

Analysis and Optimization of the Value Chain of H Logistics Company

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Abstract: This paper studies the current situation, problems, and optimization strategies of the value chain of H Logistics Company. With the gradual development of the logistics industry, its status has been continuously improved, and value chain optimization has become an important means to enhance the competitiveness of logistics enterprises. Based on the value chain theory proposed by Michael Porter, this paper comprehensively analyzes the core links of H Logistics Company such as procurement, warehousing, transportation, and distribution, finds out its problems in supplier management, warehousing resource allocation, transportation cost control, and service quality improvement, and proposes targeted optimization measures. In the procurement link, H Logistics Company has problems with a supplier evaluation system, poor cost control, and lagging in information construction. It is recommended that a supplier rating mechanism be introduced, refined expense management be strengthened, and information on the procurement process be promoted. In the warehousing link, low resource utilization, poor classification management efficiency, and insufficient technical investment are the main problems. Countermeasures such as optimizing warehouse layout, adopting intelligent sorting equipment, and strengthening employee training are proposed. In the transportation and distribution link, the company has shortcomings in logistics network planning, vehicle scheduling, and service quality. It is recommended to improve it through intelligent path optimization, dynamic allocation of transportation capacity, and promotion of green logistics. This study not only provides a specific path for H Logistics Company to improve operational efficiency but also provides a direction for value chain management in the logistics industry. Optimizing the value chain can not only improve the internal operational efficiency of the enterprise but also achieve cost savings, improved customer satisfaction, and enhanced competitiveness in the market environment, laying the foundation for the sustainable development of the logistics industry.

Keywords: Logistics, Value chain, Optimization.

1. Introduction

With the rapid development of China's economy and the increasing importance of the global supply chain, the logistics industry has become an important pillar of its national economy, playing an important role in improving economic efficiency, reducing transaction costs, and supporting industrial development. However, the logistics industry is also facing a series of challenges, including rising operating costs, demand fluctuations, regional differences, and technological breakthroughs, which affect the sustainable development and competitiveness of logistics companies. In the context of the increasing popularity of digital technology, it has become a top priority to improve the efficiency and value-added capabilities of logistics companies. Among them, internal value chain optimization has become an important strategy to improve operational performance, reduce inefficiency, and enable logistics companies to gain competitive advantages.

As a leading company in the logistics industry, H Logistics Company has become an important contributor to regional economic development with its comprehensive service portfolio (including transportation, warehousing, cold chain logistics, and distribution services). Over the years, the company has made significant progress in expanding its market share and integrating modern management practices. However, while making significant progress, the company also faces urgent challenges in optimizing its internal value chain, such as unreasonable allocation of warehousing resources, inadequate transportation cost control, and limited

improvement in service quality. These problems not only hinder the company's profitability but also weaken its ability to effectively respond to market fluctuations and customer needs. In recent years, the use of value chain analysis has been proven to be an effective value analysis tool for identifying strengths and weaknesses in business operations. The assessment helps companies adjust their strategies to reduce costs and improve efficiency. For logistics companies such as H Logistics Company, an optimized internal value chain can significantly improve service quality, minimize waste, and achieve higher customer satisfaction.

This paper takes H Logistics Company as an example to explore the structure, practical challenges, and optimization strategies of its internal value chain. By studying the current status of the company's core activities (including procurement, warehousing, transportation, and distribution), the key operational activities that make it inefficient are identified and targeted solutions are proposed. By addressing inefficiencies in the internal value chain, logistics companies can not only reduce costs but also improve the reliability and adaptability of services. In addition, the adoption of an optimized operating model can provide a competitive advantage in an increasingly dynamic and customer-centric market. Therefore, this study provides valuable insights and practical suggestions for logistics companies that aim to achieve sustainable growth and long-term competitiveness, thereby promoting the development of China's relevant value chain management and its application in the logistics industry.

2. Related Concepts and Theoretical Foundations

2.1. The Concept of Value Chain

In 1985, Michael Porter, a professor at Harvard Business School, proposed the concept of the value chain in his book *Competitive Advantage*: "Each enterprise is a collection of various activities in the process of designing, producing, selling, delivering and supporting its products. These activities can be represented by a value chain." Value chain optimization is to analyze the value chain and integrate the activity links. Through analysis, value-added and non-value-added links can be found. Then measures such as business process reengineering, business outsourcing, supplier collaboration, customer alliance, organizational reengineering, and competitive cooperation strategies can be taken to optimize them. Professor Porter pointed out that the business process of an enterprise is itself a value chain, and the competition between enterprise value chains is the essence of competition between enterprises. Therefore, if an enterprise wants to be invincible in competition, the key is to achieve management and optimization of each link in the value chain.

According to Professor Porter's theory, the value operation of an enterprise is mainly divided into two parts: basic operation and auxiliary operation. On the one hand, the former mostly realized the transformation from input to output, which is mainly composed of delivery and after-sales service, and can realize the creation of products or services. The main contents include: purchase logistics, which mainly refers to the receipt, storage, and distribution of related operations, and the input of materials into production; production operations, which can realize the final transformation of products or services, and the specific work includes processing, assembly, inspection, packaging, and equipment maintenance; shipping logistics, which refers to collection, storage, and delivery to customers; marketing, which refers to providing customers with ways to buy products and guiding their purchasing behavior. The specific methods adopted include advertising, sales, channel selection, pricing, promotion, etc.; after-sales service, its purpose is to ensure or even increase the value of products, including installation, repair, maintenance, etc. Provide corresponding services. On the other hand, auxiliary operations are supplements and support to basic operations and are generally completed by employees of the enterprise. The specific contents include: infrastructure, which supports the entire value chain and will promote or hinder cost competitive advantages. The specific work content includes administrative management, finance, law, planning and accounting systems, etc.; procurement-raw materials, which refers to the purchase of other supplies, consumer goods, and assets other than the purchased raw materials themselves; research and development, which refers to the related operations of improving and optimizing products and production processes; human resource management, which includes related work such as recruitment, training, and salary management. In simple terms, modern enterprises are a collection of a series of orderly operations, which achieve the purpose of customer satisfaction through various operations. The starting point of these operations is the supplier, through the internal enterprise, and finally the operation chain of supplying products to customers. However, when performing various operations, while generating value, cost consumption

will be generated, thus forming a value chain. In the process of procurement, the supply chain within the company will be connected with the supplier's value chain, and then connected to the supplier of raw materials; in the process of sales and after-sales service, it will be connected with customer value, and then connected to the end user, thus forming an industrial value chain.

In general, the value chain has three meanings:

First, the links between the various links in the value chain are relatively close. For example, for corporate logistics, when supplying raw materials, its planning, coordination, and production and manufacturing are such a relationship.

Second, each operation link can generate value, including tangible value and intangible value.

Third, the value chain is not limited to the internal links of the enterprise. There are also value chains between the links between enterprises, such as the links with suppliers and customers.

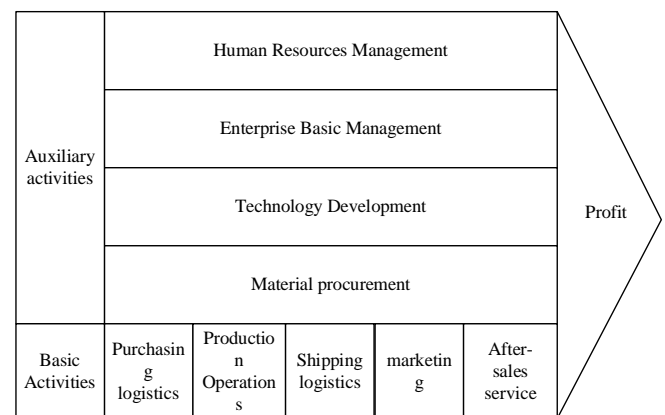


Figure 1. Porter's value chain

The analysis of business activities should start from value, and deeply explore the relationship between enterprise value, business process reengineering, and value chain, to determine the improvement opportunities and directions of business processes. This is because, enterprises, must ensure the maximum profit margin for the interests of all parties to survive better and make profits. In short, it can be said that the fundamental purpose of the existence of enterprises is to create value.

2.2. The Concept of Value Chain

Value chain management is an important strategic choice for enterprises to maintain their competitiveness in the fierce market competition. By optimizing resource allocation and adjusting business structure, enterprises can improve operational efficiency and market adaptability. Specifically, the methods of value chain management mainly include extending the value chain, expanding the value chain, and shrinking the value chain. Extending the value chain means that enterprises enhance their competitive advantages by expanding their business scope or extending the industrial chain. This method can be divided into horizontal extension and vertical extension. Horizontal extension expands the production scale through alliances, acquisitions, or business expansion, and improves market share and cost advantages, but enterprises need to combine their own resources and capabilities to avoid blind expansion that causes management problems or waste of resources. Vertical extension extends to the upstream and downstream of the industrial chain on the basis of existing businesses, and enhances the control of the supply chain and resource integration capabilities, thereby

improving efficiency and reducing costs. However, when vertical integration fails to significantly improve corporate performance, other alternatives need to be considered to maximize benefits. Expanding the value chain is a cross-domain diversified business strategy that aims to expand the scope of business and increase profit margins by entering new business areas. This method is suitable for enterprises with certain financial advantages, but before its implementation, a comprehensive assessment of economic strength, market prospects, return on investment, and risk tolerance are required. Enterprises should avoid blindly entering high-risk areas or markets that lack profit prospects. Instead, they should choose new areas that are synergistic with existing businesses to reduce entry barriers and achieve effective integration of resources. The core goal of expanding the value chain is to create new growth points, but it also requires enterprises to maintain stability and sustainability in diversified operations. Shrinking the value chain is a streamlined strategy for enterprises to focus on core competitiveness. By stripping or outsourcing non-core links, resources are concentrated on high-value activities to improve overall operational efficiency. This approach can help enterprises reduce non-value-added links, increase market response speed, and enhance adaptability. However, during the implementation process, enterprises need to carefully select outsourcing partners, strictly evaluate their business quality, and conduct regular inspections to ensure the stability and reliability of the outsourced links. By reducing resource waste and the complexity of internal management, shrinking the value chain enables enterprises to respond to market changes more efficiently while focusing on core businesses.

2.3. Related Concepts and Theoretical Foundations

The application of value chain theory to the field of logistics is the logistics value chain, which refers to a network chain in which a series of logistics links are interconnected in sequence and have an inherent value interest relationship in the value relationship of the logistics process. The logistics value chain is the driving force of logistics and reflects the inherent interest relationship in logistics activities. Logistics value chains exist in logistics activities within enterprises and between enterprises. Within enterprises, the logistics value chain exists in transportation/distribution, warehousing, loading and unloading, circulation processing, packaging, and information processing; between enterprises, the logistics value chain exists in procurement/supply, production, distribution, and other links. These logistics links are interrelated and influence each other, forming a chain structure with logistics value as the core. Optimizing the management of the logistics value chain plays an important role in reducing the inventory cost and transportation cost of enterprises, and can also enable enterprises to gain long-term competitiveness.

2.4. Logistics Value Chain Type

According to the different components of logistics links, the logistics value chain is divided into horizontal logistics value chain and vertical logistics value chain. The horizontal logistics value chain refers to the network chain structure between the various logistics links within the enterprise. For the convenience of research, it is generally believed that the logistics links within the enterprise include transportation and distribution, warehousing, packaging, loading and unloading,

circulation processing, and information processing. The vertical logistics value chain refers to the network chain structure formed by the upstream and downstream logistics links between enterprises, which is mainly composed of procurement logistics, production logistics, distribution logistics, and return logistics. Each link includes sub-links such as transportation/distribution, packaging, circulation processing, etc. In addition, the logistics links between enterprises also include: fourth-party logistics marketing, vendor-managed inventory (VMI), logistics consulting, continuous replenishment (CRP), distribution resource planning (DRP), joint inventory management, just-in-time technology (JIT), etc. For the convenience of research, it is believed that the logistics links between enterprises mainly include procurement logistics, production logistics, distribution logistics, and return logistics.

3. Introduction to H Logistics Company and Analysis of Its Internal Value Chain

3.1. Related Concepts and Theoretical Foundations

H Logistics Company was founded in 2003 with a registered capital of RMB 100 million. It is a private joint-stock enterprise jointly funded by two natural persons. It is also a modern logistics enterprise integrating transportation, warehousing, distribution, and other logistics services. In 2009, the company was rated as one of the top ten provincial trade and logistics enterprises; in 2011, it won the "Outstanding Contribution Award for Logistics" in the province and city; in 2013, it won the title of "Contract-abiding and Credit-worthy Unit" in the province and city. The company adheres to the corporate purpose of "Customer First, Honesty and Standardization, Truth-seeking, and Pragmatic, Innovation and Pioneering", takes excellent service quality as its responsibility, and relies on strong economic strength to continuously forge ahead and develop. At present, the company has built its own logistics and transportation network, with 4 transshipment centers, 10 logistics outlets across the country, and a total of 550 vehicles (95 self-owned vehicles, including 50 special tank trucks, and most of the others are affiliated vehicles), and 11 transportation business lines (mainly provincial and municipal lines, Guangxi special lines, Guangdong special lines, Hubei special lines, and Yunnan-Guizhou special lines). In 2023, the company has 140 registered employees. H Logistics Company insists on starting from reality and has controlled a large number of transportation tools through years of steady development, laying a solid foundation for the effective allocation of logistics resources, improving the circulation channels of material management and transportation sales, and hopes to provide customers with economical and affordable nationwide fast road transportation services.

The main business scope of H Logistics Company is: large-scale object transportation, general freight, special freight transportation (container); freight station (yard) operation; logistics, sales, distribution, cold chain warehousing, cold chain transportation of agricultural products; storage of stored goods, warehouse receipt supervision; distribution of building materials, home appliances, and daily necessities; using its assets to invest in logistics infrastructure, industrial and commercial real estate, and agricultural industrialization

projects (but not engaging in national financial supervision and related financial credit businesses such as absorbing deposits, collecting funds, entrusted loans, issuing bills, and issuing loans); in addition, it provides related freight information services, standardized factory investment and operation services, etc.

3.2. Analysis of the Current Status of H Company's Internal Value Chain

Based on the value chain theory, this paper fully integrates the actual operating environment of H Company and conducts a comprehensive identification and detailed classification of H Company's value chain activities. H Company's internal value chain is centered on core links such as procurement, inventory, and transportation and distribution. These links are the key processes of value creation. This paper will conduct an in-depth analysis of the specific value activities of each link in H Company's value chain:

3.2.1. Procurement

In the procurement process of H Logistics Company, its operation mode shows a uniqueness that is significantly different from the traditional procurement process. This is not only reflected in the extension of the scope of operation but also in the shift of management focus. The procurement of traditional enterprises is mainly for raw materials, goods, or services required for production or sales, and the focus is on obtaining high-quality materials at the lowest cost. In the field of warehousing and logistics, especially H Logistics Company, the procurement process pays more attention to the coordination and settlement of various expenses in the service chain, which directly affects the operating efficiency and cost structure of the enterprise. Specifically, the core work of H Logistics Company's procurement process is more focused on the settlement of expenses and service collaboration with upstream suppliers, rather than directly purchasing physical resources. These expenses mainly include transportation fees, loading and unloading fees, and warehousing fees, which constitute an important part of the company's operating costs. Among them, transportation fees are an important part of the procurement process, which refers to the fees incurred in the process of transporting goods from suppliers to H Logistics Company's warehouse. The amount of fees is affected by multiple factors, such as transportation distance, transportation mode, cargo characteristics, and market price fluctuations. To reduce transportation costs, H Logistics Company has taken measures such as optimizing transportation routes and integrating freight resources to effectively improve logistics efficiency and achieve reasonable cost control. The loading and unloading fees mainly cover the loading and unloading costs of goods when they are received and shipped out of the warehouse. Such costs are affected by factors such as the characteristics of the goods, the difficulty of the operation, and the frequency of loading and unloading. To improve operational efficiency, H Logistics Company uses advanced loading and unloading equipment, such as automated forklifts and intelligent sorting systems, and strengthens professional training for employees to reduce labor costs and reduce the rate of cargo damage during operations. The storage fee refers to the costs incurred during the storage of goods in the warehouse of H Logistics Company. These costs are affected by factors such as storage time, warehouse type (such as an ordinary warehouse or cold chain warehouse), management mode, and characteristics of goods. H Logistics Company optimizes warehouse layout,

reasonably schedules the timing of goods entering and leaving the warehouse, and uses warehouse management systems to achieve intelligent operations, thereby reducing storage costs while ensuring the safety and efficiency of goods storage. In addition to the above three costs, H Logistics Company's procurement also includes traditional material procurement, such as logistics equipment, packaging materials, and safety protection equipment. The specific contents of these procurement projects include logistics equipment, packaging materials, and safety protection equipment: logistics equipment includes forklifts, pallets, shelves, and automatic sorting equipment, which are the infrastructure to ensure the efficient operation of the warehouse; packaging materials include cartons, plastic bags, wooden racks, etc., which are mainly used to ensure the safety of goods during transportation and storage and prevent damage or contamination; safety protection equipment such as protective gloves, helmets and warning signs are used to protect employees' work safety and reduce the risk of work-related injuries. Through the centralized procurement model, H Logistics Company has successfully established a long-term cooperative relationship with suppliers, thereby obtaining better prices and service support. At the same time, centralized procurement also reduces the waste of resources caused by repeated procurement, and unifies the quality standards of purchased materials, providing reliable guarantees for corporate operations.

3.2.2. Warehousing

In the warehousing stage, H Logistics Company focuses on the scientific storage, efficient management, and precise integration of the information flow of goods through systematic management and modern technology, giving full play to its function as a key point in the internal value chain of logistics. The warehousing stage is not only the key to the efficiency of enterprise operations but also an important embodiment of customer service quality. The warehousing stage of H Logistics Company mainly includes the following parts: The first step is the management of receiving and warehousing. When the goods arrive at the warehouse of H Logistics Company, the staff will conduct a detailed inspection and acceptance through the preset receiving process. This includes checking the quantity of goods, checking the integrity of the packaging, and recording the status of the goods. Then, according to the nature and storage requirements of the goods, the operators will guide the goods to the designated area. For example, fragile items are stored in the shockproof area, refrigerated goods are immediately sent to the constant temperature storage area, and heavy goods are properly placed in the load-resistant area. In addition, H Logistics Company uses an advanced warehouse management system (WMS) to enter the goods information into the system to realize digital tracking and real-time updates of the goods status. The second step is inventory management and dynamic monitoring. H Logistics combines the Internet of Things and big data analysis technology to implement full life cycle monitoring of the goods in the warehouse, including inventory counting, goods flow tracking, and storage period warning. This dynamic monitoring system can not only effectively reduce the risk of goods detention, but also provide customers with accurate inventory data support promptly, helping customers to achieve efficient operation of the supply chain. The third step is outbound and distribution preparation. When the customer makes a request for goods to be picked up, H Logistics will

immediately start the outbound process. The staff can quickly and accurately complete the selection, packaging, and quality inspection of goods through the picking task list generated by the warehouse management system. For goods with special requirements, such as goods that require cold chain transportation, the company will give priority to them and handle them professionally according to the transportation time and environmental conditions. After the goods are out of the warehouse, H Logistics will design the best distribution plan according to the customer's distribution needs to ensure that the goods can be delivered to the destination on time and safely.

3.2.3. Transportation and Distribution

In the transportation and distribution link, H Logistics always adheres to the service concept of "precision, efficiency, and safety", and provides customers with high-quality cargo distribution services through a complete transportation network and intelligent management methods. As an important link in the logistics supply chain, transportation and distribution are not only directly related to customer satisfaction, but also play a vital role in the market competitiveness of enterprises. It mainly includes the following three links. The first is transportation route planning and mode selection. In the transportation and distribution link, the primary task of H Logistics is to carry out detailed transportation route planning according to customer needs. The company combines the characteristics of goods, distance to the destination, delivery time, and external conditions such as weather and traffic to generate the optimal transportation plan through the intelligent path optimization system (TMS). At the same time, to meet the diverse needs of different customers, H Logistics provides a variety of transportation methods including land transportation, air transportation, sea transportation, and cold chain transportation. For ordinary goods, the company mainly realizes point-to-point delivery through land transportation; for goods that require a constant temperature environment such as fresh food and medicine, H Logistics will arrange professional cold chain vehicles to ensure that the quality of the goods is not affected; and for urgent goods, the company meets customers' high timeliness requirements through air transportation and express delivery services. Through this system, H Logistics Company has effectively reduced the vehicle empty driving rate and energy consumption, reduced transportation costs, and shortened the delivery time of goods. The second is real-time tracking and information feedback. H Logistics Company has achieved full dynamic monitoring of vehicles and goods by introducing Internet of Things technology and a GPS positioning system. Customers can view the delivery progress and location of goods in real-time through the online platform provided by the company to ensure full transparency. At the same time, the company's customer service team will provide timely feedback to customers based on the transportation status, and quickly adjust the delivery plan in the event of emergencies (such as weather, or traffic accidents) to maximize the timely delivery of goods. The last is terminal delivery and customer delivery. After completing the trunk transportation, H Logistics Company will transfer the goods to the local terminal delivery team to ensure that the goods can be delivered to the customer on time and safely. The company adopts flexible and diverse delivery methods in the terminal delivery link, including door-to-door delivery, self-pickup point pickup, etc., to fully meet the personalized needs of different customers. At the

same time, the company pays attention to the customer delivery experience, actively confirms the specific time and place with the customer before delivery, and the final delivery is completed by professional delivery personnel.

4. Analyze the Problem

4.1. Problems and Analysis in Procurement

In the procurement process, H Logistics Company faces many problems, mainly in supplier management, cost control, and process informationization. On the one hand, the company lacks a systematic supplier evaluation and screening mechanism, and the quality of the suppliers it cooperates with varies, resulting in high procurement costs and insufficient service guarantee capabilities. Ineffective control of related expenses such as transportation fees, loading and unloading fees, and warehousing fees has caused the total cost of the procurement process to remain high, directly affecting the overall profitability of the company. On the other hand, the management of the procurement process mainly relies on manual experience. It lacks the support of modern information systems, resulting in insufficient transparency in the procurement process, limited real-time monitoring capabilities, and difficulty in responding to changes in market demand promptly. Therefore, this traditional procurement model not only increases the difficulty of communication and collaboration between departments within the company but also increases potential financial risks and the probability of operational errors, thereby reducing the efficiency of the company in the procurement process and is not conducive to the efficient development of the company.

4.2. Problems and Analysis of Warehousing

H Logistics Company has problems with uneven resource utilization, low efficiency, and insufficient technology in its warehousing operations. First, the efficiency of cargo classification and sorting operations inside the warehouse is low, especially when facing multiple types of goods, there is a lack of effective classification and management strategies, which not only affects the speed of outbound delivery but also may increase the risk of damage to goods. Second, the problem of uneven utilization of warehousing resources is also prominent. Some warehouses are occupied inefficiently, while other high-demand goods face storage shortages. This unreasonable resource allocation has led to a further increase in operating costs. Third, the company lags in the introduction of intelligent equipment and systems, and traditional manual operation methods still dominate, which seriously affects the overall efficiency and accuracy of the warehousing process. For example, the lack of advanced automatic sorting equipment and warehouse management systems makes it difficult to meet high-frequency and large-volume order requirements. As a result, the operating efficiency of the warehousing process is reduced, labor costs are increased, and the safety of goods cannot be guaranteed.

4.3. Problems and Analysis of Transportation and Distribution

In the transportation and distribution link, H Logistics Company faces the problems of high transportation costs, low distribution efficiency, and unstable service quality. First, due to the insufficient planning of the transportation network, the company lacks the optimal solution in the selection of logistics routes, which leads to the increase of transportation

mileage and transportation time, thereby increasing transportation costs such as fuel costs and vehicle maintenance costs. Secondly, the company has unreasonable phenomena in the scheduling and allocation of transportation resources, failed to achieve the best utilization of transportation capacity, increased the empty rate of vehicles, and reduced operational efficiency. Thirdly, the quality of distribution services also shows unstable phenomena. Some customers reported that problems such as cargo delays and transportation damage occurred from time to time, which directly affected customer satisfaction and corporate reputation. At the same time, the company cannot dynamically adjust to emergencies (such as bad weather, road closures, etc.), and lacks flexibility and emergency response capabilities in the distribution process. Finally, the lagging development of green logistics is also a major problem. The company has not widely used environmentally friendly vehicles and energy-saving technologies in the transportation process, resulting in a high level of carbon emissions, which makes it difficult to meet the requirements of green and sustainable development of enterprises.

5. Optimization Measures

5.1. Procurement Optimization Measures

Given the problems of supplier management, cost control, and information construction in the procurement process of H Logistics Company, a scientific supplier evaluation and selection system should be established first. The company can introduce a supplier rating mechanism to comprehensively evaluate suppliers through multi-dimensional indicators such as quality, price, delivery capability, and service level, and optimize the supplier structure based on the scoring results to establish a long-term and stable cooperative relationship with high-quality suppliers. At the same time, the risk can be dispersed through a multi-supplier strategy to avoid procurement interruptions or cost increases caused by problems with a single supplier. Secondly, the company needs to strengthen the refined management of procurement costs. In terms of transportation costs, loading and unloading costs, and warehousing costs, H Logistics Company can reduce procurement costs through public bidding and contract negotiations. At the same time, it can introduce market data analysis tools to track the trend of related cost changes in real-time and adjust procurement strategies in time to adapt to market fluctuations. Finally, the company should promote the informatization of the procurement process. By introducing an electronic procurement system (e-procurement), digital management of the entire process from supplier selection to fee settlement can be achieved. The procurement system can be linked with the company's internal management system (such as ERP) to improve the transparency and efficiency of the procurement process and reduce human errors and unnecessary cost expenditures. In addition, to improve the response speed of the procurement process, the company can also consider establishing a strategic procurement team to predict and evaluate market changes and supply chain risks, to formulate flexible procurement plans.

5.2. Warehousing Optimization Measures

In the warehousing stage, to solve the problems of uneven resource utilization, low efficiency, and insufficient technology of H Logistics Company, it is necessary to focus on the following aspects: First, it is necessary to optimize its

warehouse layout and storage strategy. The company can re-plan the internal layout of the warehouse according to the attributes, turnover rate, and storage needs of the goods, such as dividing the storage area for high-frequency goods, the storage area for low-turnover goods, and the storage area for special goods (such as refrigerated areas and dangerous goods areas), to improve the utilization efficiency of the storage space. Secondly, H Logistics Company can adopt advanced shelf systems (such as automated stereoscopic warehouses) and intelligent sorting equipment to improve the efficiency of goods management and warehousing. In addition, promoting the construction of warehousing informatization is also a key measure. The company can introduce a warehouse management system (WMS) to realize the digital management of the entire process of goods warehousing, warehousing, storage, and inventory, and connect with the customer order system and transportation management system (TMS) to ensure the timeliness and accuracy of warehousing operations. At the same time, by using barcode or radio frequency identification (RFID) technology, the company can track the location and status of goods in real time, reduce the error rate, and improve customer satisfaction. To further improve efficiency, the company should also focus on optimizing the warehousing operation process. For example, the implementation of lean management methods can reduce repetitive operations in cargo handling and improve overall operational efficiency. Finally, the company needs to strengthen employee training to ensure that warehouse personnel are proficient in the operation of modern warehouse equipment and systems, providing strong support for the operation of intelligent warehousing.

5.3. Optimization Measures for Transportation and Distribution

In the transportation and distribution link, to solve the problems of high transportation costs, low distribution efficiency, and unstable service quality of H Logistics Company, the company should start from the following aspects: First, it is necessary to optimize the logistics network planning and transportation route design. By introducing logistics simulation and optimization algorithms, the company can redesign the existing transportation routes based on cargo flow, customer distribution, and transportation time requirements to reduce empty driving rates and reduce fuel consumption. In addition, the company should strengthen the scheduling and integration of transportation resources, use the transportation management system (TMS) to achieve dynamic allocation and optimal configuration of transportation capacity, improve vehicle utilization efficiency, and reduce operating costs. Secondly, the company should improve the quality of distribution services. To this end, a full-process visual management system can be introduced to ensure the transparency and punctuality of cargo delivery through GPS positioning, cargo tracking, and real-time information sharing. In response to the cargo delays and damages reported by customers, the company needs to formulate stricter operating specifications and quality inspection processes and strengthen the professional training of loading and unloading personnel to ensure the safety of cargo during transportation and delivery. In addition, the company should also establish a corresponding and complete emergency response mechanism according to different emergencies to deal with emergencies that may occur during transportation, such as weather changes, traffic congestion,

etc., to improve the flexibility and reliability of the distribution link. Finally, the company should vigorously promote the construction of green logistics. It can gradually eliminate highly polluting traditional transportation tools and adopt new energy vehicles or low-emission vehicles; at the same time, it can reduce carbon emissions by optimizing transportation loading rates and promoting energy-saving driving behaviors, which not only responds to the country's low-carbon environmental protection policies but also enhances the social responsibility image of H Logistics Company.

6. Conclusion

Through an in-depth study of the value chain of H Logistics Company, this paper finds that procurement, warehousing, and transportation and distribution are the key links that affect the efficiency and competitiveness of enterprises. In the procurement link, weak supplier management and lagging process informatization significantly increase the operating costs of enterprises; in the warehousing link, uneven resource allocation and lack of intelligent equipment seriously restrict efficiency improvement; and in the transportation and distribution link, unreasonable route planning and lagging development of green logistics affect customer service quality and corporate image. The existence of these problems indicates that H Logistics Company needs to comprehensively strengthen value chain management to improve its overall operational capabilities and market adaptability. In response to these problems, this paper proposes a series of practical optimization measures, such as establishing a supplier evaluation system, promoting intelligent transformation of warehousing, optimizing logistics network planning, and increasing efforts in green logistics construction. These measures aim to maximize the operational efficiency and cost control capabilities of the core links of the enterprise through resource integration and technological innovation while enhancing customer satisfaction and the corporate image of social responsibility. Through systematic value chain management, H Logistics Company can effectively reduce costs, improve service quality, and occupy a more favorable market position in the future development of the industry. At the same time, it also provides a practical reference for other enterprises in the logistics industry, emphasizing the important role of optimizing the value chain in improving the overall efficiency of the industry and promoting economic development. In the future, logistics companies should further strengthen technological innovation and resource integration to better adapt to industry development trends and achieve high-quality growth.

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