

The Research on the Countermeasures to Improve the Core Competitiveness of China's International Logistics Enterprises

Gaiping Zhang *, Yanan Wang^a, Na Dong^b, Shuzhen Feng^c

China Academy of Transportation Sciences

HuiXinli Street 240 in Chaoyang District

**zhaip@163.com, ^a1187662696@qq.com, ^b122162518@qq.com, ^cFshuzhen8038@163.com*

ABSTRACT

Since the reform and opening up, with the rapid growth of economic development, China has become the world's largest logistics market. China's port scale, freight turnover, express delivery scale and other important indicators rank first in the world. However, compared with developed countries, China's logistics is large but not strong, the internationalization process is slow, the market concentration is not high, and there is a lack of international leading enterprises with global competitiveness and influence. Based on the development experience of international logistics giants represented by United Parcel Service (UPS), Federal Express (FedEx) and Deutsche Post DHL (DHL), this paper studies and proposes countermeasures for the competitiveness of China's international logistics enterprises, and gives relevant suggestions.

Keywords- *the international logistics enterprises; COVID-19; the logistics supply chain; international logistics; the countermeasures*

1. INTRODUCTION

The logistics industry is a basic, strategic, and leading industry of the national economy. It is of great significance in supporting the rise of major countries, enhancing national economic competitiveness, better participating in global competition and cooperation, and maintaining the security and stability of the international industrial chain supply chain. The eighth meeting of the Central Finance and Economics Committee clearly put forward the deployment of cultivating and expanding modern logistics enterprises with international competitiveness, requiring the improvement of the core competitiveness of China's circulation entities and the promotion of the construction of a modern circulation system in order to build a domestic and international dual circulation system. The new development pattern of mutual promotion provides strong support. At present, from the supply side, China has gradually replaced Japan as the center of the Asian supply chain. At present, a new pattern with China, the United States, and Germany as the center of the supply chain has formed in the world. From the demand side, China has gradually become one

of the three global demand chain centers. Therefore, in order to maintain the core position of international supply chain, and to stabilize and smooth the international supply chain, it is necessary to build an international logistics supply chain system that "takes me as the core and covers the world" to provide continuous and reliable international logistics services. It is necessary for China to independently cultivate a group of leading enterprises with multinational service experience and the ability to provide international standard logistics services for multinational enterprises and other core supply chain enterprises in China. These enterprises should participate in international competition, build an international supply chain logistics network, and provide integrated supply chain services. They should improve international logistics support capabilities and enhance competitiveness in the international market [1]. In the end, this paper analyzes the development experience of the three major international logistics giants such as UPS, FedEx and DHL, and puts forward ideas for improving the competitiveness of China's international logistics enterprises, and gives relevant policy suggestions.

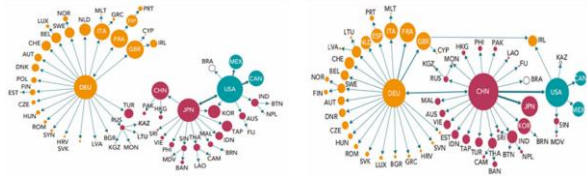


Figure 1. Comparison of LTL and vehicle logistics recovery rate after the Spring Festival in 2019 and 2020. Comparison chart of the global traditional trade supply chain in 2000 and 2017

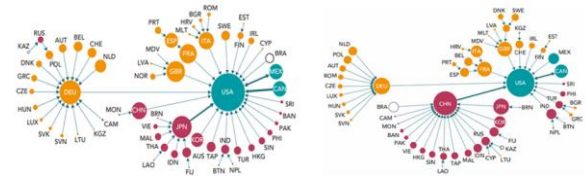


Figure 2. Comparison chart of global supply chain demand in 2000 and 2017

2. THE DEVELOPMENT STATUS AND EXISTING PROBLEMS OF INTERNATIONAL LOGISTICS ENTERPRISES

China’s international logistics supply chain companies mainly include six categories: shipping fleets, air delivery logistics companies, railway international logistics companies, integrated logistics service providers, logistics hub operators, and international road transport companies. In recent years, with the progress of world economic integration and the progress of China’s opening to the outside world, the international logistics supply chain enterprises have made considerable progress and their global comprehensive competitiveness has been further improved.

2.1 The status quo of the development of international logistics

2.1.1 From Problems in road transportation.

The proportion of international shipping volume remained high. According to statistics, more than 80% of the goods in global trade were completed by sea. Among China’s foreign trade import and export goods, the proportion of seaborne goods has risen from 94.3% before the epidemic to the current 94.8%. From January to August 2021, the national port foreign trade cargo throughput was 3.15 billion tons, an increase of 6.3% year-on-year, providing strong support for the growth of import and export trade.

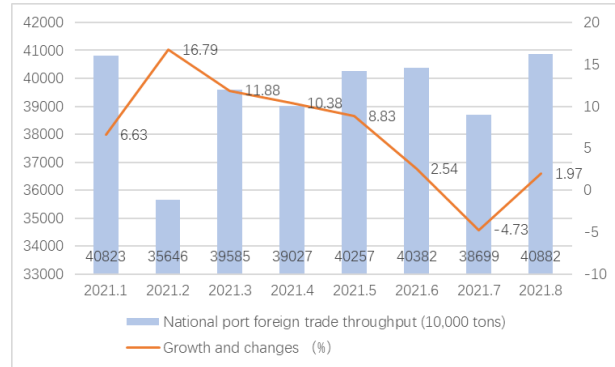


Figure 3. Changes in foreign trade cargo throughput of national ports from January to August 2021

The freight volume of China-Europe freight trains has increased rapidly. From January to September 2021, a total of 11,343 trains were opened for China-Europe trains, with a total volume of 1.093 million TEU, an increase of 29% and 37% year-on-year respectively. The comprehensive heavy container rate reached 97.9%, including 6232 trains for the outbound journey, 618,000 TEU, and 5111 trains for the return journey, 475,000 TEU.

The international air cargo and the mail traffic has increased significantly. From January to August 2021, the cargo and mail transportation volume of international routes was 1,780,500 tons. The number of civil aviation international cargo flights averaged 3346 weekly flights, an increase of 42.1% compared to the same period in 2020. In 2019, belly-hold cargo and mail transportation of passenger aircraft accounted for about 1/2 of the total air cargo and mail transportation. From January to September 2021, belly-hold cargo and mail transportation accounted for 35.3%, and all-cargo air cargo and mail transportation accounted for 64.7%.

The international road traffic is basically stable. From January to August 2021, the international road freight volume totaled 22.285 million tons. The three provinces with the largest volume of international road cargo transportation in China are Inner Mongolia 10.706 million tons (48%), Yunnan 6.356 million tons (28%), and Guangxi 3.160 million tons (14%).

2.1.2 The international freight service capabilities have steadily improved.

The international shipping space has increased significantly. From January to August this year, 13 major liner companies, including COSCO Shipping, have placed approximately 18.5 million TEUs of container spaces on major ocean routes, an increase of approximately 31% over the same period in 2020. In the second half of 2020, under the guidance of policies, our container manufacturers will make every effort to expand container output. Recently, the inventory of new containers in China’s major container manufacturers has

stabilized at 400,000 TEUs. At the same time, liner companies increased their efforts to return empty containers overseas, and the shortage of empty containers was basically eased by the end of July.

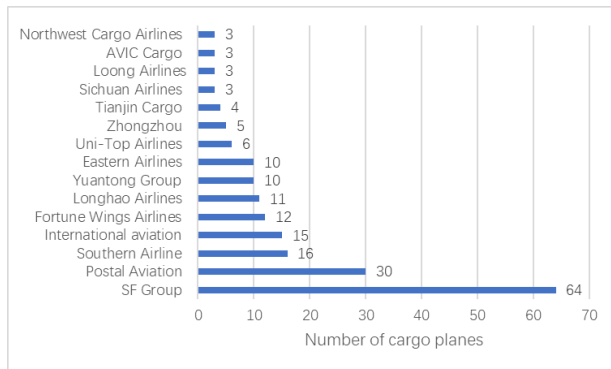


Figure 4. Distribution of mixed production in various provinces in 2019

The service capacity of China-Europe Express trains has been continuously improved. As in September, China has a total of 33 domestic cities with more than 100 trains running China-Europe Express, and it has reached 175 cities in 23 European countries.

International road transport vehicles remain stable. From January to August 2021, a total of 1.52 million inbound and outbound freight vehicles, of which 747,600 inbound vehicles, accounting for 49%, and 773,300 outbound vehicles, accounting for 51%, have basically returned to the scale of inbound and outbound freight vehicles before the epidemic. The top three provinces for inbound and outbound freight vehicles are Guangxi, Yunnan, and Inner Mongolia.

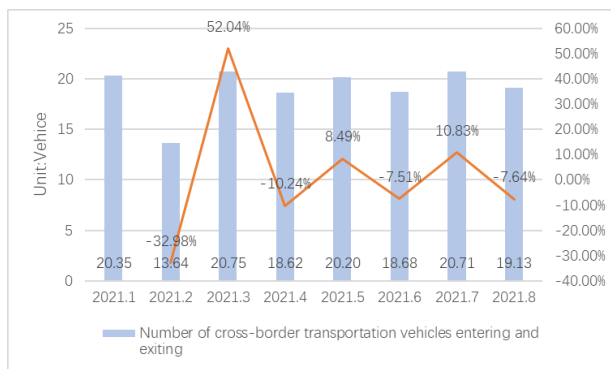


Figure 5. The statistics on the number of international road transport vehicles from January to August 2021

2.1.3 The operation of major international logistics channels is basically stable.

The westward sea channel is still the main channel of China's international logistics. Among the four major global shipping channels, the westbound is still the main channel for China's international logistics. From June to September 2021, the flow of ships on the westward sea

channel accounted for 31.17%. Except for container ships in August 2021, the number of passages in other periods and by ship types exceeded the number of eastbound shipping logistics channels.

Among the westbound ships, the container ship type occupies a dominant position and is less affected by seasonal or other external factors. Dry bulk carriers and energy carriers are more affected by external factors such as the market and seasons, and the flow of ships fluctuates significantly.

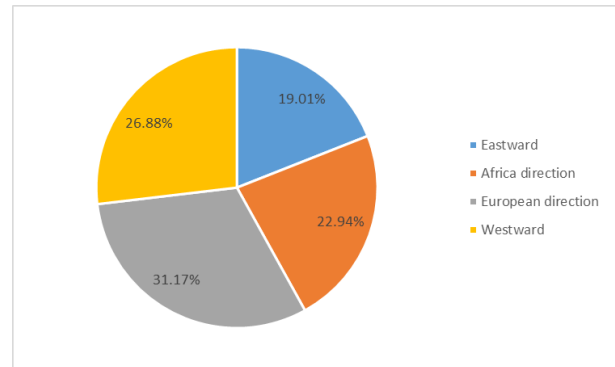


Figure 6. The Proportion of traffic volume of major global shipping channels from June to September 2021

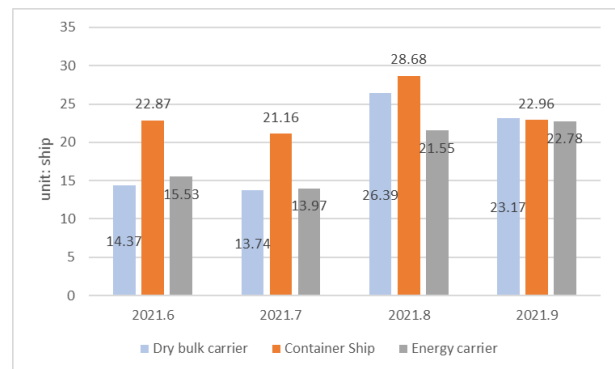


Figure 7. The average monthly traffic flow of all types of ships in the westbound corridor from June to September 2021

The role of China-Europe Railway Express as a strategic channel is prominent. From January to September 2021, the western, central, and eastern corridors of the China-Europe Express Train will run 5789, 2019, and 3535, respectively, representing a year-on-year increase of 34%, 13%, and 31%, respectively. The transported goods will reach 551,000 TEU and 204,000 TEU respectively, 339,000 TEU, a year-on-year increase of 43%, 19%, and 39% respectively.

The rapid growth of trains on the new western land-sea corridor. The rapid growth of the new western land-sea corridor trains, efficiently connecting with other modes of transportation, and further improving the quality of operation. From January to September 2021, 4188 rail-sea intermodal trains will be dispatched on the

new western land-sea channel, transporting 417,000 TEU of containers.

2.2 The main problems of our international logistics companies

2.2.1 The coverage of international logistics networks in key areas still needs to be improved.

First, the internationalization process of port enterprises is still insufficient. On the whole, the internationalization process of China's port companies is still in its infancy, which is mainly reflected in the fact that most foreign terminals are equity participation, and the number of ports with master terminals is relatively small. According to statistics, among the world's top 200 overseas ports in terms of throughput, only more than 20 Chinese companies participate in operations.

Second, the global layout of logistics enterprises still needs to be strengthened. International logistics business is closely related to multinational manufacturing and trading companies. Most of China's manufacturing and trading companies have gone global with China's accession to the WTO. The current degree of internationalization and overall layout is relatively limited, which to a certain extent restricts China's logistics companies from going global. Compared with international logistics giants, China's logistics companies still have a large gap in network coverage, which is mainly reflected in the fact that there are not many international outlets and the global coverage is relatively low. Take China's leading logistics company-Sinotrans as an example. It has covered 36 countries and regions (1153 outlets, mainly domestic and internationally) in 36 countries and regions, while the leading international freight forwarding company Swiss Dexun covers 100 Countries and regions (894 outlets), the global layout of domestic logistics enterprises needs to be further improved.

Third, the problem of unbalanced and insufficient development of aviation logistics is more prominent. China's air logistics and transportation companies are small in number, small in scale, and weak in overall competitiveness. The industry as a whole has the characteristics of insufficient domestic and foreign air freight infrastructure construction and has not cultivated a developed international freight route network. Although China's express delivery can reach more than 200 countries and regions in various ways, the self-built network only covers more than 70 countries and regions in the world. International cargo relies heavily on foreign-funded aviation companies, and 80% of China's international cargo is carried by foreign airlines. As the most important world factory in the global industrial chain, China's product exports have covered more than

220 countries and regions, but China does not yet have a logistics company with global delivery capabilities.

2.2.2 The territorial operation capability of international logistics "going out" needs to be improved.

Whether it is a port, shipping, logistics or express delivery company, in the process of advancing the strategy of globalization, it has shown obvious problems such as a shortage of international talents, insufficient localized management, and low localized management. This has affected the pace and quality of Chinese enterprises going global to a certain extent.

2.2.3 The lack of overall service capabilities of the supply chain has led to a lack of high-end logistics customers.

From the perspective of supply, most of the third-party logistics companies are transformed from transportation companies and warehousing companies with a single function. The overall level of management, technology and service scope is not high, and they lack the ability to provide customers with complete supply chain services. In terms of demand, most of the customers served by China's logistics enterprises are not highly internationalized, lack logistics awareness, and lack advanced concepts. According to TI's statistics, among the world's top ten contract logistics service providers, only Sinotrans, a subsidiary of China Merchants, has entered the top ten, with a relatively low global market share and mainly relying on local Chinese customers. From the perspective of freight forwarding business, most of China's freight forwarding logistics companies involve relatively few logistics links, mainly domestic logistics services, end-to-end full logistics service capabilities are weak, and supply chain optimization and integration capabilities are not high.

2.2.4 The low proportion of key materials carried will bring potential supply chain security risks.

The proportion of key materials carried by Chinese-funded enterprises is relatively low. In 2019, the carrying capacity of China's crude oil, bulk cargo, and container fleets accounted for 50.3%, 44.3%, and 29.3% of China's import and export capacity, respectively, but the actual carrying capacity was only about 23.8%, 20%, and 15%, which was significantly lower 66.5% of Japan's import and export cargo is carried by Japan's domestic fleet. Therefore, in the event of an emergency, the shipping capacity controlled by China cannot meet its own seaborne import and export needs.

3. THE TYPICAL PRACTICES OF THE THREE GIANTS

After years of development, the three giants (referring to UPS, FedEx and DHL) have made full use of market opportunities and competition mechanisms to improve customer service capabilities and accelerate their own core competition Strength, build market competition barriers, continue to expand the international logistics market share, and lead the development of international express delivery and supply chain logistics.

3.1 Expand the network rapidly and scale to create a low-cost competitive advantage.

From the perspective of the development history of the three giants, speeding up the network layout, increasing the level of intensification and scale of operation and management, reducing the overall operating cost of the system, and building a low-cost moat are important means and ways for companies to maintain their market competitiveness and expand market share. Before 2000, UPS and FedEx had achieved deep coverage of the nationwide network and accelerated its global expansion. In recent years, UPS has accelerated the pace of service network encryption and extension, greatly increased service access points, and expanded the network to approximately 21,000 locations in the United States and more than 40,000 locations worldwide. Since its establishment, FedEx has invested approximately US\$72 billion in network construction, with an average annual capital expenditure of US\$1.5 billion. As of May 2019, the company has employed approximately 239,000 employees and has 103,000 operating points through the network system. Continue to improve, further optimize the operation process and reduce the cost of logistics and distribution.

3.2 Make good use of capital power to speed up mergers and reorganizations to support enterprises to become bigger and stronger.

The three giants use the power of capital to accelerate the merger of domestic and international key enterprises, so as to quickly build large-scale and improve the network, and obtain international market access, aviation routes, operating qualifications, cargo clearance, and service outlets. And other key market resources. For example, FedEx has greatly expanded the original international air cargo network through the acquisition of the American Flying Tiger International Air Cargo Company in the early stage, from the existing 5 landing rights in foreign airports to Paris, Frankfurt, 3 Japanese airports and East Asia, many cities in South America have the right to fly and land. From 1998 to 2018, 20 FedEx completed 23 mergers and acquisitions,

paying US\$12.63 billion in capital for mergers and acquisitions, accounting for 21.4% of total capital expenditures, of which cross-border mergers and acquisitions accounted for 61%. In 2014, the acquisition of Genco, a reverse logistics company, greatly improved the network service capabilities in the e-commerce field. In 2016, it completed the largest acquisition in FedEx's history, integrating the network resources of TNT Express, the world's fourth largest express logistics company. In 2019, it acquired Israel's FC Express. These mergers and acquisitions have enabled FedEx to have a stronger global transportation network and enhanced customer service capabilities and market competitiveness in the important international express logistics market.

3.3 Focus on the core needs of customers and strive to build the world's top brands.

During the development process, the three giants focused on combining the new demands, new changes, and new opportunities brought by the economic development stage and industrial supply chain reforms to logistics services, focusing on service requirements such as timeliness, cost, and safety, insisting on customer first, and constantly improving customer service Experience and stickiness. UPS continues to encrypt the layout of service outlets and improve the convenience of customer service, so that 90% of American consumers can obtain UPS service access points within 5 miles, providing customers with a higher level of package pickup and delivery services; In 2019, the scope of pick-up and delivery on Saturday has been expanded. In 2020, the service for delivery of goods on Sunday will continue to be expanded to achieve seamless delivery time. FedEx pays attention to the differentiated design of products. Since 1980, it has been enriching the company's product supply. It has expanded in terms of effectiveness, location, package weight, and industrial chain. It provides users with standard overnight (12:00 the next day) and express multi-level, differentiated, one-stop logistics services such as overnight (10:00 the next day) and economic overnight (12:00 the next day). DHL adheres to the customer service promise of "keep improving and simple delivery", and continuously enhances its service capabilities in terms of service network, integrated supply, location tracking, etc., and strives to improve customer service experience. UPS and FedEx were selected as one of the "Most Valuable Brands" by Forbes in 2019; DHL was selected as one of the top 500 brands in the world in 2018, ranking 63rd.

3.4 Persist in diversified development and continuously improve integrated and comprehensive service capabilities.

After years of development, the three giants have been actively adapting to the development needs and model changes of the international industrial chain supply chain on the basis of continuously consolidating their advantages in the express logistics market, further enriching and expanding international air, sea, and land transportation businesses, and providing customers with a complete business chain. Comprehensive logistics services with rich product categories have now become a comprehensive logistics service provider with a high global market share. UPS focuses on the layout of the whole track, and its business is divided into three major segments: domestic business, international business, and supply chain and express business. In 2018, the revenue of supply chain and express business accounted for 19%. The service content involves freight forwarding, contract logistics, LTL freight, customs clearance and other services. Compared with UPS and FedEx, DHL has a more comprehensive and balanced business. Its business segments include express delivery, postal and parcel (universal service), global freight forwarding, supply chain and e-commerce solutions. Focusing on key areas such as consumption, automobiles, electronics, and biomedicine, it continuously penetrates into the supply chain procurement, production, sales, and recycling links to form strategic synergy with customers. In 2018, DHL ranked the first in the global air freight forwarding industry with a volume of 2.15 million tons; in the field of contract logistics, it ranked first in the world with 217.3 billion euros in operating revenue and a 6.1% market share, with operations in more than 50 countries and Region: Ranked second in the European road transport market, with a market share of 2.2% and business revenue reaching 206 billion euros [2].

3.5 Pay attention to the investment of scientific and technological strength to improve logistics efficiency and sustainable development capabilities.

During the development process, the three giants all regard scientific research and development and comprehensive application capabilities as their core competitiveness. They invest huge amounts of money in information technology, with an annual investment of more than 300 million U.S. dollars, and make full use of modern information technology to optimize network structure and service processes, and reduce the operating cost, improves the safety of cargo transportation and the speed of delivery, and builds barriers to market competition. UPS uses service optimization and technological innovation to launch a series of automated and intelligent products and solutions such as UPS My

Choice and UPS Access Point (express delivery service points) to provide customers with convenient and flexible logistics services. In 2019, UPS established its subsidiary UPS Flight Forward Inc. to develop commercial drone delivery business, becoming the first drone operator to be fully certified by the Federal Aviation Administration and allowed to operate. FedEx has attached great importance to informatization capacity building at the beginning of its development. The company has its own satellites. Each transport vehicle and some important packages are equipped with GPS devices, which can allocate vehicles and goods efficiently in real time. In the 1980s and 1990s, it began to vigorously promote the application of the global package tracking system based on the central processing system, and the introduction of bar code technology to improve the overall digital management capability. In 2003, it launched a hybrid delivery fleet. In 2010, it further launched an all-electric truck for parcel delivery. In 2018, it had more than 3,800 alternative fuel vehicles including hybrid, electric, LNG and hydrogen fuel cells, and actively develop green logistics. From 2004 to 2018, companies invested a total of US\$6.222 billion in information technology, and R&D investment accounted for a higher proportion than UPS and DHL.

3.6 Accelerate the pace of development of emerging markets and cultivate new growth drivers in the future.

In recent years, the three giants have accelerated their investment and deployment in emerging industries and emerging markets in combination with the development situation and their own advantages. With the rapid development of e-commerce, the three giants have increased their investment in e-commerce supply chain logistics in recent years. In 2016, UPS invested 4 billion US dollars to promote the transformation and improvement of existing service networks, and actively adapt to electronic Demand for logistics services in the business sector. DHL regards e-commerce as the company's main strategic direction for the next five years, focusing on creating customer-oriented and industry-leading end-to-end e-commerce logistics services. FedEx has increased strategic investment to expand and improve its ground service network, effectively respond to the growth of e-commerce, and carry out strategic cooperation with retail companies such as Walgreens and Walmart in the United States to improve delivery speed and customer experience. Focus on increasing the layout of emerging markets in Southeast Asia, the Middle East, and Latin America. During the period 2015-2019, UPS will use 4.5%-5% of its annual revenue for capital investment. The total capital investment in international infrastructure construction in Europe, Asia and Africa has reached US\$2 billion. FedEx began its network layout in the

Asia-Pacific region in the 1980s and expanded its service network in the Middle East and Asia through the acquisition of the European giant TNT Express. Currently, it has formed hubs in Guangzhou, Shanghai, Japan, Osaka, Vietnam, Hanoi, and Dubai, etc. Supporting aviation network service system.

4. THE OVERALL THINKING OF IMPROVING THE CORE COMPETITIVENESS OF CHINA'S INTERNATIONAL LOGISTICS ENTERPRISES

4.1 The first is to adjust and optimize international transportation capacity and enhance the ability to guarantee key materials.

Optimize the fleet capacity structure, develop the dry bulk fleet and tanker fleet in an orderly manner, and moderately accelerate the development of the LNG fleet. Sign a long-term contract of transportation (COA) mechanism with large-scale cargo owner companies with guaranteed margin and low profit, and undertake functions such as the import of key materials and reserve capacity. Expand the scale of long-range wide-body cargo aircraft, study the establishment of a domestic aviation company's space resource integration platform, optimize the allocation of resources at all times, realize the coordinated operation of the international transportation resources of cargo airlines and bulk carriers, and improve the operation efficiency of air transportation capacity.

4.2 The second is to strengthen the control of key hubs and improve the organizational capabilities of key channels.

Combining with the new international and domestic situation and changes, we should optimize and improve the layout of offshore nodes, and accelerate the formation of a hierarchical and gradient development pattern combining point-line-surface. Accelerate the construction of a professional cargo airport in Ezhou. Focus on building international intermodal train assembly centers such as Urumqi, Xi'an, and Zhengzhou to optimize resource allocation. In important foreign node cities and cities with close capacity cooperation with China, international logistics companies are encouraged to strengthen the construction of logistics bases, distribution centers, and overseas warehouses through acquisitions, joint ventures, and cooperation [3].

4.3 The third is to expand overseas ground services to make up for the shortcomings of international logistics overseas.

We should promote and replicate the "Front Port-Central District-Back City" model (PPC), and use ports to drive industrial parks, logistics, finance and other businesses to "goose-shaped going to sea", and strengthen the ability of land-sea linkage and hinterland support. Port and shipping companies extend overseas local customs clearance, freight forwarding, transportation, warehousing and other maritime services, actively expand overseas ground networks, enhance overseas logistics delivery capabilities, and improve the level of transit and distribution services at maritime fulcrums. Air delivery companies rely on overseas air transport distribution centers, overseas warehouses, etc., to promote close cooperation with postal services and local freight forwarders in various countries, build ground delivery truck routing, and improve overseas air transport landing service capabilities. Establish a headquarters-level list of overseas suppliers at the overseas end to strengthen the centralized management and control of overseas procurement capacity and services. In countries and regions with high business growth, core overseas agency resources are screened, and independent and controllable overseas service capabilities are formed through cooperative joint operations.

4.4 The fourth is to deepen the integration of strategic resources and enhance integrated service capabilities.

Through the integration of logistics network, qualifications, channels, customers, transportation, warehousing, customs clearance and other resources, we will comprehensively develop our efforts in various logistics fields to form a unique international logistics supply chain integrated service capability. Air delivery companies focus on integrating high-quality resources such as aviation, logistics, freight forwarding, warehousing, and customs clearance to form large-scale international express companies. International train operating companies strengthen strategic cooperation with international logistics companies, closely contact local governments, platform companies, and corporate customers, and closely integrate international and domestic operations to enhance the overall operational capabilities of international logistics. International freight forwarding companies actively extend international logistics services such as full freight forwarding, contract logistics, professional logistics, multimodal transportation, and high-end value-added services such as international centralized procurement, supply chain management, and supply chain finance to

enhance their competitiveness in the international market [4].

4.5 The fifth is to focus on the construction of the digital supply chain and enhance the capability of digital security assurance.

Actively participate in the construction of the international logistics big data platform, promote the effective exchange of commercial data and public data, promote the de-intermediation, transparency, and smart development of China's international logistics supply chain business field, and create an ecosystem. Based on digital technology, cross-border e-commerce logistics companies deploy and build global digital hubs (eHub), intelligently dispatch the logistics resources of partners in various countries, match the source and destination of goods, build a global intelligent network, and expand and improve the global impact of e-WTP force.

4.6 The sixth is to strengthen coordination and group trips to the sea, and propose the ability of enterprises to “go global”.

Strengthen close cooperation with key enterprises in the international industrial chain of China's manufacturing industry, overseas project contractors, cross-border e-commerce platforms, upstream and downstream enterprises in the import and export of strategic materials, and promote the signing of strategic alliance agreements and long-term contracts. Work with China's key material import companies to expand overseas markets, promote the signing of strategic alliance agreements, and work together to build a shipping logistics supply chain. Air delivery companies combine the supply chain services of well-known global 3C high-tech manufacturing companies, cross-border e-commerce express mail flow, international fresh cold chain transportation and other business model needs to promote service model reforms and improve supply chain integration solutions.

5. RELATED POLICY RECOMMENDATIONS.

5.1 Strengthen investment policy support.

At the central level, with car purchase tax and other central transportation special funds as the guiding funds, attract domestic large-scale logistics enterprises, large-scale state-owned financial institutions, excellent investment institutions and other social capital to participate widely, establish international logistics supply chain industry funds, and support enterprises reorganization and mergers and acquisitions, the construction of key channels and hub facilities in and

outside China. Research and promulgate financial compensation and incentive systems for international logistics supply chain enterprises to undertake national and local emergency support transportation tasks [5].

5.2 Strengthen the supply of resources.

It is recommended to speed up the establishment of a sound international cooperation support system to provide diplomatic support for enterprises to go global in the acquisition of key qualifications and cross-border mergers and acquisitions of logistics resources. According to the needs of domestic express companies to go to sea, explore the negotiation of the fifth freedom rights of international hub airports, help obtain international scheduled traffic rights, promote domestic cargo airlines to achieve multi-regional and multi-country flights, and accurately support the stable operation of the international airline network of aviation logistics companies. Liberalize the time restrictions on cargo flights during the daytime peak hours at the airport, and coordinate the allocation of cargo flight time in a unified manner.

5.3 Optimize the business environment.

It is recommended to deepen the innovation of the large-scale customs clearance system, implement 7×24-hour customs clearance for key trade, important materials, and key ports, and combine the characteristics of key material transportation to establish a normalized and standardized green channel mechanism to meet the rapid customs clearance needs of air cargo. Accelerate the extension of the “single window” of customs affairs to cross-border logistics and international trade, comprehensively promote paperless and electronic customs clearance operations, and comprehensively improve the level of customs clearance facilitation. Establish and improve the transportation dialogue mechanism, speed up the deployment of agencies and personnel in important port countries and international organizations, and promote bilateral and multilateral cooperation in the field of transportation [6].

5.4 Improve supporting facilities for green transportation.

The government should support enterprises to participate in the construction of the international logistics system and the pioneering work of innovation and development actively. Relevant departments in various regions actively create a business environment. Encourage logistics enterprises to focus on the upstream and downstream collaboration of the supply chain, the integration and optimization of logistics resources, the innovation of logistics organization models, and the interconnection of logistics information. In other aspects,

we will first try and build advantages, and cultivate and form a leading enterprise with great development potential, significant innovation and leadership.

5.5 Strengthen talent support.

Enterprises should be supported to establish and improve policies and incentive mechanisms for the introduction and use of talents, and cultivate professional technical and managerial talents with international standards. The crew education and training system, examination system and career promotion channels should be improved, continuously improve the crew's professional skills and overall quality, and strengthen the protection of crew rights. It is recommended to accelerate the construction of world-class international logistics supply chain scientific research institutions, new-type think tanks, etc. Enterprises should continue to enrich the number of professionals, improve the talent structure and the quality of employees. it is necessary to build a talent team that meets the development requirements of the international logistics supply chain.

6. CONCLUSIONS

International logistics enterprises are the main body of constructing an international logistics supply chain system. At present, China's international logistics enterprises still have problems such as follows: low network coverage, poor ground service capabilities, low supply chain integration capabilities, and low transportation of key materials. Drawing on the development experience of the three giants, this paper believes that improving the core competitiveness of international logistics companies, the following points should be achieved: one is to improve the ability of key material guarantees, the other is to improve the level of transportation organization, the third is to expand overseas ground service networks, and the fourth is to improve Integrated service capabilities; the fifth is to strengthen digital construction, and the sixth is to strengthen cooperation to "go out to sea in groups." Finally, it is proposed that financial support should be increased, resource supply should be strengthened,

business environment should be optimized, demonstration and talent support should be strengthened.

ACKNOWLEDGMENT

This paper is a part of a research results. I will express my deep gratitude to my group members.

This project is the research result of Ministry of Transport Traffic Transportation Strategy Planning Policy Project (2021-8-2).

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