

Research on the Profit Model of “Internet+ Logistics Park”

Xiangru Meng^{1,*}, Jianmeng Sun², and Haining Wang³

¹Shandong Vocational University of Foreign Affairs, Weihai 264504, China

²Shandong Institute of Transportation Science, Jinan, Shandong Province, China

³Shandong Hi-speed Group Co., Ltd, Jinan, Shandong Province, China

Abstract. The operation and management mode of "Internet+ Logistics Park" ecosphere has long-term and stable core competitiveness. This paper studies how to obtain the corresponding economic benefits from the perspective of the operators of the logistics park. The logistics park chooses the appropriate logistics service and the public service function to obtain the corresponding economic benefit. The development of the logistics park will finally be implemented to the profit of the park. The paper puts forward the profit model of “Internet+ Logistics Park” ecosphere; This paper mainly analyzes five modes: logistics integration mode, platform operation mode, resource integration mode, service delivery mode and chain replication mode; This paper makes a comparative analysis of different profit models from the aspects of model characteristics and profit thinking.

1 Introduction

Logistics park operation management involves planning and construction in the early stage of development and the management of daily business activities after the park is put into operation. With regard to the development of logistics parks, there are many ways in China, such as "government planning, enterprise leading", "enterprise independent development", "government planning leading", "government planning, industrial real estate developers leading" and so on. "Government planning, enterprise-led" is still the main way of development and construction of China's logistics park, accounting for 65 percent. In addition, in the actual production life, most of the logistics parks are developed by stages of construction, construction and operation. Although the development methods of different logistics parks are different, the purpose of their operation is the same, that is, to maximize social and economic benefits.

With the promotion of "Internet+" strategy in China, some enterprises and logistics parks have made positive attempts in the new profit direction such as Internet information service. Highway port, cloud warehouse, logistics finance and other new ways of profit emerge in endlessly. But few logistics parks have been able to achieve good results. Most logistics parks simply apply Internet technology, but fail to find a new way of profit, and their profit model needs to be further explored. Combined with the strategy of "Internet+", this paper puts forward the operation mode of "Internet+ Logistics Park" ecosphere. The operation and management mode of the ecosphere of "Internet+ Logistics Park" is supported by Internet thinking and “Internet+” related technology. This model integrates the internal and external, online and

offline resources of the logistics park through the Internet platform, realizes the multi-party convergence of the logistics demand side, the supply side, the supervision department, the supporting service organization and so on, ecological circle of common development and benefit sharing.

2 Logistics integration mode

2.1 Pattern characteristics

Logistics integration model is usually applicable to the park operated by integrated third party logistics enterprises. This model forms an ecosphere around the main business relationships of the enterprise. The operator has strong logistics service integration ability and brand effect, which can integrate the logistics service providers in the ecological circle, and involve the operator in the specific logistics service flow of the park.

2.2 Profit thinking

In the ecological circle formed by logistics park, the ability of logistics service provider is different, and the level of service is also different, so it can only provide single link service. In the logistics integration mode, the role of logistics park is the integrator of logistics service, which integrates the special line capacity service, warehousing and distribution service, supply chain related service and so on. Different levels of logistics services form a whole and the park provides services to customers with logistics needs, while the park receives revenue by providing logistics services and attracting resident enterprises. Logistics integration model profit ideas as shown in **Fig.1**.

* Corresponding author: mxr6465201@126.com

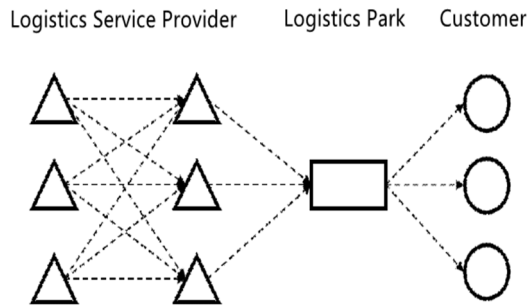


Fig.1. Profit Thinking of Logistics Integration Mode

Under the logistics integration mode, the park itself is positioned as a service integrator to provide products to customers with logistics needs in the ecological circle. The main profit measures suitable for this model are line capacity integration, supply chain service integration, urban distribution integration and multimodal transport integration. The key of this model lies in the transformation of the park enterprises from isolation to the whole, which requires the park to deal with the competitive relationship between itself and the internal enterprises, and to integrate the service with the information means related to the "Internet" to carry out the service integration.

3 Platform operating mode

3.1 Pattern characteristics

The platform operation mode is usually suitable for the park where the logistics information platform or the online trading platform has been established. The operator of the park occupies a dominant position in the platform, does not participate in the specific logistics business, but focuses on the use of the platform's information release, matching, management and other functions. The operators of the park provide docking channels for the supply and demand of logistics related services, and gather a group of related enterprises around the online service platform and offline park entities to form an ecological circle. For example, Chuanhua Highway Port is a typical park with this mode.

3.2 Profit thinking

Under the platform operation mode, the logistics park itself is located in the platform operator, mainly facing the demand side and the supply side of the logistics service. On the one hand, through the connection of the online Internet platform, the logistics park can reduce the intermediate links and promote the transparency and sharing of logistics supply and demand information; on the other hand, it can provide high-quality business premises and service environment for logistics related enterprises through the operation of offline logistics park and the entry of supporting service institutions.

Competitive platforms attract more enterprises and institutions to join them, while parks use the information

and capital advantages accumulated by the platform to earn revenue from information matching, logistics finance, big data analysis and offline services. The platform operation mode profit idea is shown in **Fig.2**.

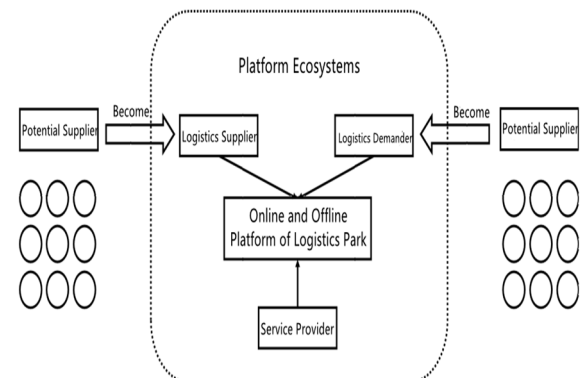


Fig.2. Profit Thinking of Business Mode of Platform

Under the platform operation mode, the park itself is located in the platform operator, providing intermediary service to both supply and demand of logistics. The main profit measures suitable for platform operation mode are logistics information matching, logistics finance business and big data analysis. The key of this model lies in the transformation of park development from offline to online, which requires the park to build its own online trading platform and accumulate a certain number of members.

4 Resource integration model

4.1 Pattern characteristics

The resource integration model is suitable for the park with strong brand effect and close relationship with regional leading industry and integrated market. This kind of park can integrate and manage the resources of internal enterprises and external parks, and combine the logistics resources, logistics and non-logistics resources inside and outside the park.

4.2 Profit thinking

Under the mode of resource integration, the logistics park is mainly oriented to the regional leading industry or the integrated market in the region. This model expands the radiation scope of the park business by integrating the logistics facilities and equipment inside and outside the park, the supply sources of manufacturing enterprises and trade enterprises, and provides services for the supply chain related to the leading industry. The resource integration model profit idea is shown in **Fig. 3**.

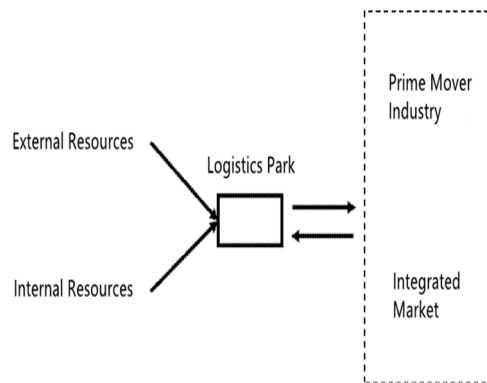


Fig. 3. Profit Thinking of Resource Integration Model

Under the mode of resource integration, the park itself is positioned as a resource integrator to provide services to the leading industries of the region. The main profit measures suitable for the resource integration model are the integration of storage resources, upstream and downstream integration of supply chain and the development of managed business. The key of this model is that the radiation range of logistics park changes from bounded to unbounded, which requires the park to create a good logistics brand and cooperate closely with the leading enterprises related to the leading industries in the region.

5 Service delivery model

5.1 Pattern characteristics

The service delivery model is suitable for parks with certain public welfare and social influence. The operators of the park often focus on providing logistics related public services and supporting services to the enterprises in the ecosystem. This model has a deep understanding of the relevant information, policy measures and other information in the logistics industry, and has a strong relationship with educational research institutions, consulting institutions, industry associations.

5.2 Profit thinking

In the service delivery mode, the park is mainly for the internal enterprises and other enterprises connected by the ecological circle. This model focuses on supporting services, especially policy declaration related to the park, cultural exchange of logistics industry, personnel training, etc., to provide a good development and management environment and intellectual support for the operation of enterprises in the ecological circle. The service delivery model profit idea is shown in Fig. 4.

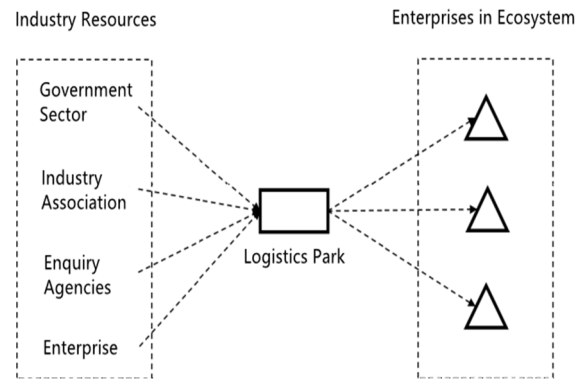


Fig. 4. Profit Thinking of Service Delivery Mode

In the service delivery mode, the park itself is positioned as a public service provider, focusing on supporting services for enterprises in the ecological circle. The main profit-making measures suitable for the service delivery model are group procurement, policy interface and professional services. The key of this model lies in the transformation of logistics park management from facility to service, which requires the park to have certain industry popularity and credibility, and to establish a long-term and stable cooperative relationship with relevant public service institutions.

6 Chain replication model

6.1 Pattern characteristics

The operating management of a chain replication model is usually a professional operating company. This model is good at introducing standardized and standardized park management products. Park operators are not involved in specific logistics business, but focus on the rapid replication of park management products. Such as Tiandi Huihui Group is the use of this model to create chain

6.2 Profit thinking

In the chain replication mode, the operating company is mainly oriented to the park under planning or initially completed construction. This model provides a series of standardized services for the park in the aspects of investment promotion and operation through chain development and contract signing, thus forming an operating brand. For example, the network mode of through train transportation in the world, the mode of cargo trading mode of Chuanhua Highway Port, the logistics Taobao mode of Tiandi Huihui and so on, all of them create a new value space in the park by way of chain replication. Chain replication model profit ideas are shown in Fig. 5.

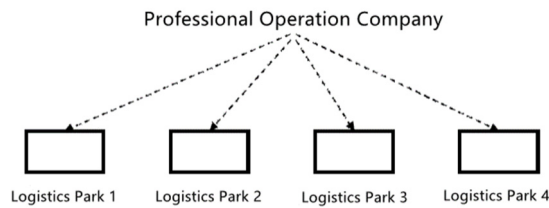


Fig. 5. Profit Thinking of Linkage Replication Model

Under the mode of chain replication, the park itself is located in the component of chain brand, and the enterprises within the ecosystem of standardized management products and services are managed. The main profit-making measures chain replication model are the introduction of standardized management system, standardized service products and the replication of logistics park modules. The key of this model is that the management of the logistics park is changed from single point to network, and it is necessary for the park to establish a set of management methods which are much more standardized than the general park. If the park through the form of self-built chain replication, but also need to have a strong capital base or a certain means of financing.

7 Comparative analysis of different models

It can be seen from the above induction that the five profit models have their own characteristics, and this paper summarizes them into the contents shown in **Table 1** for comparison. From the above induction, we can see that the five profit models have their own characteristics. These five profit models are the typical profit direction of the combination of logistics park and "Internet +", with some innovative profit measures, but only a relatively ideal division. The actual park operation usually carries on the combination utilization between different modes.

Table 1 Comparison of five profit models

Pattern classification	Pattern characteristics	Profit thinking	Main profit-making measures
Logistics Integration Mode	Third party logistics enterprises lead operations and intervene in logistics services	The park is positioned as a service integrator	Line Capacity Integration Urban Distribution Integration Integrated multimodal transport
Platform Operating Mode	Ecosphere around online platforms and offline parks operations	The park is positioned as a platform operator	Logistics finance Big Data Analysis
Resource Integration Model	The park has strong brand effect	The park is positioned as a resource integrator	Logistics finance Big Data Analysis
Service delivery model	The park has certain public welfare and social influence	The park itself is the provider of public services	Group procurement Policy interface

			Professional services
Chain Business Model	The park is operated by a professional operations management company	The park itself is part of the chain brand	Standardized service products

8 Conclusions

From the above induction, we can see that the five profit models have their own characteristics. These five profit models are the typical profit direction of the combination of logistics park and "Internet +", with some innovative profit measures, but only a relatively ideal division. The actual park operation usually carries on the combination utilization between different modes. Under the "Internet+ Logistics Park" ecosphere operation mode, the scale of the logistics park not only reflects the radiation range of off-line services, but also reflects the logistics resources that can be connected to the online platform, under the premise of stable trading rules of the platform form scale quickly; Under the "Internet+ Logistics Park" ecosphere operation mode, the park integrates the enterprise service plan, forms the product which gathers many kinds of service, expands the management scope, can better satisfy the customer individuation demand; Under the "Internet+ Logistics Park" ecosphere operation mode, the park as the center attracts a large number of resources to converge, activates the network effect between the multilateral markets, enhances the mutual stickiness, forms the mutually beneficial win-win virtuous circle.

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