



# A Study on the Strategies and Value of Building a '360' Service System to Improve the Efficiency of Comprehensive Logistics Services in Power Enterprises

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**Abstract.** The high-quality development of enterprises is inseparable from high-quality comprehensive logistics support service. The General Management Department of TGDCC owned by CYPC thoroughly studies and implements the important instructions from General Secretary Xi Jinping on General Office in a New Era and actively advances the innovation and development of the comprehensive logistics service system. It plays a key role in coordination, advisory assistance and service support and explores a '360' service system that adapts to the "three regions and multiple sites" work pattern based on the actual needs of CYPC. This service system not only breaks through traditional administrative barriers and regional divisions but also effectively addresses a series of challenges in cross-regional collaborative management, thereby enhancing service efficiency and quality. By building an all-encompassing, full-cycle service support system, it provides solid logistical support for achieving comprehensive benefits of the world's largest clean energy corridor.

**Keywords:** Three Regions and Multiple Sites, '360' Service System, Comprehensive Logistics Support

## 1 Introduction

In the context of digital and global era, the operational environment of power enterprises is becoming increasingly complex and volatile. The traditional logistics model is increasingly unable to meet the needs of modern enterprise operations, which require high coordination and rapid response. Building a scientific, efficient, and modern logistics service system is crucial for power companies to achieve sustainable development.

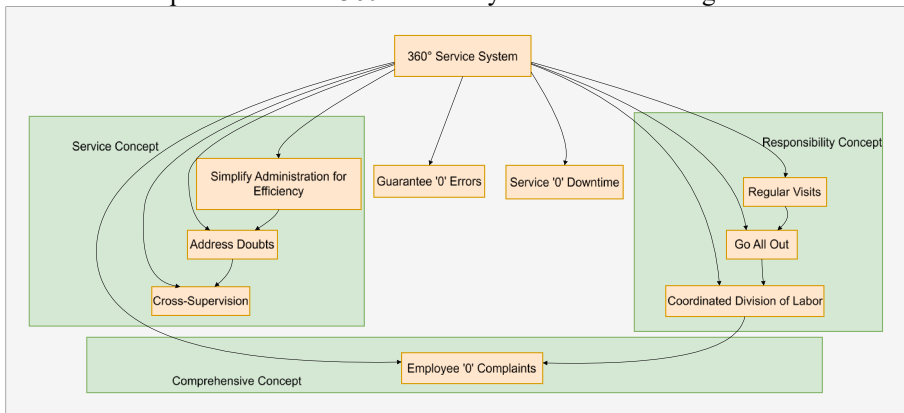
Discussions on the enterprise logistics service system are ongoing and becoming more in-depth, and management scholars have studied how to optimise the logistics service process<sup>[1]</sup>, control the cost of logistics services<sup>[2]</sup>, and improve the quality and efficiency of services<sup>[3]</sup> from different perspectives in order to achieve the sustainable

development of enterprises. At the same time, Research on cross-regional co-management<sup>[4]</sup>, resource integration<sup>[5]</sup> and other aspects of the research results offers theoretical support for electric power enterprises to build new logistics service systems<sup>[6]</sup>. Creating standardised logistics service systems by enterprises is the key strategy of enhancing operational resilience. This involves using intelligent processes and cross-departmental cooperation to break down resource barriers. A data-driven feedback loop can drive service iteration and strengthen internal response effectiveness. Streamlined management helps resist cyclical risks. Focusing on occupational health, green operation, employee well-being and social responsibility, this approach ultimately cuts costs, raises brand value, and achieves sustainable development.

Three Gorges Cascade Dispatch and Communication Center(hereinafter referred to as 'TGDCC'),a secondary production company of China Yangtze Power Corporation,is mainly responsible for the joint optimal dispatch of six giant hydropower stations in the main stream of the Yangtze River (Wudongde, Baihetan, Xiluodu, Xiangjiaba, Three Gorges and Gezhouba), hydro-meteorological forecasting, automation and communication equipment maintenance and research on water resource utilization. Its business covers the "three regions and multiple sites," including Yichang, Chengdu, and Kunming areas, as well as the sites of various power stations.To break through traditional administrative barriers and address the challenges of widespread services, the General Management Department(Department of Party Affairs, Department of Discipline Inspection)of TGDCC(hereinafter referred to as the 'General Management Department') has thoroughly studied and implemented the important instructions from General Secretary Xi Jinping on General Office in a New Era.By strengthening three core concepts and refining six key measures, it has established a all-round and fully-covered '360' service system. centred on a global vision, responsibility and refined management, achieving the goal of '0' interruption in integrated logistics services,'0' error in support and '0' complaint from employees. This has improved work efficiency and satisfaction, realizing the "Logistics lead the way" goal. Also, the internal logistics control mechanism has been perfected to solidly support the Yangtze River basin cascade dispatching production. The General Management Department actively promotes the refinement and innovation of service concepts, optimises resource allocation, solves practical problems, and promotes the high-quality development of TGDCC in the new era.

From the theoretical level, it is of great significance for enterprises to build a standard logistics service system. According to the Resource-Based View (RBV), enterprises can form core competencies that are difficult to replicate by competitors through the integration of internal resources, such as standard processes, intelligent systems and cross-departmental synergy mechanisms. The dynamic capability theory, on the other hand, emphasises the need for enterprises to have the ability to continuously adapt to changes in the environment and to integrate and reallocate resources. The process of building the '360' service system by the General Management Department is the practical application of these theories. By integrating logistic resources, optimising service processes and enhancing service capabilities, TGDCC has improved its operational resilience in the complex market environment.

In practice, the '360' service system offers important demonstration value, particularly for the power industry. It not only resolves challenges in cross-regional coordination, boosts service efficiency and quality, but also provides valuable experience for other power enterprises in the construction of logistics service system. In the summer of 2023, when the Yangtze River Basin suffered a rare flood, TGDCC adjusted the power generation plan of each hydropower station by constructing an 'intelligent basin logistics platform', shortened the response time of material dispatch for the six giant hydropower stations by 58%, and increased the inventory turnover rate by 42%, realised the intelligent deployment of spare parts across power stations and the minute response to the emergency materials during the flooding season, and successfully avoided the impact of flooding on the grid, and guaranteed the stability of power supply. This has successfully avoided the impact of flooding on the power grid and ensured the stability of power supply. Additionally, its success reflects the company's commitment to social responsibility, employee well-being, and sustainable development in the new era. The overall composition of the '360' service system is shown in figure 1.

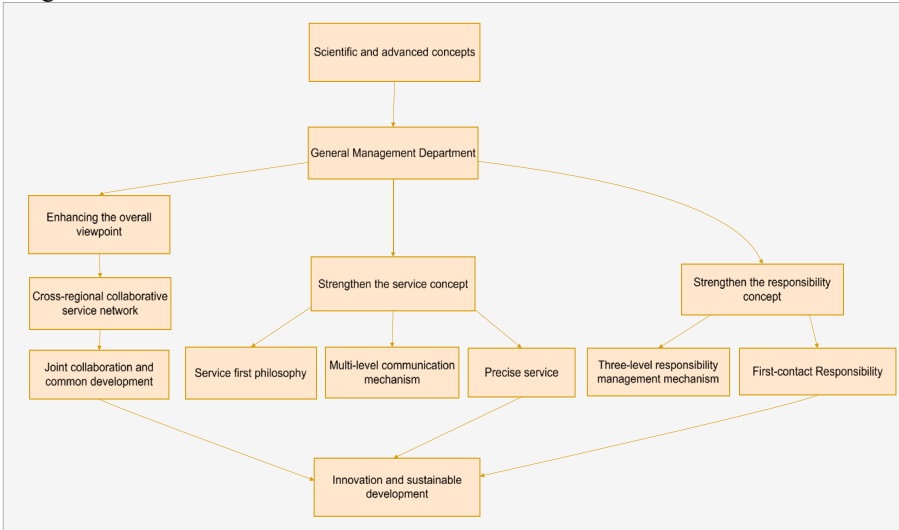


**Fig. 1.** "Diagram of the 360° Service System Framework". This diagram illustrates the structure and components of the 360° Service System, which is divided into three main concepts: Service Concept, Responsibility Concept, and Comprehensive Concept. The Service Concept includes elements such as "Simplify Administration for Efficiency," "Address Doubts," and "Cross-Supervision." The Responsibility Concept encompasses "Regular Visits," "Go All Out," and "Coordinated Division of Labor." The Comprehensive Concept is represented by "Employee '0' Complaints." Each concept contributes to the overall service system, ensuring a holistic approach to service delivery.

## 2 Strengthen Three Key Concepts to Solidify the Foundation of Services

Scientific and advanced concepts can guide development, enhance service quality, boost internal collaboration, build a positive image, and stimulate innovation and sustainable development. The General Management Department. As a functional department, it always regards the establishment of perspective of overall situation, service

and responsibility concept as the basis and prerequisite for its work. The core philosophy and management processes of the Integrated Management Department are shown in Figure 2.



**Fig. 2.** Core Concepts and Management Processes of the General Management Department. This flowchart illustrates how the General Management Department (GMD) drives innovation and sustainable development through three core concepts: enhancing the overall viewpoint, strengthening the service concept, and strengthening the responsibility concept.

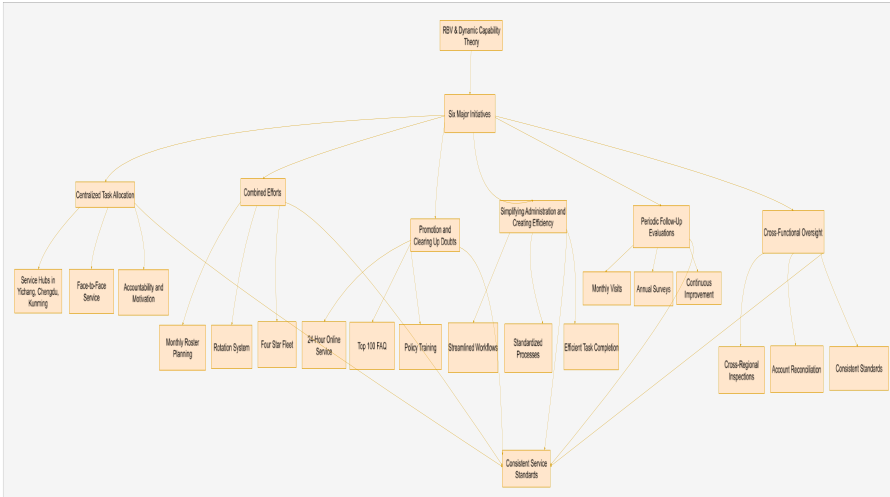
1. **Enhancing the overall viewpoint.** The enhancement of overall viewpoint requires managers to adopt a higher standpoint, using a systematic and holistic perspective to accurately identify the key points of service work. Specifically, in response to the characteristics of numerous sites and widely distributed tasks, the General Management Department has established a cross-regional collaborative service network. This initiative has advanced the coordination and linkage of the Yichang, Chengdu, and Kunming regions, fostering a service pattern of "joint collaboration and common development" under a unified strategy. The establishment of this pattern not only optimized resource allocation but also facilitated the coordination of various business operations, thereby ensuring the effective implementation of comprehensive service support.
2. **Strengthen the service concept.** With the increasing living demands of employees, the innovation and improvement of service work have become especially important. The General Management Department always takes the "service first" philosophy as its purpose, clarifies service goals, and insists on proactive, wholehearted, and forward-leaning service. In this process, the General Management Department continuously explores innovative service models, optimizes service content, and promotes the precise implementation of services through enhanced interaction and communication with employees. Specifically, the General Management Department has built

a multi-level, full-coverage communication mechanism by strengthening communication with the three regions, ensuring consistent service standards and resonance, and avoiding potential "gaps" in the service process. At the same time, by transforming employees' demand lists into a list of solutions, it ensures timely responses to all needs, achieving precise and human-centered service. . Ultimately, this series of service measures ensures the efficient sustained service work, truly making employees feel tangible warmth and care.

3. Strengthen the responsibility concept. The General Management Department has established a three-level responsibility management mechanism involving department heads, business section leaders, and employees, firmly instilling a sense of responsibility. The department management adopts the director-responsible system, with clear division of labor among department heads and the implementation of the AB-role complement system. Business sections implement the director-master responsibility system, with the director-master as the primary responsible person, overseeing the progress of job tasks, work standards, and quality control. The "First-contact Responsibility" system is advocated, where employees consciously enhance their sense of responsibility, strengthen accountability, and solidify the concept that "everyone is an ambassador, and everyone represents the image."

### **3 Refine Six Major Initiatives to Enhance Service Methods**

Based on the principles of Resource-Based View (RBV) and Dynamic Capability Theory, enterprises must integrate logistical resources—including standardized processes, intelligent systems, and cross-departmental collaboration mechanisms—to cultivate inimitable core competencies. Aligning with realities, the General Management Department has developed six targeted initiatives to amplify its roles in strategic coordination, advisory support, and service delivery. Through six major initiatives—"Centralized Task Allocation, Combined Efforts, Promotion and Clearing up Doubts, Simplifying administration and creating efficiency, Periodic Follow-Up Evaluations, and Cross-Functional Oversight"—it breaks down administrative barriers and regional divisions, removes obstacles in cross-regional collaborative management, and promotes the efficient operation of the comprehensive logistics service chain. The six major initiatives of the Department of Integrated Management are shown in figure 3.



**Fig. 3.** Implementing Strategic Initiatives Based on RBV and Dynamic Capability Theory. This flowchart illustrates how the General Management Department integrates logistical resources and implements six major initiatives to enhance strategic coordination, advisory support, and service delivery. Grounded in the principles of the Resource-Based View (RBV) and Dynamic Capability Theory, these initiatives aim to break down administrative barriers, remove regional divisions, and promote the efficient operation of the comprehensive logistics service chain.

1. Centralized Task Allocation. According to the principles of division of labor and cooperation in management theory and system theory, and in line with the work characteristics of "three districts and multiple sites," Yichang, Chengdu, and Kunming are established as service work hubs, achieving equivalent full coverage of the service radius. A comprehensive "service sign" initiative is launched, focusing on three major areas: comprehensive management, Party Affairs, and discipline inspection work. More than 50 specific tasks are detailed, with clear business interfaces and responsibilities, and grassroots service points are defined. This promotes "face-to-face" service and "point-to-point" communication between the responsible individuals and grassroots service points, ensuring that those responsible for business tasks are accountable, proactive, and more motivated.
2. Combined efforts. As depicted in Figure 2, in accordance with the principle of synergy, synergies between subsystems produce effects beyond the sum of their individual effects. Each regional business segment combines the characteristics of the local area to carry out services in accordance with local conditions. It implements monthly roster planning with paired partnership assignments in Yichang region, and adopts a 'rotation system' in Chengdu and Kunming region where staff are stationed in batches in Jinsha River construction site. This allows them to hear the voices of employees and alleviate their problems. Giving full play to the role of the driver group, in Yichang, Chengdu class to carry out the 'Four Star Fleet' (safety star, professional star, norms star, service star) creation, through the creation of standardised management, technology, professional service, safety and reliability of the driver team, and continue to improve the level of vehicle service.

3. Promotion and clearing up doubts. As shown in Figure 3, according to the theory of motivation, the organization propagates its goals, values, and policies to help employees understand its development direction and expectations so that they recognize the relationship between their work and the organization's goals, thereby stimulating their work enthusiasm and initiative. A 24-hour online service workgroup is set up to ensure smooth feedback and timely responses to employees' questions. In-depth visits and surveys identify the potential needs behind high-frequency problems, and a list of Top 100 frequently asked questions and answers is formulated. Efforts are made to break through the difficult, blocked, and stuck points in service protection. In conjunction with system revisions, a series of promotional and training activities are organized using methods like policy interpretations and training sessions. These activities clarify system terms, correct misunderstandings, and ensure accurate and comprehensive policy and system implementation.
4. Simplifying administration and creating efficiency. Following the principle of efficiency, the enterprise aims to maximize output with the minimum resource input. Leveraging its information portal platform to unlock potential and boost efficiency, it has refined vehicle scheduling, reception arrangements, application methods, and processing procedures. This streamlines workflows, reduces steps, and achieves the goal of "letting data do the running so employees don't have to". Consequently, it fulfills the objective of "efficiently task completion". The business processes for comprehensive logistics services have been standardized, resulting in a series of authoritative, practical outcomes such as the "Standardized Operation Manual for Talent Development," "Administrative Logistics Service Guide," and "Two Lists for News Promotion." These resources provide employees with important institutional support and procedural references to improve work efficiency.
5. According to the principle of continuous improvement, the information gathered through regular follow-up can provide the organization with the basis for improvement, helping the organization identify deficiencies in products or services, as well as new needs and expectations, thereby promoting continuous optimization of products, services, and management processes, and improving the organization's overall competitiveness. Follow-up is an important means to assess work effectiveness and continuously improve work standards. The General Management Department conducts regular follow-ups on grassroots service points through monthly visits, annual satisfaction surveys, and other methods. With an open mindset, it listens to employee feedback, tracks and evaluates the progress of corrective actions, and based on the feedback, develops corrective measures, clarifying deadlines and responsible persons. Continuously monitoring and supervision are implemented to promote the ongoing improvement of service quality and efficiency.
6. Cross-Functional Oversight. According to the principle of control, cross-functional oversight is a specific manifestation of the control function. It involves mutual inspection and supervision of work in different links and positions within the organization, allows timely detection of deviations and problems, enables corrective actions to be taken, and ensures that all work within the organization meets the requirements of plans and standards, thereby guaranteeing the achievement of organiza-

tional goals. Supervision and inspection are key measures for evaluating service effectiveness and consolidating the foundation of services. The business sectors of the General Management Department regularly conduct cross-regional inspections, checking each other for irregularities in management services and supervising the implementation of corrective actions. The head of the General Management Department leads teams to visit various departments and regional centers annually for "account reconciliation." This process verifies the resolution and implementation of annual issues, ensuring that service work remains consistent, standards are upheld, and efforts are maintained.

#### **4 Consolidate the three '0' Results and Polish the Service Brands**

Since the establishment of the '360' comprehensive logistics service system, the General Management Department has strengthened three key concepts and refined six initiatives, achieving the goals of '0' interruption in integrated logistics services, '0' error in support and '0' complaint from employees. This has led to a qualitative improvement in service decision-making, service production, and employee service.

1. "0" service interruptions. The General Management Department practices the service philosophy of "5+2" and "day+night," providing 365 days of online service. Department employees adopt a work style of "service to the end, follow-up results, and never leaving anything unresolved," adhering to service frequencies and requirements such as "real-time replies to group messages, resolving issues within the month during visits, quarterly progress on difficult problems, and annual follow-up on service quality." Over 100 employee requests have been resolved, with a completion rate of 100%, truly ensuring "every matter has feedback, and every case is followed through."
2. Ensuring "0" Errors. At the onset of the COVID-19 pandemic, the General Management Department responded swiftly, thoroughly soliciting work demands from various production departments. They implemented four exclusive services for scheduling personnel: "Exclusive use apartments, designated pick-up and drop-off vehicles, dedicated meal delivery, and dedicated elevators," ensuring a "two-point, one-line" work and life trajectory, effectively safeguarding the safety of production scheduling and the health and safety of employees. The creation of the "Four-Star Fleet" effectively enhanced the vehicle safety assurance level and successfully completed long-distance, multi-threaded flood season inspection tasks. In case of extreme weather saturation like heavy rain, snow or road ice, the emergency response is quickly activated. Designated pick-up and drop-off vehicles for production duty personnel, achieving the goals of "0" safety accidents and "0" customer complaints, providing solid vehicle service support for the transformation and development of TGDC.
3. "0" Employee Negative Reviews. Taking the opportunity of "Solving Problems for Employees", the General Management Department addressed various employee

concerns, ranging from small issues like upgrading water dispensers to actively negotiating discounts on private car fuel and other services benefiting the public. Additionally, it organized the "Employee Family Open Day" event in three regions, continuously bridging the gap between the enterprise and the employees. Over the past two years, more than 90 measures, large and small, have been implemented to effectively enhance employee well-being from multiple dimensions. Since the creation of the '360' service, employee and family satisfaction has reached 100% for three consecutive years.

## 5 Strengths and Limitations of the '360' Service System

In recent years, the grid-based service system has gradually emerged, commonly used in the field of community management and urban services, and some enterprises have also drawn on this model to optimise logistics services. Pengzhuang Coal Mine, in order to comprehensively improve the effectiveness of logistics services, constructed the 'three full five fixed N+1' intelligent inspection system, the implementation of 'full, all-round, whole process' grid management of logistics personnel. According to the principle of 'fixed person, fixed post, fixed responsibility, fixed quantity, fixed time', the logistics grid of N types of inspection tasks to implement a closed-loop mechanism. The mine will be divided into office areas, dormitory buildings, canteens and other five major responsibility grid, each grid configuration of a grid leader and a number of inspectors, forming a unit of responsibility. The ultimate goal is to reduce costs and increase efficiency across multiple areas of logistics management.

In the construction of the enterprise logistics service system, the '360' service system shows unique advantages, which is especially suitable for the actual needs of TGDCC and other enterprises. As shown in Table 1, compared with the 'one-stop' service system, the '360' service system not only focuses on the convenience of business handling, but also emphasizes strengthening the service foundation at the conceptual level. Enhancing the overall concept allows the system to align closely with the enterprise reform and development tasks, achieve cross-regional synergistic services, and optimise the allocation of resources, which is crucial for the business spread across the 'three regions and multiple sites' of TGDCC. In contrast, the 'one-stop' service system falls short in the depth and breadth of cross-regional synergy.

Unlike the grid-based service system, the '360' service system doesn't just divide areas to provide services. It strengthens the concept of responsibility, builds a solid responsibility management mechanism, and ensures service quality and responsibility implementation. The cross-functional oversight measure promptly addresses irregularities in management services, ensuring consistent and stable service standards. By strengthening three concepts and refining six major measures, the '360' service system achieves "0" service interruptions, "0" assurance errors, and "0" employee complaints. It meets the complex operational service needs of enterprises better, promoting efficient and sustainable business operations.

Although the '360' service system has been optimised with information technology, the system integration and compatibility are insufficient, and the data interaction is not

smooth, which affects the service efficiency. The depth of digital transformation is insufficient, and the lack of big data analysis and in-depth application of artificial intelligence makes it difficult to accurately predict employee needs and optimise resource allocation in advance. Under the pattern of ‘three regions and multiple locations’, cultural differences and communication barriers affect cross-regional synergy, resulting in limited service efficiency. The problem of uneven resource allocation is prominent, with some areas experiencing resource constraints and others having unused resources, affecting the overall service effectiveness. Employees' needs are becoming increasingly diversified and personalised, and the existing service model is difficult to meet special needs. Rapid changes in demand and lagging adjustment of the service system prevent timely response, leading to insufficient service timeliness. Cross-supervision may be affected by subjective factors and lack objectivity and fairness. Evaluation indicators are single, focusing mainly on ‘0’ service interruptions, ‘0’ safeguard errors, and ‘0’ staff complaints, making it difficult to comprehensively measure the effectiveness of the service system.

**Table 1.** Comparison of the ‘360’ service system with other similar service systems.

Service System Name	specificities	cutting edge	Areas of application
‘One-stop’ service system	Integration of multiple service functions and provision of a centralised business platform with a high degree of informatisation	Reduced clerical processes and time costs, and increased efficiency and transparency of services	Large enterprises, government departments
Grid-based service system	Grid division with specialised service teams and real-time connection to the headquarters platform via mobile terminals	Achieving precision and efficiency in service delivery	Community management, urban services, multinational enterprises
‘360’ service system	Strengthen the 3 concepts (overall viewpoint, service, responsibility), refine the 6 major initiatives (centralized task allocation, joint efforts, promotion and clearing up doubts, simplicity of administration and creation of efficiency, periodic follow-up evaluations, cross-functional oversight), to achieve three ‘0’ results	Breaking down administrative barriers and regional divisions, providing full-dimensional and full-coverage services to accurately meet the needs of employees	Power enterprise logistics management

In the future, we will further explore big data analytics and artificial intelligence technologies to accurately predict employee needs and provide personalised services. At the same time, we will introduce IoT technology to realise real-time monitoring and remote management of equipment and facilities to improve service timeliness and efficiency. Conduct cross-cultural management research and develop communication strategies to reduce cultural conflicts. Establish a dynamic resource allocation model to optimise resource allocation based on real-time data and improve cross-regional collaboration efficiency. Build employee profiles to provide personalised services. Establish a demand forecasting model, layout service resources in advance, and respond quickly to changes in employee demand. Introduce third-party professional organisations to conduct supervision and assessment to improve objectivity and fairness. Construct a comprehensive and scientific evaluation index system, adding service innovation, employee satisfaction changes and other indicators to comprehensively measure the effectiveness of the service system. Incorporate the concept of green development and promote energy-saving and emission reduction measures to achieve sustainable development. Further strengthen employee care and carry out public welfare activities to enhance employees' sense of belonging and social responsibility.

## 6 Conclusion

The '360' all-round and full-coverage service system represents the transformation direction of enterprise logistics management from a decentralized and extensive model to a intensive and intelligent one. Its success depends on the collaborative advancement of institutional reconstruction, technological integration and cultural innovation. The ultimate goal is to achieve excellent operation with zero resource waste, zero service delay and zero risk of losing control. In the future, with the deepening application of digital technologies, this system is expected to become a key guarantee mechanism for power enterprises to support the "dual carbon" goals and the construction of new power systems.

Service is endless. The General Management Department will heighten political consciousness, intensify theoretical study, and deepen brand development, steadfastly pursuing the ultimate objective of "fulfilling the people's aspirations for a better life." We will firmly transform the important instructions from General Secretary Xi Jinping on General Office in a New Era into a powerful force for guiding practice and propelling efforts. By strengthening internal capabilities, delving into service methods, innovating management service concepts, we will continuously evaluate and improve comprehensive logistics service measures, further enhance the advisory role and inject robust logistical impetus into the high quality development of CYPC.

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