Enterprise Logistics Management Strategy under Supply Chain Management Mode

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Abstract: At present, as various types of enterprises in the supply chain management mode, invest heavily in the logistics field, and build a smooth and complete logistics system, in the hope of improving their work efficiency and product competitiveness. Therefore, in the supply chain management environment, how to build a perfect logistics system and innovative logistics management methods has become one of the key contents of various enterprises, especially manufacturing enterprises. This paper used the theory of supply and demand, transaction cost economics and other economic theories and management theory such as supply chain management and logistics integration management to analyze the rationalization of enterprise manufacturing logistics under the supply chain management environment. After analyzing the relationship between enterprise logistics management and supply chain management mode under the supply chain environment, as well as the challenges and dilemmas faced by enterprise logistics management, the paper proposed the optimization and innovation of enterprise logistics management strategy under the supply chain management environment. And from the three aspects of the material warehouse optimization strategy, the finished product warehouse optimization strategy and the logistics transportation optimization strategy.

1. Introduction

Enterprise logistics is the foundation of the entire social logistics, the main body of the logistics industry service market demand, and an integral part of the entire logistics system. The level of rationalization of enterprise logistics will directly affect the level of logistics development of the entire society. As supply chain management is widely used in foreign companies, more and more Chinese companies are beginning to strengthen supply chain management. Studying the rationalization of enterprise logistics under the supply chain management environment will help enterprises adopt advanced logistics concepts and advanced information and logistics technologies [1]. Systematic integration of supply logistics, production logistics and sales logistics will promote the improvement of the logistics level of the whole society from the source and promote the modernization of China's enterprise logistics.

However, the logistics level of China's current enterprises is still in the revolutionary stage as a whole, and even many enterprises are still in the stage of awakening and awareness. Due to the low level of development of Chinese enterprises, many enterprises still cannot talk about logistics management and logistics modernization. Even if China's integrated logistics can grow up in competition with multinational companies, it will face development but it is useless. This exposes the adverse effects and constraints imposed by the backwardness of the enterprise logistics level on the development of the logistics industry. Therefore, at the beginning of the development of the logistics industry, we should raise the development of the level of enterprise logistics to the level it deserves [2]. By studying the rationalization of enterprise logistics management strategies under the supply chain management environment, it helps enterprises to adopt advanced supply chain management concepts and advanced information and logistics technologies to systematically

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integrate supply logistics, production logistics and sales logistics.

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2. Analysis of the relationship between enterprise logistics management and supply chain management mode in supply chain environment

The extensive deepening of supply chain thinking has brought about new changes in the logistics management model. Different logistics management have their own advantages and disadvantages and applicable conditions. The choice of a logistics management model suiTable for industrial enterprises directly affects the logistics efficiency improvement, cost reduction and the shaping and strengthening of the core competitiveness of enterprises [3]. Enterprises should fully understand the various logistics management models, combine their own supply chain and enterprise development and other factors to select the logistics management model, so as to better promote the development of enterprises through logistics.

2.1 Enterprise Logistics Management Organization under Supply Chain Management Mode

Only the logistics, procurement, production, sales and other departments of the enterprise can work together to achieve the overall advantages of the supply chain. This has led to the emergence of a supply chain management organizational structure. It can coordinate the supply, production, sales and recycling of logistics activities from the overall supply chain, and strive to reduce the losses caused by “benefits” and ensure the overall benefits of the company. Its typical organization is shown in Figure 1 [4]. Companies that implement third-party logistics models and establish logistics subsidiaries use logistics organizations of this model.

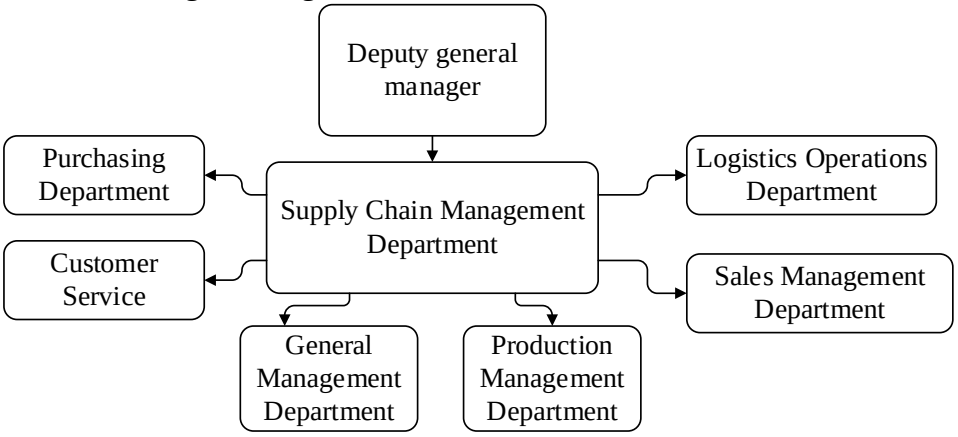

Figure 1. Organizational chart of enterprise logistics management under supply chain management mode

2.2 Logistics management is a key part of supply chain management

We can understand logistics management as a key part of supply chain management from a technical level and a strategic management level. From a technical point of view, achieving cost reduction through logistics management to achieve product value-added is an important performance of logistics in improving product competitiveness. The value added of logistics management to enterprise products and services is mainly reflected in the use of various technical

means to improve the logistics operation process, thereby improving logistics efficiency and productivity and significantly reducing the unit cost of goods. The reduction of logistics costs, the increase of corporate benefits, and the enhancement of core competitiveness are inseparable from logistics. From the perspective of strategic management, the enhancement of logistics management to the entire supply chain and the competitiveness of the enterprise itself is mainly reflected in the organizational structure [5]. Logistics itself is a complex control system that correctly balances the purchase of materials, the transportation and storage of products within a certain period of time. Achieving a reasonable balance between these three is the optimal return to the enterprise for logistics management.

2.3 Necessity analysis of enterprise logistics management strategy optimization in supply chain environment

In the constantly changing supply chain environment, the support of enterprise logistics management to the core competitiveness of enterprises is becoming more and more obvious. And a logistics management model suiTable for the needs of enterprises is the basis for the organization and management of corporate logistics activities. This requires enterprises to evaluate and diagnose the existing logistics management model, and on this basis, re-select a logistics management model suiTable for enterprise development. Mode selection has become an ineviTable requirement for enterprise development [6]. The specific analysis is shown in Figure 2.

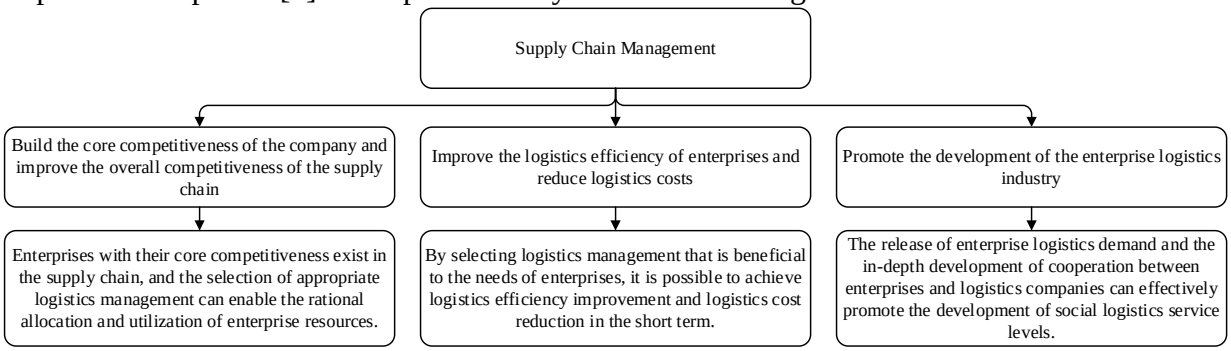

Figure 2. Analysis of optimizing enterprise logistics management strategy in supply chain environment

3. Challenges and dilemmas in the process of enterprise logistics management

With the rapid development of China's science and technology and economy, more and more Chinese local enterprises have begun to rise, and the competition in the internal and external markets of enterprises has become increasingly fierce. Most of the existing logistics organization settings in the enterprise, as well as the adopted “self-operated mode, supplemented by third-party logistics” logistics operation mode began to expose some defects and shortcomings, the specific performance as showed in follows:

(1) The existing logistics management model has made it impossible for enterprises to focus on their core competitiveness, which has led to a decline in the world's leading R&D technology and manufacturing processes and market share;

(2) Enterprises investing in the construction of storage facilities, purchasing logistics resources such as loading and unloading transportation vehicles, purchasing and maintaining logistics information systems, recruiting and training logistics management personnel will increase the scale of investment of enterprises and increase investment risks and operational risks;

(3) The logistics department warehousing team is responsible for too much work.

It distracts and wastes a lot of energy and time for managers, and some unimportant businesses are also assigned to the warehousing team;

(4) The enterprise pushes the transportation link in the sales logistics to the customer, which increases the work and cost of the customer and damages the competitiveness of the enterprise [7].

4. Optimization and innovation of enterprise logistics management strategy under supply chain management mode

With the continuous development of the company and the expansion of the business, what is most needed is a sTable, efficient, low-cost logistics to provide cost protection for production and operation activities. This is the ultimate goal of our logistics management optimization. The optimized logistics management strategy must solve the problems existing in the current logistics links. Such as supplier delivery time and quality issues, warehouse destocking issues and logistics transportation activities. Reduce the cost of the company and improve the efficiency of logistics management in the process of solving these problems. Through the analysis of the current situation of logistics management in most enterprises in China, it can be seen that in the logistics management optimization strategy of enterprises, it should be dealt with from the aspects of material warehouse management, finished product warehouse management and logistics transportation management. In addition, the operation efficiency of the material warehouse is improved, the high inventory of the finished product warehouse is reduced, and the time required for the logistics and transportation process is reduced [8]. The logistics management strategy is optimized from the following aspects.

4.1 Optimization strategy for material warehouse

In order to reduce the inventory and reduce costs while ensuring normal production and delivery, companies must abandon the bad inventory management model and use a new inventory management model, which is supplier inventory management. With the supplier inventory management model, companies can effectively transfer inventory from the material warehouse. At the same time, it also improves the timeliness and accuracy of supplier supply, and reduces production costs while improving production efficiency. Its specific supplier inventory management process is shown in Figure 3.

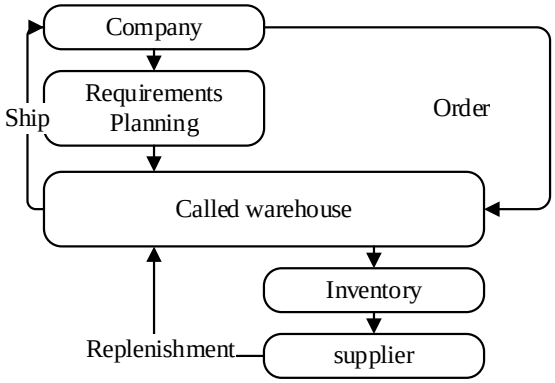

Figure 3. Supplier's inventory management process

Obviously, this inventory management model is beneficial to the enterprise. Similarly, for suppliers, this inventory management model not only does not increase costs, but can also appropriately reduce the inventory of their own enterprises. So for enterprises and suppliers, the supplier inventory management model is a win-win solution. Through the supplier inventory management mode, not only the work efficiency of the materials department is improved, but also the information sharing between the enterprise and the supplier can be effectively completed. This is not just the sharing of in-house production inventory information, but also the sharing of market forecast information.

4.2 Optimization strategy for finished product warehouse

The optimization strategy of finished product warehouse in enterprise logistics management under supply chain management mode mainly involves three aspects: on-time production, improved finished product warehouse layout and perfect supply chain information system. The details are shown in Table 1.

Table 1. Optimization strategy of finished goods warehouse in enterprise logistics management under supply chain management mode

Optimization strategy	Optimize contents	Examples
Just production	Improve the efficiency of workers' work and reduce the impact of the quality of materials on production.	Strengthen the training of new employees, increase the welfare of employees, and reduce the turnover rate of old employees.
	Optimize content	Reducing the defective product rate of production materials can effectively increase the achievement rate of daily production targets.
Improve finished product warehouse layout	Improve the layout of finished warehouses based on inventory	Combine areas of different destinations and put all the products to be delivered to one outlet.
Improve the supply chain information system	The finished product warehouse issues a delivery notice to the material warehouse according to the delivery and delivery information provided by the logistics department.	By knowing the delivery schedule in advance, the work efficiency is improved, the working time required for delivery is shortened, and the guarantee for the delivery of the goods on time is provided.

4.3 Optimization Strategy for Logistics Transportation

At present, the main problems in the logistics and transportation of most enterprises are caused by the lack of timely information sharing in the supply chain. Therefore, the optimization measures adopted by enterprises for these problems are to introduce new supply chain information systems while improving the existing supply chain information system, and jointly solve the problems in the logistics process.

4.3.1 Optimization of internal logistics supply chain information system

When the logistics department arranges loading, due to insufficient information, it causes waste of container space. When the goods are undercharged, the logistics cannot judge the time required for the goods to be put into storage. In the case of a small amount of shipments, in order to make full use of the container space, the logistics can first arrange the CDC computerized goods into the container to preempt the required space. This avoids waste of container space. However, in the case of a large number of shipments, if the logistics department arranges for CDC computerized goods to enter the container, the container will eventually lead to multiple containers that cannot be loaded due to mismatching. Therefore, the logistics department has to choose to waste container space. The way to arrange loading. In order to solve this problem, enterprises can make corresponding designs in the newly introduced supply chain information management system, so that the logistics department can obtain the corresponding status information of each shipment [9]. Thereby making accurate judgments to minimize the waste of container space.

4.3.2 Optimization of external logistics supply chain information system

The external logistics supply chain information system optimization is divided into two parts. Part of it is to improve the original supply chain information system, and the other part is to introduce a new supply chain information system. Starting from two aspects, it will play a role in improving the supply chain information system (Figure 4).

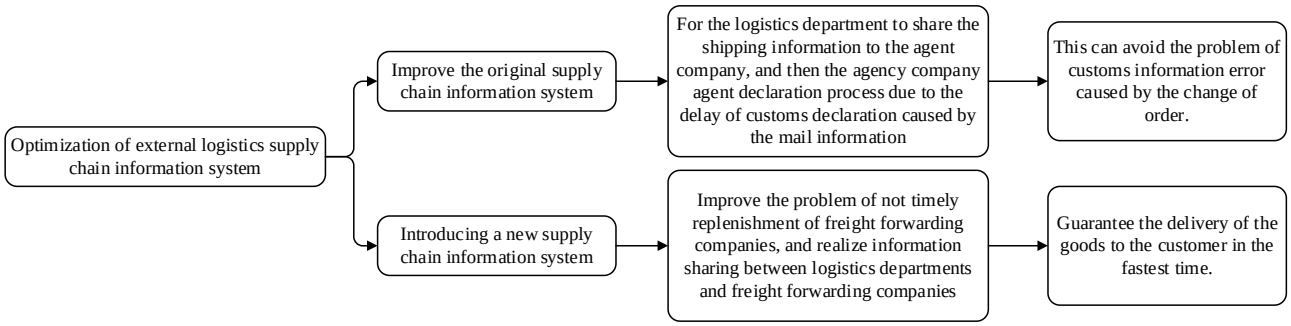

Figure 4. Optimization strategy for external logistics supply chain information system

By improving the original logistics supply chain information system and introducing a new logistics supply chain information system, the logistics department has greatly improved the work efficiency while solving the problems in the work. The improvement of the supply chain information system has made the logistics department's work more streamlined and refined. Compared with the previous rush, the state of reminding each company, the current work shows more logic and rationality.

5. Conclusion

Supply chain management, as the main mode of current industry operation, is not only closely related to the value creation of the main enterprise, but also extends to the value chain of equipment suppliers and dealers of various levels related to the main enterprise. Enterprises should develop logistics systems based on a sound supply chain to reduce production and sales costs, improve economic efficiency and core competitiveness. Logistics management based on supply chain is to maximize the effectiveness of various logistics information resources through efficient collection, scientific processing, rational allocation, full sharing and effective control of logistics information in the supply chain. Thereby realizing the value of logistics management, thereby realizing the value added of the overall supply chain.

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