

Research on Logistics Management Problems and Countermeasures of Longtai Electronics Co., Ltd.

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Abstract—This paper makes an in-depth analysis of logistics management of Longtai Electronics Co., Ltd. in terms of coordination, procurement, sales logistics, informatization, standardization, etc., and provides suggestions for improvement from the aspects of strengthening enterprise management, information and standardization investment, procurement cost control, etc., so as to promote the efficiency of enterprise logistics.

Keywords—enterprise logistics; solution; logistics cost

I. INTRODUCTION

Longtai Electronics Co., Ltd. is a professional electronic connector manufacturer integrating development, manufacturing and sales. Its products are widely used in household appliances, automobiles, communication equipment and other fields. With the development of the enterprise, Longtai Electronics Co., Ltd. is increasingly aware of the importance of logistics management for the development of the enterprise, and also integrates logistics management into the important work of enterprise management.

II. PROBLEMS IN LOGISTICS MANAGEMENT OF LONGTAI ELECTRONICS CO., LTD.

From the current internal logistics function distribution and current status of logistics management of Longtai Electronics Co., Ltd., it can be seen that there has problems in internal logistics management, as follows:

A. Higher Coordination and Communication Costs and Lower Work Efficiency

In the enterprise, there are clear processes. However, affected by the market and research and development, coupled with the lack of materials and equipment, the planning chain is often in a state of chaos and disorder. Moreover, due to the poor flow of funds and the inaccurate arrival of materials, the temporary material restructuring and substitution have virtually increased production costs. At the same time, the enterprise is not perfect in various rules and regulations, and the implementation is not so good, which leads to the low initiative of the enterprise members in the work, forming a situation in which people are not pushing things, but things are pushing people away, and seriously reducing the efficiency of the work.

B. Higher Procurement Costs

In the procurement logistics management system, the enterprise purchases materials with long procurement cycle, poor quality, unsatisfactory arrival, and changes in procurement plans, resulting in higher procurement costs.

C. Chaos in Procurement and Sales Logistics System Management

In the system of production procurement and sales logistics, there are many warehouses. However, the storage space utilization efficiency is low, and the function is single. It is very inconvenient in centralized management, which results in higher labor costs and increases transportation and storage costs. Those items are disorganized, inconvenient to access, unable to achieve fifo, increasing rework costs and packaging costs. In the sales logistics and procurement system, the enterprise cannot track the goods after the regular goods are issued. It is impossible to know the exact arrival time of the goods. It only knows the time the goods are up. Therefore, the goods do not arrive in time, and the enterprise can only take some other roundabout way in production, raising the cost.

D. The Degree of Management of the Enterprise's Information System Is Not High

In various logistics systems, the data is still recorded manually by hand. The data recording work is very repetitive and cumbersome, which increases the risk of data recording errors, wastes a lot of manpower and material resources, and improves the enterprise's production costs. However, the production efficiency is still reduced. In the production, the process is not smooth; the planning is unreasonable; and the production line is not balanced. As a result, the warehouse inventory and the products being manufactured are too much; the inventory turnover rate is relatively low; the inferior quality is too high; and a large number of circulating fund of enterprises are occupied.

E. The Standardization of Logistics Tools Is Not High

The enterprise's working position apparatus is varied, for example, plastic boxes and cartons, etc., and there are some special appliances, which are inconvenient in the flow of logistics, greatly increasing the handling of products.

III. ANALYSIS OF THE CAUSES OF LOGISTICS MANAGEMENT PROBLEMS OF LONGTAI ELECTRONICS CO., LTD.

Some of the problems in the logistics management of Longtai Electronics Co., Ltd. are as follows:

The level of management can't keep pace with the development of the enterprise. The enterprise lacks the comprehensive and overall command and control of logistics. At the same time, the thinking of each department is more serious, and the degree of collaboration is not very high.

Due to the quality assurance ability, the production capacity and the scattered suppliers, the shortage of resources, the procurement cycle and the quality of the purchased materials are unstable, and most of the major suppliers are relatively far from the enterprise. The purchase cost is very high.

The logistics management of Longtai Electronics Co., Ltd. has not done very detailed and comprehensive in terms of logistics time, quality, quantity, information management and cost management. Therefore, there are many questions such as inaccurate quantity, poor quality goods, much storage, high capital occupancy rate, and low production efficiency.

The suppliers of Longtai Electronics Co., Ltd. and their own enterprise do not use relatively professional third-party logistics enterprises and information management systems. Some of them are distributed by individuals, and only entrust some individuals to carry out transportation. As a result, the goods cannot be tracked in real time and the goods cannot arrive in time. Furthermore, the logistics equipment of Longtai Electronics Co., Ltd. is not matched with each other. The connection between the facilities and the logistics package is not smooth, which makes it difficult to integrate the items such as the storage, loading and unloading and transportation links, leading to repeated loading and unloading serious and leaving more warehouses.

IV. LOGISTICS MANAGEMENT COUNTERMEASURES OF LONGTAI ELECTRONICS CO., LTD.

A. Strengthening Logistics Quality Management

The logistics management of Longtai Electronics Co., Ltd. is currently a blind spot in quality management. It is only involved in the specification of workers' operations and the management of warehouses. The enterprise has not paid enough attention to this. In view of this, the logistics management department must incorporate the management of logistics quality into the scope of work, and the special personnel of the station are responsible for unified supervision, assessment and management. The logistics management department shall formulate specifications for logistics quality management, and make an analysis of logistics quality. Management techniques that use quality factor analysis are the tools that managers must learn. When conducting quality statistics, managers must also do a good job of counting the quantity. If the inferior goods are inspected, they should be analyzed. If the problem is in the

circulation of goods, it is managed by logistics. If the quality of the process is problematic, it will be submitted to the quality assurance department for processing. If it is a material problem, it will be submitted to the purchasing department for processing. If there is a serious problem with the quality, a specific analysis of the responsibility should be made and handed over to the relevant person in charge.

B. Increasing Logistics Investment

In view of the current low level of logistics informatization and low logistics standardization, it is necessary to increase investment in logistics informatization and standardization. For example, it is necessary for the enterprise to construct its own information management system in combination with the requirements of the ERP information management system, so that it can be prepared in the future with the group enterprise's information system, avoiding repeated labor and better adapting to the development needs of the entire group. According to production characteristics, the enterprise should use the perspective of the supply chain to understand, qualitatively and quantitatively analyze the material flow inside the enterprise, use the logistics informatization to unitize, assemble, standardize and generalize the basic logistics container to logistics mechanization and automation, and gradually implement technological transformation, so as to improve the efficiency and smoothness of logistics activities. The matching of logistics equipment and the effective implementation of pallet, packaging, loading and unloading will greatly improve the efficiency of logistics. Although the initial investment is larger, it is of great help to satisfy customers, improve work efficiency and service level, and reduce logistics costs.

C. Strengthening the Management of Logistics Procurement Costs

In the original cost financial management of logistics management of Longtai Electronics Co., Ltd., there is no subject of procurement cost. However, the procurement cost takes up a large proportion of logistics cost for this type of enterprise. Therefore, separating the procurement cost from other costs is the primary task of procurement cost management. It is necessary to correctly divide the enterprise procurement cost accounting project. Enterprises can present accounting method for some necessary changes, make business accounting according to the regulations of the current financial and accounting system. At the same time of accounting, another management accounting record book shall be set up, and the logistics cost shall be collected according to the items of purchase cost in the record book, so as to facilitate the assessment and analysis of procurement costs and facilitate the control and management of procurement costs. Procurement cost accounting can help enterprises decide whether procurement activities need to be outsourced, that is, whether to choose third-party services. At the same time, for the current situation of the enterprise's variety and small batch size, the enterprise should start from many aspects, and adopt the method of spreading or not supplying to other enterprises with low annual output value and small batch size.

V. IMPLEMENTATION OF LOGISTICS BUSINESS OUTSOURCING STRATEGY

In the process of optimizing internal logistics, the logistics management of Longtai Electronics Co., Ltd. will inevitably involve the following aspects: transformation of logistics infrastructure, transformation of internal logistics processes, implementation and quality control of logistics operations and transformation of logistics information systems. According to the current status of the enterprise, it has no ability and energy to carry out these developments. Therefore, in some areas, outsourcing logistics business and making full use of the advantages of professional third-party logistics enterprises may be better. For example, in the transformation and design of internal logistics, third-party and fourth-party logistics service providers have more professional fulfillment capabilities and experience. For example, the investment in information systems is very expensive, but the powerful logistics enterprises have investment capabilities and professional information systems. The demanding, cumbersome and complex logistics operations are difficult for the enterprise, but it is the expertise of third-party logistics enterprises. Therefore, without the need for a large amount of investment, the enterprises integrate internal logistics, and hand over the external logistics to a professional third-party logistics enterprise that will provide integrated logistics services such as order processing, distribution, transportation, inventory management, collection of goods, information services and circulation processing, giving full play to the role of "third-party logistics".

VI. CONCLUSION

This paper analyzes the problems such as enterprise coordination, procurement, management system in the internal logistics management of Longtai Electronics Co. Ltd., as well as the existing problems in the logistics system and the countermeasures for some reasons for the formation of the problem. The existing problems are actually prevalent in most of China's corporate systems. In today's fast-developing society, if these Chinese enterprises want to make major breakthroughs, keep up with the pace of international development, and improve their competitiveness in the international arena, solving these problems has become a top priority.

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