

Empirical Study on Competency Model of Managers in Fourth Party Logistics Enterprises

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ABSTRACT

With the development of economy, the competition of logistics enterprises is becoming more and more severe, and the traditional third party logistics enterprises obviously cannot meet the high requirements of the market. With the arrival of the Internet era, the fourth party logistics slowly into the economic market, it can not only effectively control logistics costs, but also improve logistics efficiency. However, the logistics industry as a whole is facing a serious problem — the lack of logistics personnel, the fourth party logistics is no exception, especially excellent management personnel. How to improve and innovate the competence of logistics enterprise managers has become a problem for the whole logistics industry to discuss.

Keywords: *Fourth party logistics, competence*

1. INTRODUCTION

In 1998, a consulting firm in the United States first proposed the concept of quadripartite logistics. It is based on the traditional third party logistics through resource integration to provide its users with a wide and unique supply chain scheme. In our country, the fourth party logistics is still in the primary stage of discussion, and most of the enterprises in reality are small consulting companies[1].The fourth party logistics company is also called the logistics consulting company, which mainly provides a series of services such as logistics consulting planning, management, information system and so on for the first, second and third logistics enterprises. In fact, it is not engaged in the substantive logistics operation.

2. THE REALISTIC DEMAND OF THE FOURTH PARTY LOGISTICS ENTERPRISES

With the rapid development of market economy, most enterprises hope to find high-quality logistics partners to achieve long-term development of both sides. On the one hand, this partner can provide professional logistics operation, on the other hand, it can meet the development and production needs of the enterprise itself. At present, most logistics enterprises in China have entered the era of third party logistics, and almost all the freight markets in China are based on third party

logistics enterprises. However, these enterprises have limited capacity in information management and professional operation because of their scattered and weak operations[2]. They often pay more attention to point-to-point logistics services, but can not pay attention to customer supply chain maintenance, in the face of customer warehousing, transportation, management and other aspects of the lack of unified deployment capacity. This will lead to the customer's products, raw materials, information and so on in the supply chain liquidity weakened, greatly increased the customer's transportation costs, but also reduced the timeliness of logistics. For example, Haier Group once faced a serious inventory backlog and a large amount of storage demand. In order to get rid of the crisis as soon as possible, Haier resolutely invested a lot of manpower and material resources to build its own logistics team. So that the group required inventory rate, material turnover, warehouse and other significant decline. The above evidence shows that the current market demand is no longer satisfied with pure logistics services, but requires logistics enterprises to be able to formulate a supply chain service system to meet the development needs of cooperative enterprises according to the actual needs of cooperative enterprises, such as products, supply, trade and production[3].

With the change of international trade policy and the innovation of science and technology, most enterprises

begin to focus on the wider international market. They are more keen to find cheaper but richer varieties of raw materials in the international market. In addition, some enterprises began to try to go abroad, even have gone abroad, in the world to find lower production costs of countries or regions, as their own production base. This makes international logistics services and complex supply chain market demand more and more obvious. Fourth party logistics enterprises are the most ideal partners of these enterprises seeking to open up the market and expand their business scale[4].

3. MODE OF OPERATION OF A FOURTH-PARTY LOGISTICS ENTERPRISE

The development of fourth party logistics depends on a series of science and technology, such as automatic identification technology, Internet of things, cargo tracking, information management logistics operation, network positioning and so on. In addition, with the market demand and the development of the times, the fourth party logistics is constantly improving, its operation mode can be basically divided into the following three categories:

(1) Synergy model

Under this mode, the fourth party logistics reaches an agreement with the third party logistics company through alliance or contract, mainly provides the technical support for the third party logistics company, [5] the two sides cooperate with each other, thus realizes the customer's high quality service, its pattern flow chart is shown in Table I.

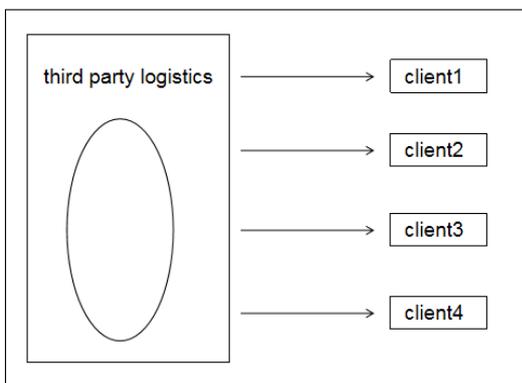


Figure I. Collaborative Pattern Process.

(2) Scheme Integration Mode

The fourth party logistics in this mode provides the related supply chain service to the customer as the information platform by establishing the basic relationship of the partner with the customer.

(3) Industry Innovation Model

The fourth party logistics companies in this model

provide customers with complete logistics services on the basis of integrating multi-party resources through cooperation with other third party logistics companies, while the fourth party logistics companies in this model occupy a dominant position.

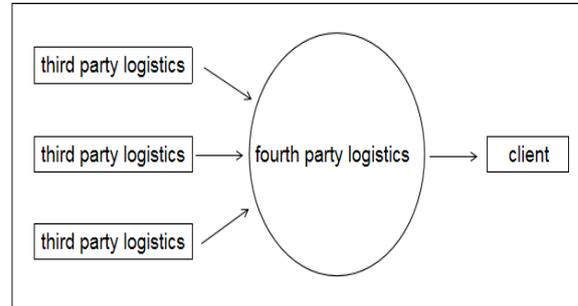


Figure II. Industry Innovation Mode Process.

In addition, there are essential differences between fourth-party logistics and third-party logistics, as shown in Table I.

Table I. The Difference between Fourth Party Logistics and Third Party Logistics.

item	third party logistics	fourth party logistics
purpose	Reducing the cost of a single enterprise	Reduce logistics costs throughout the supply chain
scope	Individual enterprises	Logistics Supply Chain
content	Logistics design and service for individual enterprises	Logistics reorganization, strategic planning, strategic analysis, etc
characteristic	Single function: high professional Multifunction: Low integration	Single function: low professional Multifunction: High integration
capacity	Transportation, distribution, information transmission, etc	Consultation, System Construction, Enterprise Reform and Development, etc
Relationship with customers	contractual relationship	partnership

4. CONSTRUCTION OF COMPETENCY MODEL FOR MANAGERS OF FOURTH-PARTY LOGISTICS ENTERPRISES

Any enterprise cannot do without excellent management personnel. Logistics personnel refer to personnel who have received special organizational training and training[6], have professional theory and solid operational skills, and have long been engaged in logistics work. Logistics enterprise managers also have excellent management and organizational skills on this basis, and have higher requirements for communication, expression and coordination of resources, as well as higher professional and management literacy.

However, looking at the domestic and foreign research literature, it is found that the research on the talents of the fourth party logistics enterprises, especially the managers, is very lacking, which forms a certain resistance to the high quality development of the fourth party logistics. Therefore, it is necessary to construct the competency model of enterprise managers. In the fourth party logistics, both grass-roots staff and enterprise managers should have good comprehensive quality and ability, but because of the different needs of different posts, the emphasis will be different in different posts and levels of talent demand. This paper will design a winning force model for managers who are suitable for the development of fourth-party logistics enterprises[7]. The design ideas are as follows:

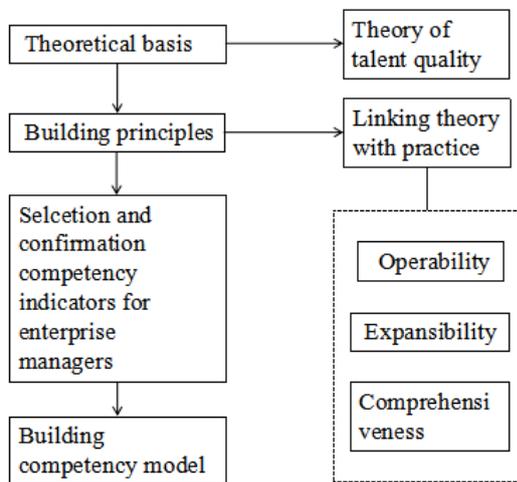


Figure III. a winning force model for managers

4.1. Indicators construction principles

4.1.1. Theory and Practice

In the construction of the competency model of the fourth party logistics manager, the index should be combined with the actual operation of the enterprise to ensure that the selected index meets the needs of the

development of the enterprise and has a certain effectiveness and credibility [8].

4.1.2. operability

In the competency model, each index should conform to the human resource structure of the enterprise, and the selected index should be representative, which can reflect the real situation of the human structure.

4.1.3. development

Because the enterprise is in the process of continuous development, the talent demand of the post is not fixed, but changes with the development of the enterprise. At the same time, the human structure of the enterprise itself will also be changed. Therefore, the evaluation object should also be adjusted according to the actual situation [9].

4.1.4. comprehensive

The indexes in competency model should not only be representative but also comprehensive, which can fully reflect the dynamic development needs of fourth party logistics [10].

4.2. Index construction methodology

The index construction model diagram of this paper is shown in the following figure:

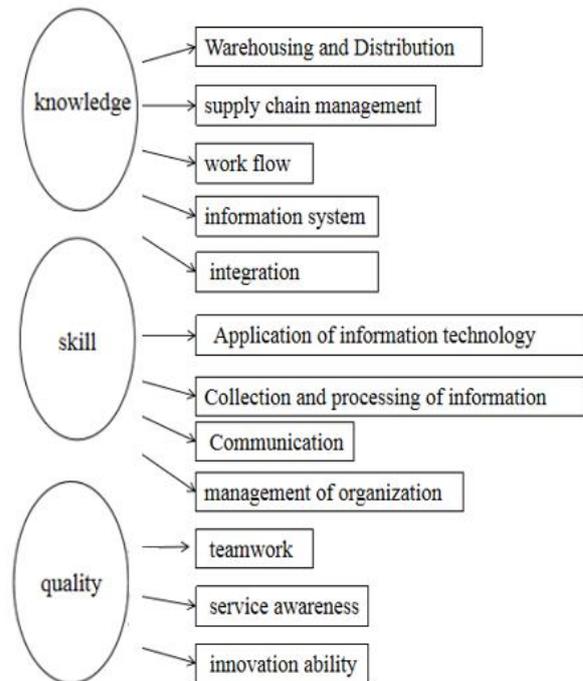


Figure IV. The Victory Power Model for Managers in the Development of Fourth-party Logistics Enterprises.

This paper analyzes the qualifications and conditions of managers of major logistics companies, combs out the key job requirements, and issues questionnaires to enterprise managers with logistics consulting experience. On this basis, the qualifications and specific job responsibilities of managers are summarized and analyzed, and the index characteristics of enterprise logistics managers' competence are analyzed [11].

5. CONCLUSION

Influenced by the development needs and manpower structure of logistics enterprises, the competency model of enterprise managers will be different in the weight setting of each index. [5] At the same time, in order to give full play to the actual effect of the model, enterprises should set up corresponding performance evaluation system to realize reasonable evaluation and optimization of managers and further promote the long-term development of fourth-party logistics enterprises.

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