will be affected by the global outbreak, should be more clear positioning, promote the enterprise unique differentiation services, to reduce the influence of the environment on the enterprise, keep competitive, steady development.

Conclusions on Section 2

The internal and external environment analysis of China Z Logistics Co., Ltd. is mainly analyzed from the domestic external environment and the internal environment of the enterprise. Compared with the western developed countries, the overall operation efficiency and quality of China's logistics industry is still low, and China's logistics industry has a long way to go on the road to reduce costs and increase efficiency. China's logistics industry started late, logistics technology and management level are relatively backward, the marketization level is not high. In addition, the supporting infrastructure is not perfect enough, which hinders the development of logistics enterprises. Secondly, the enterprise internal talent is scarce, the degree of informatization is not high, and the degree of attention to modern logistics is far from enough.

Analysis of the internal environment of China Z Logistics Co., LTD. :

1. Only a relatively small amount of profits can be converted into the net assets of the company, which is insufficient for the expansion of the company's technology and scale.

2. From the analysis of operation ability, China Z Logistics Co., Ltd. has relatively low anti-risk ability.

3. From the analysis of profitability, the company's net profit growth rate in 2020 fell to -95.79% due to the impact of the epidemic.

4. From the analysis of freight volume, the outbreak of the epidemic and the obstruction of logistics activities, to a certain extent, the logistics industry is very dependent on the external market and environment, especially small and medium-sized logistics enterprises.

The main problems of the competitiveness improvement of China Z Logistics Co., LTD. :

1. Operational efficiency needs to be improved
2. Weak human resource competitiveness
3. The quality management level is low
4. Insufficient technological innovation ability
5. Disorderly market positioning is unclear

SECTION 3

RECOMMENDATIONS FOR ENHANCING THE COMPETITIVENESS OF CHINESE LOGISTICS COMPANIES

3.1 Analysis of efficiency improvement and cost reduction of Chinese logistics companies

At present, the operation efficiency of China Z Logistics Co. LTD. is insufficient and has no advantage in business operation. Therefore, it is necessary to optimize the operation efficiency from the following aspects to improve the operation competitiveness. Must be optimized from the following aspects.

Reasonable allocation to reduce operating costs

Allocation methods should be optimized, and logistics costs should be reduced. Starting together from many aspects, Scientific transportation scheduling, labor performance management, optimization and reduction of operation links, scientific arrangement of positions, reduce loading, unloading and handling operations, improve commodity turnover; improve maintenance plan, Control of maintenance costs, Starting from the equipment maintenance, Establish the equipment maintenance ledger, Develop a reasonable maintenance plan, Reduce equipment damage caused by improper maintenance; control consumables expenses, Reduce the corresponding cost; In the fuel control to reduce the fuel use costs, Implement quota control; Labor protection supplies, sporadic supplies for strict control, Establish a sound requisition system, And record the detailed requisition records.

Strengthen information transmission

Information transmission should be strengthened. To collect, record, transfer, summarize and organize the actual cost through Internet technology, realize the timeliness and accuracy of information transmission and meet the

needs of supervision procedures; The data transmission shall be conducted with the correct route and timely by locator and fuel consumption monitoring to ensure the smooth and controllable degree of logistics information.

Establish a complete examination and approval system

Establish a cost examination and approval system. In order to control the logistics cost, less unnecessary waste, so that the allocation of resources in a reasonable link, it is necessary to pay attention to the responsibility system of hierarchical control and centralized control, and establish a strict cost examination and approval system.

3.2 Optimization of the level of talent development and personnel management

At present, logistics industry is a comprehensive complex industry, which is characterized by many fields across industries and sectors. It has the following characteristics: a large use of labor, more capital investment, the need to use complex and advanced science and technology. Throughout the development of the industry must have senior logistics management talents. Because of the particularity of the industry, it must also have a large number of executive talents and professional operation talents. Therefore, China Z Logistics Co. LTD. wants to get considerable development and have a solid foundation, must start the construction of talent team.

China Z Logistics Co. LTD. should rely on the advantages of Chinese as a fulcrum in the rise of central China, further improve the training and introduction of management talents, technical talents and professional talents, and improve the talent structure and improvement Talent management can thus better promote the enterprise into the stage of high-quality development. Specifically, the optimization measures can be divided into the following four aspects:

Innovate the dual assessment mode

According to the double assessment results of performance and values, the employees are classified into three types: A, B and C. Class A employee: outstanding talents with outstanding performance and values. Class B employee: outstanding performance but not abiding by values. Class C employee: talent with mediocre performance but values values. Class A employees are easy to stand out, and class B employees are easy to be eliminated. Therefore, when the talent review focuses on class C employees, especially those who have been working for many years. They seem to be conscientious but have no significant results. They have deep qualifications, occupy a part of the organization positions through the years, but the ability did not improve, and lack of potential. Many C employees in office, it is difficult to make a breakthrough. And they tend to suppress capable new people. If they are not replaced, demoted or even dismissed through the talent review, class C employees will hinder the normal talent flow of the company.

Improve the importance of talents

Attach importance to talents must be people-oriented, the comprehensive development of employees as one of the goals of the enterprise, so as to realize the combination of enterprise interests and individual interests. This is mainly reflected in the following aspects: First, the management of the company helps employees to make plans in line with the employees' personal development will and the company's development strategy, and combines personal development with the company's goals to achieve the purpose of attracting and retaining talents. For high-level logistics personnel, they should fully understand what they are suitable for unsuitable through career planning, so as to subtly improve the professional competitiveness of employees. In general, under career management, the company understands the employees' development wishes, motivation and career interests. It is conducive to the realization of the high matching of personnel and positions, maximizing the work efficiency and sense of belonging of employees, and reducing the loss brought by employee flow to the company.

Improve the talent training system

Establish personnel training system, post vocational skills training system, innovation and efficiency system, performance appraisal system, promotion system, so as to motivate the worker people, use, properly, exhibition, for the development of China Z Logistics Co. LTD, provide long-term post personnel training mechanism, talent reserve for the enterprise to lay a solid foundation. Strengthen the introduction of high-level logistics talents, gather talents by industrial development, and form "talent service industry, industrial service talents"

Optimize the talent incentive mechanism

Talent utilization rate is not high, the talent turnover rate is large, the main reason is derived from the lack of the risk of brain drain identification and salary distribution system, China Z Logistics Co. LTD., should formulate the implementation of scientific performance, strengthen salary incentive system, so as to improve job satisfaction, second should change the existing working mechanism, formulate effective incentive way, prevent the occurrence of the brain drain problem. (3) Personnel management level

Without continuous innovation activities and effective management activities, enterprises cannot improve their core competitiveness. Therefore, the corresponding systems and mechanisms must be formulated according to the characteristics of the company, so as to effectively improve the effectiveness and management level of innovation activities and management activities. The unreasonable organizational structure of an enterprise directly affects the development and future of the enterprise. At the same time, it also has the ability of technological innovation and the smooth development of enterprise management. Therefore, enterprises should optimize their own organizational structure, combine with the characteristics of the industry, draw lessons from the excellent enterprise organizational structure at home and abroad, and establish a more reasonable organizational structure. First of all, there should be clear responsibilities, the structure should be improved according to the characteristics

of the enterprise, and gradually establish a reasonable organizational structure. Learn the standardized operation process of large logistics enterprises, improve their own deficiencies, strengthen the internal management of various departments, introduce new technology, new equipment and new talents to promote the development of scientific and technological logistics, gradually cater to the development of the market to intelligent transportation, scientific and technological logistics transformation, and enhance the competitiveness of enterprises.

Establish a division of labor and cooperation mechanism

The purpose of division of labor and cooperation is to better respond to the close contact between various departments of enterprises, the enterprise department should strengthen the contact with the market department, so that other departments understand the ongoing market projects of the enterprise, and provide practical opinions. Establish a corporate culture in which all staff participate in decision-making, and try to integrate the ideas and ideas between employees and various departments into practice. At the same time, the power and responsibilities of various departments within the enterprise should be clarified, so as to avoid the conflict between departments caused by repeated decisions and avoid the occurrence of shirking responsibility to each other. Promote a good and harmonious cultural atmosphere within the enterprise, make the communication between departments more smooth and effective, and achieve better cooperation and cooperation between departments.

Enhance commercial risk management

In the process of enterprise operation, it is necessary to strengthen the confidentiality of customer information and business information, prevent the disclosure of information, and make competitors break down the barriers to seize customers and business opportunities. For marketing personnel, should sign the corresponding confidentiality agreement, all business secrets including business information, technical data, company policies, customer list, delivery, etc., should be kept by personnel, shall not borrow or reason, or be irrelevant personnel

contact, to prevent information leakage, reduce the risk of commercial activities. For new projects may be launched, should first conduct research and feasibility analysis, to conduct a comprehensive assessment of risk, pay attention to market trends, related policy changes, strengthen the connection between customers, understand customer demand and the market demand, from, and effectively reduce potential risks, according to the relevant information to formulate corresponding contingency plans to deal with the possible situation, improve the success rate of technology market project, so as to protect their own interests, enhance the core competitiveness of enterprises.

3.3 Development of recommendations for the development of a strategy to increase the competitiveness of Chinese logistics companies

And want to build intelligent logistics is inevitably inseparable from the current hot big data platform. China Z Logistics Co. LTD. should know how to take advantage of the construction of Yangluo Port, use big data + logistics, promote the continuous intelligent upgrading of the enterprise itself, and promote big data and artificial intelligence in ship navigation, cargo transportation, inventory and storage word technology combined, improve logistics efficiency, into the "smart port" system.

Strengthen data sharing

In this era of "Internet + logistics" making information transparent, all major ports at home and abroad regard information construction as the primary task of port reform and development. China Z Logistics Co. LTD. should start to vigorously develop the construction of "data exchange platform". Realize the real-time exchange of logistics information, vehicle basic data docking, network scheduling planning and other functions. Integrate the enterprise's warehousing,

transportation, internal process management and other application information, so that all data can serve more safely and effectively to enterprises and customers.

Develop "smart ports"

In response to market demand, we will accelerate the application of 5G intelligent unmanned container transfer truck, intelligent customs clearance service system, big data, cloud computing, edge computing and other technologies, constantly promote the completion of shipping information and intelligent projects, and realize intelligent scheduling, intelligent gate, automatic driving and intelligent tally as soon as possible. Realize the logistics enterprise to the entire logistics network information, intelligent.

Enterprise strategy level

Make clear their own development positioning

Under the condition of market competition, logistics services tend to be homogenized. In this case, China Z Logistics Co. LTD. is required not only to constantly meet the new needs of the market and customers, but also to have its own characteristics and create personalized services, so as to promote innovative services and differentiation. Differentiation can also be called differentiation, is a brand or goods without different with other products or brands, if the brand does not have differentiation, the brand does not have characteristics, cannot with other public brand identification and characteristics, in, at this stage market cannot unique also cannot be immune, many small and medium-sized logistics enterprises is because, do not have differentiation, without its own characteristics, so the ability to resist risk is low, can be forgotten by the market or customers, thus replaced by rivals or eliminated by the market. A competitive logistics company should have the characteristics and characteristics of a mainstream logistics company.

The epidemic has promoted the rapid development of many cooperation modes of logistics enterprises, such as online freight platforms, which makes logistics enterprises realize the possibility of enhancing their strength through online freight platforms. In the future, logistics enterprises should be more

actively and systematically combined with the network freight platform, and also accelerate the expansion of the circle of friends in the upstream and downstream industries, and carry out industrial cooperation through strategic cooperation, joint venture, joint development, and other ways to enhance the long-term growth momentum of the business.

The brand management strategy of China Z Logistics Co. LTD. must highlight its own characteristics, make use of its own advantages, and focus on the establishment of differentiated services. At the present stage, we should deepen the analysis of our own brand resource allocation, enlarge the advantages, establish unique and differentiated services, increase the investment in hardware facilities and intelligent management equipment, and make more use of research and research the way of customer interview is to accumulate experience, consider the development direction of the enterprise from the perspective of the market and customers, and set their own strong differences in the business segment.

China Z Logistics Co. LTD. Should find their own positioning, set up the "supply chain solution supplier" view, establish more branches in the central region, improve the integration of raw materials, product circulation, design optimization logistics solutions for customers, actively into the triangle port resources integration, play to the advantages of "Yangtze river golden waterway" in Chinese city expand its business scale and enhance handling capacity, service diversification, response to the needs of more customers, meet the diversified demand of the market. It is necessary to analyze the needs of customers and markets, refine and classify the market, classify the refined logistics services according to their own conditions, build lean logistics according to their own advantages, select some customers as the target market, and determine the appropriate service portfolio strategy to better meet their needs.

2. Strengthen enterprise brand construction

Specifically, logistics enterprises should be divided into regions, industries and grades. Select the target market according to the market size and growth potential as well as the enterprise's own resources, formulate competitive

strategies, abandon, look for the market entry point, and do not blindly expand. Moreover, it is necessary to give full play to the advantages of enterprises. In terms of objective conditions, China Z Logistics Co. LTD., located in Chinese New Port Area, is the core area of the Yangtze River Economic Belt. Enterprises should make good use of infrastructure, improve the logistics service level of enterprises, release the dividend of hub economy, and create a new growth pole of regional economy. In order to do this, the enterprise leaders of China Z Logistics Co. LTD. should establish a correct brand concept, control the existing market, tap potential customers, focus on the future, pay attention to the market trend, and pay attention to the long-term interests of the enterprise. Starting from the advantages to build the brand of "iron and water combined transportation", develop and expand the business, as the company's first products to the market. In addition, enterprises must pay attention to the quality of logistics services to create favorable conditions for enhancing the brand added value. Strive to cultivate the brand concept of employees, to promote the company's concept anytime and anywhere, while protecting the brand. Through excellent brand concept and accurate market positioning, the company will continuously improve the competitiveness and influence in the market, and effectively promote the development of the company and enhance the core competitiveness.

Conclusions on Section 3

China Z logistics Co., Ltd. competitiveness promotion strategy suggestions mainly includes the following five levels:

1. Improve efficiency and reduce costs
2. Optimize talent development
3. Personnel management
4. Technology innovation level
5. Enterprise strategy level

At present, China Z Logistics Co., Ltd. lacks operational efficiency and is not dominant in business operation. Therefore, it is necessary to optimize operational efficiency from the following aspects:

- 1, Reasonable deployment to reduce operating costs should optimize the deployment mode, reduce logistics costs.
2. Strengthen information transmission.
3. Establish a complete approval system.

If China Z Logistics Co., Ltd. wants to get long-term development and have a solid foundation, it must start the construction of talent team. Should rely on the existing advantages, further development the training and introduction of management talents, technical talents and professional talents, and the improvement of talent structure and talent management can better promote the enterprise to enter the stage of high-quality development. Specifically, the optimization measures can be divided into the following four aspects:

1. Innovate the dual assessment model
- 2, improve the degree of talent attention
3. Improve the personnel training system
4. Optimize the talent incentive mechanism

The unreasonable organizational structure of enterprises directly affects the development and future of enterprises, and at the same time, the ability of technological innovation and the smooth development of enterprise management. Therefore, enterprises should optimize their own organizational structure, combine the characteristics of the industry, learn from the excellent corporate organizational structure at home and abroad, and establish a more reasonable organizational structure. First of all, we should divide clear responsibilities, improve the structure according to the characteristics of the enterprise itself, and gradually establish a reasonable organizational structure. Learn the standardized operation process of large logistics enterprises, improve their own shortcomings, strengthen the management of internal departments, introduce new technologies, new equipment and new talents to promote the development of science and

technology logistics, and gradually cater to the development of the market to transform to intelligent transportation and science and technology logistics, so as to enhance the competitiveness of enterprises.

1. Establish a division of labor and cooperation mechanism
2. Enhance business risk management

China Z Logistics Co., Ltd. should know how to leverage the construction of Yangluo Port and use big data + logistics to promote the continuous wisdom of the enterprise itself it can be upgraded to promote the combination of digital technologies such as big data and artificial intelligence in ship navigation, cargo transportation, and inventory warehousing, improve logistics efficiency, and integrate into the "smart port" system.

1. Strengthen data sharing
2. Develop "smart ports"

The brand management strategy of China Z Logistics Co., Ltd. must highlight its own characteristics, make use of its own advantages, and focus on establishing differentiated services. At this stage, we should deepen the analysis of our own brand resource allocation, magnify our advantages, establish unique and differentiated services, and increase the investment in hardware facilities and intelligent management equipment. In addition, enterprises must pay attention to the quality of logistics services to create favorable conditions for enhancing brand added value. Strive to cultivate the brand concept of employees, to promote the company philosophy at any time and anywhere, while protecting the brand. Through excellent brand concept and accurate market positioning, the company will continuously improve its competitiveness and influence in the market, effectively promote the development of the company and enhance its core competitiveness

CONCLUSIONS

Today, the world is undergoing great changes unprecedented in a century. With the steady growth of China's economy year by year, the logistics industry has also developed by rapid leaps, the global economy is slowly recovering, and the logistics industry will support the rapid development of China's service industry. How to maintain the long-term prosperity and sustainable development of logistics enterprises; how to seize the opportunity of economic take-off; first we must establish a good enterprise understanding, recognize the advantages of enterprises, and use their own advantages. On the other hand, on the basis of cost control and infrastructure investment, we should control the key links, so as to reduce costs and then create higher profits.

As the supply side structural reform, in our country to build with domestic big cycle as the main body, "domestic and international binary mutual promotion" under the new development pattern, how to improve the enterprise quality management, development and reference new technology, broaden the market, open cooperation, attaches great importance to the care experience and logistics services should be China Z Logistics Co. LTD., as the first process. At the same time, it is necessary to pay more attention to talent introduction, personnel training and team training; at the same time, we should respond to the national call to improve the awareness of green logistics, and strive for the development of technology logistics, efficient transportation, characteristic service and environmental logistics under the premise of meeting the national policy.

Through this analysis and study, the paper mainly obtains the following conclusions:

Through a comprehensive understanding of China Z Logistics Co. LTD., Including its parent company and the ultimate holding company, And analyzed according to the relevant industry data, Its existing problems, such as small logistics throughput, low level of logistics modernization, insufficient human

resources, low information level, For the problems reflected in the data, Carefully analyze and find out the deficiencies existing in the development of enterprises, And make relevant suggestions for the problems found; firstly, Chinese No.1 Logistics Company should strengthen the construction of logistics informatization, Accelerate the process of platform construction, Use the data interaction of the information platform to provide a more powerful power for the company's business. Secondly, strengthen characteristic logistics services, create differentiated brands, and enhance the brand awareness of enterprises to a greater extent. It provides a reference for similar small and medium-sized logistics enterprises, and provides an effective management scheme and basic guarantee for the strategy research to enhance the core competitiveness.

The innovation of this article mainly lies in four main points, One thing, Different from the perspective of general scholars in studying large port logistics enterprises, In this paper, China Z Logistics Co. LTD., a small and medium-sized port logistics company, as the research object, Pay more attention to the development of small and medium-sized port logistics enterprises; second, Analysis of the internal and external environment of China Z Logistics Co. LTD. by using PEST analysis and Porter Five-force model, Can more comprehensively and deeply grasp the competitiveness of the company; third, Combining the macro perspective with the specific circumstances of the company, Grasp the market environment and policy trends and guidance, Analyze the opportunities that port logistics enterprises can take advantage of; 4, The specific measures to optimize the competitiveness promotion strategy of port logistics enterprises are put forward.

In order to realize the crisis, it need to use the existing conditions and continuously improving infrastructure to promote the intelligent upgrading of enterprises, with the help of policies enterprise financing capacity, efforts to expand the scale of operation, improve the level of logistics, to a higher level. This is for the help phase the development of related enterprises and industries, has a rich practical value.

The recognition of competitiveness is not enough, and there are many factors that can affect the core competitiveness of logistics enterprises, so it cannot be compared one by one. Moreover, there are many domestic logistics enterprises, and each has its own strengths, and there are huge differences between individuals, so it is difficult to analyze the core competitiveness of logistics enterprises through several competitiveness theories. In the next research, it is necessary to dig into the theory, compare and analyze different categories of logistics enterprises according to the characteristics of different enterprises, find the competitive advantages of enterprises, find ways to overcome the disadvantages, and provide a way for logistics enterprises to improve their competitiveness.

In the future research, we will further study the relevant conditions of the core competitiveness of enterprises, and further analyze the various factors affecting the core competitiveness of enterprises.

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