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厦门大学

硕士学位论文

华南物流公司发展战略研究

Research on Development Strategy of Southern China  
Logistics Co., Ltd

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## 摘要

华南物流园为深港两地外贸以及物流业务的发展实现了“内陆物流港”的集散效应和功能，华南物流公司为珠三角外贸进出口做出了积极贡献。在国家“一带一路”战略下，华南物流公司面临着新的机遇与挑战。中国是东盟最大的贸易伙伴，东盟是中国的第三大贸易伙伴。粤港澳与东盟交往密切，贸易量逐年增加，运输量持续增长。粤港澳—东盟社会经济发展良好，粤港澳在“一带一路”建设中地位重要。粤港澳以其巨大的经济贸易量，将逐渐成为中国—东盟的桥头堡。“一带一路”建设促进粤港澳国际物流发展，粤港澳国际物流会随着粤港澳—东盟巨大的经济贸易量而迅猛发展，珠三角地区以后将成为中国—东盟物流集散中心。

华南物流公司在粤港澳国际物流发展中大有可为，在巩固、拓展“保税仓储、集装箱堆场、跨境转关接驳、跨境快速通关”四大主营业务基础上，扩大服务对象与服务范围，积极发展跨境电商、进口VMI仓储配送业务、专业市场，打造大规模海运出口拼箱中心、全国高端冷链物流基地、供应链基地。公司立足珠三角，面向世界，形成“三大中心”、“二个基地”、“一个市场”的业务布局。本文首先分析华南物流公司现状，总结该公司的历史地位，分析面临的机遇与挑战。之后分析粤港澳—东盟社会经济发展现状，指出“一带一路”建设促进粤港澳国际物流发展。接着分析粤港澳战略地位和粤港澳国际物流战略地位，分析粤港澳—东盟国际物流现状，最后对华南物流公司进行战略定位并提出发展对策。本文分析了粤港澳战略地位和粤港澳国际物流战略地位及发展趋势，有利于粤港澳国际物流健康发展，促进中国—东盟贸易增长，有利于“一带一路”建设快速顺利推进。华南物流公司的战略定位及发展对策，对珠三角乃至中国物流企业具有借鉴意义。

**关键词：** 企业战略；华南物流公司；SWOT分析法

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## **Abstract**

South China Logistics Park realizes distributed effect and function of inland logistics terminal for the development of Hong Kong Trade and logistics business. South China Logistics company made positive contribution to the import and export of foreign trade in the Pearl River Delta. South China logistics company is facing new opportunities and challenges in "One Belt and One Road" strategy.

China is the largest trading partner ASEAN, and ASEAN is the third largest trading partner of China. Guangdong, Hong Kong, Macao and ASEAN exchanges closely. The trade volume increases year by year and the volume of transportation continues to grow. The economic development of Guangdong, Hong Kong, Macao and ASEAN is good. Guangdong, Hong Kong and Macao is in an important position in "One Belt and One Road" construction. Guangdong, Hong Kong and Macao will become the bridgehead of Chinese and ASEAN gradually by its huge economic and trade volume. "One Belt and One Road" construction promotes the development of international logistics between Guangdong, Hong Kong and Macao. The volume of international logistics between Guangdong, Hong Kong, Macao and ASEAN will crease with the rapid development of huge economic and trade volume. The Pearl River Delta region will become logistics center of China and ASEAN.

South China logistics company has bright prospects in Guangdong, Hong Kong and Macao international logistics development. It expands service objects and the scope of service, then actively develop cross-border business, import VMI storage distribution business, professional market, and build large-scale LCL consolidation center, national high-end cold chain logistics base, supply chain base on the base of consolidating and expanding the four main business which are bonded warehousing, container yard, cross-border transit feeder and cross-border rapid clearance. It bases on the Pearl River Delta and facing the world, then it will formate the business layout of the three centers, two bases, one market.

The thesis analyzes the status of South China logistics company firstly. It summarizes the historical status of company, and analyses the opportunities and challenges. Afterly it analyses the economic and social development situation of

Guangdong Hong Kong, Macao and ASEAN, then points out that “One Belt and One Road” construction can promote the development of Guangdong, Hong Kong and Macao international logistics. It analyses the strategic position of Guangdong, Hong Kong and Macao, and analyses the strategic position of Guangdong, Hong Kong and Macao international Logistics. It analyses the situation of logistics in Guangdong, Hong Kong, Macao and ASEAN. It analyses the strategic positioning of South China logistics company and puts forward the countermeasures finally. The thesis analyzes the strategic position of Guangdong, Hong Kong and Macao and the status and development trend of Guangdong, Hong Kong and Macao international logistics. It is conducive to the healthy development of Guangdong, Hong Kong and Macao international logistics and it promotes the trade growth of China and ASEAN. It is conducive to the construction of "One Belt and One Road" fast smoothly. The strategic positioning and development strategy of South China logistics company has reference significance to the logistics enterprises of Pearl River Delta and even China.

**Key words:** Strategy of company; Southern China logistics company; SWOT.



# 目 录

<b>第一章 绪论</b> .....	<b>1</b>
<b>第一节 研究的背景</b> .....	<b>1</b>
<b>第二节 研究的意义</b> .....	<b>2</b>
<b>第三节 论文的思路框架</b> .....	<b>3</b>
<b>第四节 论文的研究方法</b> .....	<b>3</b>
<b>第二章 理论综述</b> .....	<b>5</b>
<b>第一节 企业发展战略的概念与基本内容</b> .....	<b>5</b>
<b>第二节 企业核心竞争力</b> .....	<b>7</b>
<b>第三节 SWOT 分析法</b> .....	<b>8</b>
<b>第四节 企业竞争发展战略</b> .....	<b>8</b>
<b>第三章 华南物流公司发展现状</b> .....	<b>10</b>
<b>第一节 公司发展概况</b> .....	<b>10</b>
一、公司简介 .....	10
二、公司规划审批、建设审批历程 .....	11
三、公司业务发展历程 .....	11
四、公司主营业务现状 .....	13
<b>第二节 公司历史贡献</b> .....	<b>16</b>
一、经济效益显著 .....	16
二、社会效益显著 .....	17
<b>第四章 华南物流公司发展现状分析</b> .....	<b>20</b>
<b>第一节 外部发展环境分析</b> .....	<b>20</b>
一、大背景下的华南物流公司发展 .....	20
二、区域环境分析 .....	25
<b>第二节 华南物流公司宏观环境分析</b> .....	<b>27</b>
一、经济环境分析 .....	27
二、政治法律环境分析 .....	28

三、社会环境分析 .....	29
四、技术环境分析 .....	30
五、全球化因素分析 .....	30
<b>第三节 华南物流公司行业环境分析 .....</b>	<b>31</b>
一、潜在进入者的威胁 .....	31
二、现有竞争者分析 .....	32
三、替代品的威胁 .....	33
四、客户讨价还价的能力 .....	33
五、外判商讨价还价的能力 .....	34
<b>第四节 华南物流公司内部条件分析 .....</b>	<b>34</b>
一、优势分析 .....	34
二、劣势分析 .....	35
三、机遇分析 .....	37
四、威胁分析 .....	41
<b>第五节 华南物流公司矩阵分析 .....</b>	<b>43</b>
一、华南物流公司 SWOT 矩阵分析模型的建立 .....	43
二、华南物流公司 SWOT 分析结论 .....	44
<b>第五章 华南物流公司发展战略与对策 .....</b>	<b>46</b>
<b>第一节 公司发展战略的制定 .....</b>	<b>46</b>
一、公司战略定位 .....	46
二、公司发展思路 .....	46
三、公司发展步骤 .....	46
<b>第二节 公司发展对策 .....</b>	<b>47</b>
一、积极发展跨境电商 .....	47
二、打造大规模海运出口拼箱中心 .....	47
三、积极开展进口 VMI 仓储配送业务 .....	48
四、打造全国高端冷链物流基地 .....	48
五、打造供应链基地 .....	49
六、发展专业市场 .....	49

<b>第六章 华南物流公司发展战略的具体实施方案 .....</b>	<b>51</b>
<b>第一节 提升企业资源整合能力，打造行业战略合作联盟 .....</b>	<b>51</b>
<b>第二节 不断完善企业信息网络建设，升级设备与技术水平 .....</b>	<b>52</b>
<b>第三节 不断引进先进物流管理人才，加强物流人才的培养 .....</b>	<b>53</b>
<b>第四节 重视服务创新，为客户提供更加个性化的物流方案 .....</b>	<b>54</b>
<b>第五节 发展企业文化，塑造企业形象 .....</b>	<b>55</b>
<b>第六节 优化企业管理流程，提升企业管理能力 .....</b>	<b>56</b>
一、优化业务审批与管理流程，提升业务管理效率 .....	56
二、不断优化对供应商的管理模式 .....	57
三、不断强化客户投诉信息管理机制 .....	57
四、不断推动业务操作流程的标准化建设 .....	58
<b>第七节 公司战略实施效果 .....</b>	<b>58</b>
一、跨境电商进展顺利 .....	58
二、经济效益初步显现 .....	59
<b>第七章 结论 .....</b>	<b>60</b>
<b>参考文献 .....</b>	<b>61</b>
<b>致    谢 .....</b>	<b>63</b>

厦门大学博硕士学位论文摘要库

# Content

<b>Chapter One Introduction .....</b>	<b>1</b>
<b>Section One Background of Research.....</b>	<b>1</b>
<b>Section Two Meaning of Research .....</b>	<b>2</b>
<b>Section Three Thoughts and Framework of Thesis.....</b>	<b>3</b>
<b>Section Four Research Method of Thesis .....</b>	<b>3</b>
<b>Chapter Two Theoretical Review.....</b>	<b>5</b>
<b>Section One Concept and Basic Components of Enterprise Development     Strategy .....</b>	<b>5</b>
<b>Section Two Core Competitiveness of Enterprises .....</b>	<b>7</b>
<b>Section Three SWOT Analytical Method .....</b>	<b>8</b>
<b>Section Four Development Strategy of Enterprise Competition.....</b>	<b>8</b>
<b>Chapter Three Development Status of South China Logistics Company .....</b>	<b>10</b>
<b>Section One Development Situation of Company .....</b>	<b>10</b>
1. Company Profile.....	10
2. Planning Approval and Construction Approval Course of Company .....	11
3. Business Development Course of Company .....	11
4. Main Business Situation of Company .....	13
<b>Section Two Historical Contribution of Company .....</b>	<b>16</b>
1. Remarkable Economical Benefit .....	16
2. Remarkable Social Benefit.....	17
<b>Chapter Four Development Status Analysis of South China Logistics Company .....</b>	<b>20</b>
<b>Section One Analysis of External Development Environment .....</b>	<b>20</b>
1. Development of South China Logistics Company under the General Background.....	20
2. Analysis of Regional Environment.....	25
<b>Section Two Macro-Environment Analysis of South China Logistics     Company .....</b>	<b>27</b>

1. Analysis of Economic Environment.....	27
2. Analysis of Political and Legal Environment.....	28
3. Analysis of Social Environment .....	29
4. Analysis of Technological Environment .....	30
5. Factor Analysis of Globalization .....	31
<b>Section Three Industry Environment Analysis of South China Logistics</b>	
<b>Company .....</b>	<b>32</b>
1. Threat of Potential Entrants.....	32
2. Analysis of Existing Competitor.....	33
3. Threat of Substitute Products .....	33
4. Bargaining Power of Customers .....	34
5. Bargaining Power of Outside Contractor .....	34
<b>Section Four Internal Conditions Analysis of South China Logistics</b>	
<b>Company .....</b>	<b>34</b>
1. Advantage Analysis.....	34
2. Weakness Analysis.....	36
3. Opportunity Analysis .....	37
4. Threat Analysis.....	41
<b>Section Five Matrix Analysis of South China Logistics Company.....</b>	<b>44</b>
1. SWOT Matrix Analysis Model Buildup of South China Logistics Company.....	44
2. SWOT analysis conclusion of South China Logistics Company .....	45
<b>Chapter Five Development Strategy and Measures of South China</b>	
<b>Logistics Company .....</b>	<b>46</b>
<b>Section One Development Strategy Formation of Company .....</b>	<b>46</b>
1. Strategic Positioning of Company .....	46
2. Development Ideas of Company.....	46
3. Development Steps of Company .....	46
<b>Section Two Development Countermeasure of Company .....</b>	<b>47</b>
1. Actively Develop Cross-Border E-Commence.....	47
2. Build Large-Scale Shipping Export LCL Center .....	47
3. Actively Develop Import VMI Storage and Delivery Business .....	48
4. Build the National High-End Cold-Chain Logistics Base .....	48
5. Build the Supply Chain Base .....	49

6. Develop Professional Market.....	49
<b>Chapter Six Development Strategy Concrete Implementation plan of South China Logistics Company .....</b>	<b>51</b>
<b>Section One Improve Enterprise Resource Integration Ability, Create     Industry Strategic Cooperation Alliance .....</b>	<b>51</b>
<b>Section Two Continuously Perfect Enterprise Information Network     Construction, Upgrade Equipment and Technical Level.....</b>	<b>52</b>
<b>Section Three Continuously Introduce Advanced Logistics Management     Talent, Strengthen Cultivation of Logistics Talent.....</b>	<b>53</b>
<b>Section Four Emphasis on Service Innovation, Provide More Personalized     Logistics Solutions for Customer .....</b>	<b>54</b>
<b>Section Five Develop Enterprise Culture, Build Enterprise Image .....</b>	<b>55</b>
<b>Section Six Optimize Enterprise Management Process, Improve Enterprise     Management Ability .....</b>	<b>56</b>
1. Optimize Business Approval and Management Process, Improve Business Management Efficiency .....	56
2. Continuously Optimize Supplier Management Model .....	57
3. Continuously Strengthen Customer Complaint Information Management Mechanism.....	57
4. Continuously Promote the Standardization Construction of Business Operation Process.....	58
<b>Section Seven Company Strategy Implementation Effect .....</b>	<b>58</b>
1. Cross – border Electricity Business is Progresses Well.....	58
2. Preliminary Show Economical Benefit .....	59
<b>Chapter Seven Conclusions.....</b>	<b>60</b>
<b>References .....</b>	<b>61</b>
<b>Acknowledgments .....</b>	<b>63</b>

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