

Logistics Business Process Optimization Strategy for B2C Enterprises

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Abstract: This paper studies the optimization problem of B2C e-commerce logistics process. Firstly, the paper introduces the concepts of e-commerce and the background, and then described the status, B2C logistics industry, the problems and development trends. Through the basic process analysis method, we focuses on the B2C business model and logistics processes. Finally, according to the three key business process of B2C enterprise logistics, weputs forward corresponding optimization strategy and attention points. By continuous optimization, we shorten the logistics link distance and improve the work efficiency and customer service levels, and reduce unnecessary operation cost. By doing this, we enhanced the market competitionability and laida foundation forenterprise'sstrategy implementation.

Keywords: B2C E-commerce, logistics operations, optimization.

1. Introduction

With the rapid development of e-commerce, logistics has increasingly become a restricted part of a major bottleneck in development of electronic commerce. The capacity of distribution has gradually become the core competitiveness of B2C enterprises. The logistics also has become the main battleground in the war. The level of Logistics service is closely related to the consumer shopping experience, the recognition of user to the B2C enterprise brand .It is related to the overall operation efficiency of enterprise and cost .In this context, how to improve the level of logistics has become the focus of B2C businesses.

2. Necessity of Logistics Business Process Optimization in B2C Enterprises

Edward Deming, a famous American management scientist, once pointed out that 85% of the quality problems and waste phenomena in an enterprise are often caused by improper process system, while only 15% are caused by job factors. In his later years, he adjusted the proportion to 96% and 4% to emphasize the necessity of continuous process improvement for improving quality control, improving work efficiency, reducing costs and improving customer satisfaction.

If the sustainable operation of enterprises is regarded as a river flowing continuously to the sea, then a series of business processes of enterprises are to ensure the channel flowing to the sea. The strategic setting and achievement of any enterprise contains two contents: the change of ideas and behavior. The strategic goal of forming an enterprise is a baptism of the enterprise's thought, which is a change of idea, while the change of behavior depends on the optimization and improvement of business process. This is also applicable to B2C e-commerce enterprises.

Therefore, the design of process must be consistent with the development strategy of enterprises, while the optimization of business process is mainly reflected in efficiency, efficiency and effectiveness. First of all, the longer and more complex a business process design is, the slower the process response speed is, and its operational efficiency is the lowest, which is fatal for B2C enterprises famous for its high efficiency and fast. In the era of speed economy, competition among enterprises is more reflected in speed. Whoever can quickly respond to customers' needs can take the lead in competition and obtain more resources. Zhang Ruimin also said that the core competitiveness of an enterprise lies in how many customer resources the enterprise has, and who owns customer resources has strong competitiveness. The reason why it seizes customer resources is because of the shortage of resources, which can only be obtained by responding quickly to the needs of users. Secondly, the process is overstaffed, the design is not scientific enough, and the more links that do not add value, the more the cost of the process operation is increased, and the economy of the process is also difficult to achieve. Furthermore, if there are too many process control nodes, the corresponding jobs need to be added. With more people at work, the chances of making mistakes are higher. Therefore, as the pioneer of the Internet economy, only by steadfastly optimizing business processes can B2C e-commerce enterprises continuously adjust their pace and gain new vitality.

3. B2C Logistics Business Process Optimization

Process optimization is a strategy to maintain the competitive advantage of enterprises through continuous development, improvement and optimization of business processes. The process of combing, perfecting and improving the existing workflow is called process optimization. Process optimization refers not only to doing the right things, but also how to do them correctly. The common ways are to cancel unnecessary work links and contents, rationally rearrange procedures, merge or simplify related links, etc. For some inefficient processes, the original process can also be completely overturned and redesigned. From the overall point of view, the completion of consumers' shopping process includes three key links: order processing, warehousing distribution, after-sales service (mainly return and exchange). Therefore, the optimization of this paper will start from these three links.

3.1 Optimizing Order Processing

Order processing is the timely processing of customer demand information by the order management department, which is one of the key logistics activities. It is from the beginning of the customer order until the customer receives the goods. In this process, all the document processing activities. Order processing is a core business process of an enterprise, including order preparation, order transmission, order login, order delivery, order processing status tracking and other activities. Order processing is the most important factor to achieve the goal of customer service. Improving order processing process, shortening order processing cycle, improving order satisfaction rate and delivery accuracy, and providing order processing tracking information can greatly improve customer service level and customer satisfaction, but also reduce inventory level, while improving customer service level and reducing total logistics cost.

Order processing emphasizes the processing of documents. Due to the continuous improvement and perfection of the current information system, the processing ability of orders is greatly enhanced. The optimization of order processing will focus on the improvement and perfection of order processing system. The main aspects include:

(1) Timeliness of order submission

Many consumers like to do online shopping after dinner, and then order. However, it is undeniable that many B2C enterprises can not provide 24-hour service all day. Usually the processing capacity and timeliness at night will be much lower than the working time during the day, but consumers do not buy. Consumers often calculate the time of delivery of goods from the moment they click on the purchase, which is the case. It causes the lag of order submission and brings bad experience to consumers. Therefore, in addition to striving to do a good job in humanized interface, improve the guidance measures for commodity purchase, we also need to optimize the relevant order time according to the forecast, and advocate that consumers place the order time in the order submission and delivery can be timely, accurate, and can have a good customer service period. In this way, through the improvement of consumers' behavior and avoiding some false orders caused by poor communication and untimely contact, we can take better care of the processing efficiency of the system and make the best use of the whole information system to overcome the "blind area" at some time and places.

(2) Sharability of Order Processing System and External

B2C enterprise headquarters and warehousing centers need to establish information sharing mechanism with third party logistics companies and suppliers. When consumers place orders, the warehousing departments, suppliers and third-party logistics of B2C enterprises obtain their own order information at the same time, and the suppliers inquire about the inventory status of goods to determine when replenishment of B2C enterprises is needed; the warehousing departments carry out order operations to prepare the goods for warehousing and distribution; and the third-party logistics or self-built Logistics systems also need timely and accurate information to prepare. Cargo handover, timely vehicle allocation, transport schedule. Different departments choose the parts they need according to their own needs, and then extract and integrate the information to achieve their strategic objectives. The overall optimization goal is multi-party linkage, coordinated processing of information, greatly improving the suitability between enterprises, seamless convergence and efficiency.

(3) Order tracking and feedback

B2C enterprises need to strengthen their contacts with consumers, learn the latest needs and trends of consumers, constantly optimize and improve customer experience and satisfaction. Under the current technical level, we should develop our own special client software and share database. When the distribution center in the alliance provides distribution information for the first-line express delivery personnel, it can also provide arrival reminder information to consumers through the client. At present, Shunfeng Express has opened short message reminder service. In the long run, the popularity of computers is still continuing. Users and B2C enterprises can

communicate well through the client. On the one hand, consumers can further learn the latest commodity information of B2C business website, understand the latest policies and preferential measures of the website. On the other hand, B2C enterprises can also rely on the client to order. Follow up and feedback, understand their own shortcomings and shortcomings, improve customer service level to attract more buying behavior or expand brand publicity.

3.2 Optimizing Depot Distribution

Departure and distribution are a series of activities that select goods from warehouse shelves and distribute and package them according to the order information submitted for confirmation, and then send them to the consignee. This is also one of the keys of logistics activities. How to distribute goods to consumers faster and better is related to consumers' recognition of B2C brand and consumers' shopping experience. This is also the most urgent bottleneck of B2C logistics.

In e-commerce environment, constantly improving the level of information technology, the use of high-tech equipment and facilities is an important means to achieve efficient operation and reduce costs, such as automated warehousing, hand-held PDA, radio frequency automatic identification system, automatic sorting system, automatic steering car, cargo tracking system, etc., but most of these systems or facilities are expensive and when orders cannot be formed. In large quantities, the daily loss of facilities and equipment takes up a large part of the funds. In this context, it may be a good way to improve "soft ability".

Unlike common sense and imagination, the most important factor affecting the efficiency of warehousing is not sorting and packaging, but picking. Picking is that according to some logic, the system aggregates the SKU (Stock Keeping Unit) contained in N orders into a picking list (also known as grabbing list), which is taken out from the designated warehouse by the outgoing group, so as to avoid running to the warehouse area for each order and improve the efficiency of the outgoing warehouse. For warehouses with large area and long distance between three warehouses and two districts, the picking list should be typed out according to different storage areas and handed over to different commodity managers for picking. Sorting is to distribute the goods listed in the picking list according to the details of the picking list, to distribute invoices, and to paste face sheets. Of course, the most important thing is to check the bar code of the warehouse, and finally to fill, pack and pack the necessary goods.

In the original process, the warehouse clerk picks up the goods in batches according to the grabbing order, and then carries on the second picking according to the detailed order, and then carries on the packing and shipping after confirming the goods. There is no shortcut to picking up goods. The less the order quantity, the easier it is to pick up. But when the order quantity is suitable, we can try to combine warehousing with sorting process, and aggregate orders with single orders. The sorting operation is moved forward, and the new picking truck is used to divide the sorting operation into several storage locations. The number of storage locations is the same as the number of orders processed each time. In this way, while picking up the goods, the goods are placed according to a single order, one is placed, and then the next one is picked up. When the pickup is completed, the scanning confirmation is carried out directly with the storage location as the basic unit, and then the packaging and distribution can be carried out. Because the warehouse personnel are more impressed by the nature of the goods and the efficiency of the placement is higher when they just pick up the goods, it is more convenient and faster than sorting personnel to select from a pile of goods. When the goods are loaded and sent, the method of "classification of side loading" can also be adopted to classify the commodities at the county and municipal levels. For example, the German company DEXTRA uses color cards to partition and integrates goods into the smallest partition unit to facilitate scanning and sorting at the next distribution center or distribution site.

The idea of "moving forward" is mainly to move the disadvantaged steps forward to the advantageous place, and do some work in the front part to facilitate the later procedure. For example, the information and automation level of distribution centers in remote areas is far less than that of large cities, and their operation efficiency is relatively low, so that warehouses are frequently exploded, while the facilities of warehousing and distribution centers at headquarters are more advanced, the quality of personnel is higher, and the processing capacity is stronger. Therefore, it is more conducive to the allocation of resources to transfer operations that are not good at other areas to efficient areas, which is conducive to the allocation of resources. Improvement of overall efficiency. It is worth mentioning that the application of this method is limited to some commodities and appropriate order quantity, and some specific applications need to be improved according to the actual situation.

3.3 The Optimization of After-Sale Service (Return and Exchange)

After-sales service is a variety of service activities provided after the sale of goods. From the point of view of sales promotion, after-sales service itself is also a means of promotion. The after-sales service of B2C industry is more about the service of return and exchange, refund and so on, which is also a main battlefield of B2C market after the price war.

If we say that the normal warehouse entry and exit process only needs to strictly follow SOP (Standard Operation Procedure) and all kinds of instructions, do a good job of site management, avoid human errors, internal controllability is very high; and returns and exchanges are too complex, mainly due to the following reasons: Firstly, the operation of RMA (Return Merchandise Authorization) is usually initiated by customer service, warehousing financial execution, and then customer service feedback to consumers, with many links, long process and poor internal controllability. Secondly, the coordination degree of consumers is uneven, and the returned goods are in different states. Some of them have no logo at all and can not correspond to RMA alone. Basically, case by case is handled, and the efficiency is very low. Thirdly, a considerable proportion of RMA will also involve cash on delivery (mostly without invoices) and partial refund calculation of orders participating in promotional activities, which need to be communicated with financial case by case. Fourth, the exchange of out-of-warehouse and replenishment of wrong goods involving warehouse delivery has a long process and consumers are easily dissatisfied. Fifth, the returned goods need quality control, and the good ones need to be moved back to the warehouse (from RMA warehouse to positive warehouse). Some of the damages may also involve dismantling into different SKUs for sale on the shelf. The returned suppliers also need to contact the purchasing department to pack and ship back (where the return price is a new problem), and the related accounting treatment will be extremely large.

In addition to the above-mentioned conventional RMA, a new virtual RMA requirement (commonly referred to as "abnormal order processing in intermediate state") will emerge in practice, that is, the order has been confirmed, and the shortage or other non-deliverable situations (for most B2C, it is impossible to achieve full real library at the beginning; and virtual library, shortage is almost doomed), regardless of the choice of approach, need to Change orders, this kind of operation is more troublesome, requires the system to do very complex calculations and corresponding authorization of managers, so for consumers, it is procrastinating, not dealing with, experience is poor.

Therefore, the optimization of after-sales service mainly includes the following points: Firstly, we should simplify the process of returning and exchanging goods. From the perspective of consumers, we should formulate detailed and simple guidelines for returning and exchanging goods, delete some unnecessary links, make both parties familiar with the rules, clarify necessary documents and documents for returning and exchanging goods, and reduce some human negligence and errors. Secondly, it is fully authorized to specific departments, linking customer service, finance and warehousing and distribution departments, dealing with consumer complaints efficiently, and dealing with them in a coordinated manner. As long as all parties pay attention to it, the problem will no longer be a problem. Thirdly, the best measures to deal with returns and exchanges are prevention, efforts to improve the quality of commodity procurement, careful inspection before delivery of goods to meet consumer needs, strict checks, can effectively prevent some unnecessary troubles. In addition, the client software mentioned above can also improve the efficiency of after-sales service, timely communication, simplified processing links will bring good improvements to the return and exchange service.

4. Conclusion

Now it has entered a critical period of e-commerce development. Whether B2C e-commerce will develop smoothly in the future depends largely on the level of logistics distribution and services. Logistics capability has gradually become the core competitiveness of B2C e-commerce enterprises. Whether they can satisfy customers' needs faster and better becomes a sharp weapon for e-commerce enterprises to seize the market. And the focus of all these activities lies in the continuous process optimization management. Only continuous process optimization management can achieve a good user experience; only continuous process optimization management can continuously obtain high-quality and low-cost products; only continuous process optimization management can activate the rigid management hardware system; only continuous process optimization management can effectively use every penny and make every penny play its maximum efficiency.

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