

Study on the Sustainable Development of the Logistics Ecosystem of Dazhou City

Qingxiang Wang

Sichuan University of Arts and Sciences, Dazhou Sichuan 635000, China.

Abstract

As an important part of the regional economy, the logistics industry of Dazhou city (a municipal city in the northeast of Sichuan province, China) has become an important factor influencing the competitiveness of the regional supply chain system, a strategic measure to enhance the regional integrated competitiveness as well. Currently, the development of logistics in Dazhou has generated certain positive results. Therefore, the healthy development of the logistics industry is not only a strategic goal of energy conservation and emission reduction, but also a prerequisite for promoting the sound development of the economy. Aiming to promoting environmental cooperation, synergy of different groups and individual collaboration of Dazhou's logistics ecosystem, this study is designed to provide references for exploring the sustainable development of the logistics ecosystem from four perspectives of macro environment, industry market, enterprise development and logistics talents. Besides, it also aims at coordinating multi-agent evolution of the logistics ecosystem from the perspective of regional macroscopic view and integrity.

Keywords

Logistics; ecosystem; sustainable development.

1. Introduction

In recent years, the great-leap-forward development of e-commerce logistics has made the concept of "logistics" heated notions, but it still impresses many people mostly with express, transportation, handling, storage, and etc. However the author is more inclined to the view that logistics is a process of the goods with certain natural characteristics changing from one stage to another in social economic activities. Under the precondition of commercial attributes of the goods given by the supply chain system, the process happens through transportation, storage, packaging, handling, distribution processing, capital, finance, insurance, IT, law, and other related functional services or service combinations.

In 2015, the logistics industry of Dazhou developed in a faster and more effective way with a significant increase of industrial scale and quality. For example, it realized an added value of 3.759 billion yuan, a year-on-year increase of 8.8%. The total volume of logistics reached 139 million tons with the total turnover volume of 13.35 billion tons, ranking the top in Sichuan Province and the first in the Qinba(Shaanxi-Sichuan Area) region.

2. Analysis on the Status Quo of Logistics in Dazhou

In recent years, the development of the logistics industry in Dazhou has yielded certain achievements, mainly reflected in the continued expansion of the overall scale, continuous improvement of infrastructure, and successive growth of logistics companies.

(1)The continuous expansion of the industrial scale and the establishment of its status.

In recent years, the development of the logistics industry in Dazhou has steadily increased. During the 12th Five-Year Plan period, the added value of Dazhou's Logistics has continued to grow, contributing significantly to the development of social economy. By the end of 2015, there have been more than 180 enterprises and self-employed ventures engaged in transportation, loading and unloading, with more than 6,000 vehicles in Tongchuan District of Dazhou city, providing more than

20,000 jobs. The total volume of freight this year in the region reached 49.86 million tons. According to statistics, the data of GDP and freight volume of 2010-2015 of Tongchuan District is presented in Table 1 and Figure 1.

Table 1. Data of GDP and Freight Volumes for 2010-2015 of Tongchuan District

Year	GDP (bn)	Growth Rate	Volume of Freight (million tons)	Growth Rate	coefficient of elasticity
2011	14.86	—	12.3361	—	—
2012	15.89	7.0%	12.7852	3.6%	0.04
2013	18.35	15.5%	17.3687	35.9%	0.36
2014	19.78	7.8%	22.4582	29.3%	0.29
2015	19.839	0.3%	49.8664	122.0%	1.22
Average	—	—	—	—	0.48

In general, the scale of the logistics industry continues to expand, and the efficiency of logistics operations and transportation continues to increase. This positive phenomenon further establishes and consolidates the status of not only the logistics industry as an important industry in the modern service industry, but also Dazhou City as the logistics core bearer area.

(2) The consecutive improvements of logistics channels and basic formation of network structure.

At present, a relatively well-planned water and land transportation network system of “Connecting North and South, Running through the East to West” has been basically completed. Take Tongchuan District as an example, a relatively consummate road traffic network has been formed. During the 12th Five-Year Plan period, the total length of the newly-built highway has been 1047.3 kilometers. As of the end of 2015, the total length of highways in the region was 1516.1 kilometers including 44.8 kilometers of expressways, 35.0 kilometers of national highways, 75.7 kilometers of provincial highways, 128.4 kilometers of county roads, and 1232.2 kilometers of rural roads. There are four expressways (from Dazhou to Shaanxi, Dazhou to Wanzhou of Chongqing, Bazhong to Dazhou) in the Tongchuan district, which form the cross - type network of expressways. Besides, the national highway G210 line intersects provincial highways S202 and S302 in this district.

Furthermore, the Xiangyang-Chongqing Railway, which runs through the north and south of Tongchuan District, linking major logistics nodes in the area, is also the main logistics channel of Tongchuan District connecting Chengdu, Chongqing, Shaanxi, Hubei and other provinces and cities. This line, with Dazhou-Chengdu Railway and Dazhou-Wanzhou Railway, which run through east to west, jointly formed the network of railway transportation in this region.

Last but not least, as the main navigable river in this region, the Dazhou River, which bears the largest navigation capacity of 500 ton, rating 4th class according to the Navigation Standard of Inland Waterway, is the main water channel in Tongchuan District to Chongqing.

(3) The constant consolidation of the base of logistics industry and a moderate elevation of its professional services.

In recent years, Dazhou has attached great importance to the development of the logistics industry. There are 12 key logistics parks (centers) under construction (to be built) and 12 key logistics projects in the city, with the planned cost totally amounting to 50 billion yuan. The express processing center and standardized branch service system of key enterprises has been initially built, with the coverage of township reaching 80%. The local government also introduced the project of Qinba Smart Logistics Industrial Park initiated by Deesun Group through important investment platforms such as "Dazhou Commercial Conference". The project plans to invest 8 billion yuan, giving priority to the construction of big data center of smart logistics, financial service area of supply chain, innovation and start-up incubation base of e-commerce, e-commerce express industry cluster, materials processing zone, wood processing zone, circulation processing zone(including food trading center) of agricultural product and specialties, land port, urban and rural joint distribution center, cold chain logistics center and development zone for Chinese herbal medicine industry and etc. At the same time, the work of establishing customs and other related work in Dazhou are also speeding up.

In recent years, Tongchuan District has been accelerating the planning and construction of a number of logistics node projects with large investment scales and strong initiatives, further enhancing the professional service capabilities of the logistics industry. At present, the key logistics nodes constructed by the Government of Tongchuan District are: Weixing Food and Drug Logistics Park, Fuxing Modern Business Logistics Zone, Shuanglong Railway Storage and Logistics Park, and Panshi Agricultural Products Logistics Park. These four logistics parks will provide targeted professional services for the development of the logistics industry in the region, based on the industrial distribution of Tongchuan District and its own location advantages.

(4) The gradual expansion of logistics enterprises and remarkable enhance of their operation capacity. Since the "12th Five-Year Plan" period, the district has actively organized and implemented the "226" strategy to promote sound and rapid social and economic development, by accelerating the development of modern logistics industry, introducing and cultivating a number of logistics companies, which effectively elevated its logistics operation capability. As of 2015, the number of large-scale logistics companies in Tongchuan District increased to 10. Meanwhile, the number of various types of logistics enterprises reached 310, an increase of nearly 100 firms from that of 2014, including 20 logistics companies with an operation income of more than 3 million yuan. Among them, Sichuan Shuncheng Logistics Co., Ltd. boasts 350 self-owned vehicles, an annual taking of 180 million yuan, a tax payment of 10 million yuan, and more than 300 employees. Wantong Logistics Transportation Co., Ltd. also has 40 self-owned vehicles, 600 contracted vehicles, an annual turnover of 120 million yuan, paid taxes of 3 million yuan, 20 enterprise management personnel, and more than 200 employees. The gross profit of these relatively large-scale logistics companies can reach 5%-8% of their total income, after removing operating costs, while the net profit is about 3%. In 2015, the total income of the city's express delivery business amounted to 496 million yuan, a year-on-year increase of 41.74%. The Dazhou Highway Logistics Port is setting up a logistics service platform under the model of online payment and offline service to upgrade the traditional logistics service to a "virtual goods transaction" form, through the integration of logistics information resources, which makes the logistics and distribution service more transparent and convenient.

(5) Diversification of the logistics financial model.

At present, all banks in Dazhou are using their own customer information resources as an intermediary to build internet financial platforms, such as CCB's "Financing Business", ABC's "E-commerce Manager", and ICBC's "Easy Buyer". In their cooperation with third-party logistics, they provide financing, payment and settlement, and custody and other supporting financial services.

Besides, some private banks are also hatched against the current backdrop of Internet. For instance, Dazhou Commercial Bank improved corporate governance, perfected the internal control mechanism, and elevated the regulatory rating system; Dazhou Rural Credit Cooperatives promoted the "1+2" model to organize Dazhou Rural Commercial Bank, encouraged qualified rural credit cooperatives to restructure into rural commercial banks, and motivated local financial institutions to "step out" to set

up branches. Private banks at their own risks are also set up, for exploring ways to develop financial institutions engaging in financial leasing and consumer finance. Moreover, the listing of eligible financial institutions has been vigorously promoted.

Table 2. Some banks' financial platform of supply chain

banks	Financial platforms	Functions and features of these financial forms
ICBC	Electronic Supply Chain	Providing comprehensive financial services such as management of members on supply chain, information management of supply chain, financing, and settlement for core companies as well as upstream and downstream firms in the supply chain
China CITI bank	Connectivity	The model of "continuing financing" including order loan, factoring, accounts receivable and consumer loan is designed, starting from the process and the front and back end of supply chain.
ABC	E-commerce Manager	Supply chain management, multi-channel payment, online and offline collaborative development, cloud services, etc.

3. The Problems on the Development of Logistics Ecosystem in Dazhou.

Circle economy, fan economy, and socializing economy are popular concepts in recent years. Within the logistics ecosystem, various types of circles are emerging, such as daily business circles, interactive network circles, circles of events and conferences, governmental association circles, non-governmental-organizations circles, professional technology circles, cross-border integration circles and so on. Within those circles, it is not difficult to discover some problems.

(1) Negative reports on the logistics industry lingering on regardless of favorable policies springing up.

Judging from the policy environment of Dazhou City, the Dazhou Municipal party Committee and the Municipal Government attached great importance to the harmonious relationship between the modern logistics industry and regional economic development. In the "Logistics Development Planning (2014-2030) in Dazhou", the "one core", "three layers" and "three-poles" strategies were proposed, which listed the Shuanglong Railway Storage Logistics Park, Fuxing Modern Business Logistics Zone and Weixing Food and Medicine Logistics Park as the city's first-tier logistics nodes. The Tongchuan District is also identified as a business logistics center and core bearer of logistics in Dazhou City. All the measures above provide a relatively favorable policy environment for the development of urban modern logistics.

Judging from the policy environment, the Tongchuan District Government attaches great importance to the development of the logistics industry. Not only has the logistics industry development office been specifically established, but also a logistics park guidance office has been established to supervise and guide the corresponding park construction work. At the same time, the local government also actively strives for the provincial- and municipal-level funding support for logistics companies and creates a favorable environment for the development of the logistics industry in Tongchuan District. In this situation, however, there are still many negative news about the logistics industry, mainly about the collapse or "running" of a few road freight logistics companies, a variety of cargo damage claims that delivery companies facing, poor services and the leak of personal information on the express list of some firms and fake operation of delivery of some firms, severe traffic accidents of some freight vehicles and massive fire of Warehouses and etc..

(2) Non-standard pallets coexist with manual operation in spite of increasingly advanced logistics application technology.

With the development of the logistics industry, those advanced logistics software and hardware technologies and logistics organization technologies have been widely recognized and marketed. Many people are getting familiar with GPS, intelligent transport robot, UVA express, wearable

scanning gun, handheld PDA, freight APP and other advanced logistics technology. The OMS, TMS, WMS, FMS, EDI, RFID, VMI, JIT and other logistics information systems and advanced logistics operation modes are also becoming available. But non-standard pallets and non-standard packaging are still in heavy use. Currently, most of the planning and construction work of logistics parks, logistics centers, and other logistics operations infrastructures are still in initial stages. There are still a lot of manual operations in the logistics service process both on goods and information, which demonstrates that logistics is still happening on highways and country lanes that the project is not progressing well. Nine new townships in the northern part of Tongchuan District are in particular, which have relatively poor logistics infrastructure, so that there are certain difficulties in the export of agricultural products and the import of necessities. In addition, the progress of the reconstruction and construction of the logistics channels that are matched with the logistics parks, logistics centers, industrial clusters, and large wholesale markets is also lagging behind, which leads to the logistics infrastructure cannot meet the needs of the rapid development of the logistics industry.

(3) Express delivery industry is booming and prosperous, while traditional mature logistics industry is staggering and entangled.

Express and delivery industry including logistics park and highway ports is the new favorite of capital in recent years. Behind various restructuring, mergers and innovations, there are numerous active capitals. Under the propaganda of the news media, the logistics companies and their leadership teams promoted by capital exudes infinite passion and vitality within the logistics ecosystem. Which makes the traditional mature logistics sector entangled in the envy-type wait-and-see: Do we need to introduce talents to do research on express delivery market? Do we have to step into the e-commerce logistics field to keep pace with times? Should we webfy, platformize, and productize the existing logistics service model? Do we have to set a WeChat public account or app for social marketing? It is in all kinds of entanglement that some traditional logistics companies are in painstaking, some have begun to kick the tires, some just touch on it, while others are still biding their time. Besides, many of the logistics enterprises in Tongchuan District are small- and medium-sized enterprises, and there are a little cooperation among enterprises and low-level social operations of logistics. Furthermore, the lack of professional service capabilities of logistics companies and the features of "small, scattered, chaotic" coexist. Which reveal following problems: a relatively small number of excellent and strong logistics companies, and non-standard and unsound main bodies of modern logistics with defective circulations, processing and feedback functions as well; low efficiency of distribution and operations of self-built logistics with idle facilities; backward overall logistics technology, low degree of modernization and economic efficiency, but high cost of logistics; no qualified complete third-party logistics company.

(4) To avoid the high road and bridge toll has becoming an important driver of illegally refitting and overloading of freight vehicles.

According to the survey conducted by CPAG GROUP, besides the high toll fees, there are still problems such as inconsistent charging standards, overdue fees, deferred fees, and so on. For example, the cost of road and bridge of vehicles accounted for 14.9% of the transportation costs, the logistics companies that mainly operate transportation on trunks have even higher proportion of transportation costs, nearly 22.7%. In addition, the highway penalty paid by enterprises accounts for an average of 3.1% of the transportation cost, and the proportion of transportation costs for some large-scale transportation, automobile vehicle transportation, and container transportation companies is as much as 10%.

However, since the policy of controlling overload has been implemented, more rules, more overloaded trucks; heavier penalties, more audacious drivers. A commodity-specific transportation vehicle can hold up to 8-10 commodity vehicles double floors in total. But, CCTV has reported that as the operating costs, including road traffic fines, have increased year by year, the commodity trucks have been modified into longer and wider ones, which is capable of carrying 24 commodity vehicles at most.

(5) Logistic companies try to reduce their costs and prices, but actual net profit has not increased significantly

The whole logistics industry faces problems like high fuel prices, high labor costs, and high road and bridge tolls and fines. Thus logistics companies are casting about for measures to reduce costs, such as adopting swap trailer transport to reduce idle driving and waiting, using joint distribution to increase efficiency, taking use of professional software to optimize stowage, and adopting multi-function labors and machinery equipment to reduce manpower. At the same time, they have to deal with the price reduction pressure brought by the competition of market peers, as well as the price reduction requirement of several percentage points per year from chain leaders or strong cargo owners, which is largely caused by the disordered market competition. Therefore, the proportion of logistics costs in GDP remained at a high level of 18%.

The fragmentation of the logistics industry in Dazhou is serious, resulting in waste of resources, repeated construction, and high cost, which made it so difficult to form a unified logistics market that directly restricts the modernization and specialization of the logistics industry, hampering the construction and development of its green sustainable ecological logistics parks. Logistics companies all eager to do more business to make higher profits. On the contrary, in actual operations, those companies, who have finished a large deal and the projects of key clients with a large amount of manpower and material resources devoted, obtain even less net profits. This is the so-called Besieged City effect, which implies that in dealing with a large business, there are too many gaps in the system, and many of the profits in the theoretical calculation will be subsidized into it, which turns out to be the brand reputation, instead of the profit.

(6) Graduates majoring in logistics still face employment difficulties against the backdrop of continuous growing demand for logistics talents.

Under the background that Chinese government highly values the development of modern logistics, there is a huge gap in the demand for logistics talents in the near future. Most enterprises of warehousing, freight forwarding, and transportation are lacking of professional logistics personnel and management personnel. The shortage of high-end logistics personnel is in particular. There are serious shortages of middle-level and high-level talents such as logistics specialists and logistics engineers in the region. Most of the employees, who are not well-educated, lacking the knowledge of logistics theory and practical experience, do not match the development of the modern logistics industry. On the one hand, with the logistics parks and centers in the Tongchuan District putted into use, the development of logistics companies and increase of informatization level in the logistics industry, there will be more urgent demand for high-level logistics personnel. On the other hand, after finishing three to four years of professional courses, youngsters majoring in logistics cannot find a suitable job, for them graduation means unemployment. In face of this strange circumstance, I think that relying on only campus-study in the current logistics industry is far from meeting both sides' needs. Instead, we should establish a transition system and training system to achieve rapid professionalization of logistics talents. Although there is a heavy task and a long way to cover, we can look forward to promising results.

4. The Exploration to Achieve Sustainable Development of the Logistics Ecosystem in Dazhou.

Regional logistics is a typical social economic system, the operation process of which mainly relies on the coordination of a variety of "live" adaptive subjects. It is actually through the interaction of these subjects that regional logistics generates macroscopic complexity and promotes the overall evolution of the system.

(1) Exploration on the macro logistics environment from the perspective of ecosystem.

Firstly, ensuring macro-environment is to provide services and guarantees for the main bodies of micro-logistics market. Under the condition of market economy, market development and innovation preceding the national macro-environmental policies and management system, is the normal law of

the development of economic and ecological circles. When facing and managing new things in the market, market bodies often feel nervous. The story of King Yu combating the flood is well-known, which manifests the principle that governing a country like controlling water, dredging is better than blocking while less smart than leading. The new models emerging in the logistics industry in recent years require a balanced mechanism of not only "blocking" and "penalizing", but also "dredging" and "leading".

Secondly, to realize the standardization of logistics industry requires both policy innovation and exploration. In the logistics ecosystem, the "The Manual of Logistics Standard" provides an objective review of the current status of the standards involved in China's logistics industry. In recent years, the State has vigorously promoted the pilot of new logistics operation modes such as drop and pull transportation and urban joint distribution, and pilot projects of service industries including modern logistics, which objectively stimulated the development of logistics standardization, especially standardization of pallet, vehicles and stations. However, there is still a long way to go in terms of how to guide the logistics industry to gradually realize standardization of hardware, process and information.

Thirdly, consider breaking the restrictions on the optimal operation of logistics.

In recent years, the domestic road freight industry has introduced the model of "vehicle-free carrier" into the country. As vehicle-free carriers do not need to purchase lighter vehicles for transportation, which will dramatically reduce the cost of large-scale development of enterprises, and greatly liberate the productivity of logistics. Furthermore, it will help logistics companies to systematically integrate scattered social resources of logistics to improve the efficiency of transport organizations.

Faced with increasingly severe environmental problems such as urban road congestion and excessive exhaust emissions, major cities have invariably adopted a management system of licensing entry permit to vehicles. According to a survey, 30.1% of the enterprises considered that applying for permission was difficult, 28.2% considered that the areas were limited, and 22.4% think that the standards were various among different areas, while 19.2% considered that permission licenses was not enough. The entry permits limited the truck of the logistics companies within the specified range of business, which means that only certain types of goods can be loaded. Therefore, logistics companies are constrained in the cross-regional dispatching and the returning of vehicles with no goods, which will greatly reduce the efficiency of entering vehicles. Although, the traffic pressure on urban roads is allayed, the reduction on carbon dioxide emission is limited.

The goods, which could have been dispatched by distribution vehicles and loaded by returned vehicles within the urban area were restricted due to the limitation on the scope of the entry permission or the types of the goods permitted to be carried, required to be loaded into the city only by those vehicles with entry licenses. Therefore, the relevant state departments should attach importance to the problems, restrictions, and difficulties the logistics industry facing, while vigorously promoting the distribution within the city. They'd better construct a harmonious and balanced macroscopic environment mechanism of the logistics ecosystem of urban distribution.

(2) Exploration on the market of logistics industry from the perspective of connectivity.

The market of logistics industry is a fertile hatchery for the development of logistics, which shouldn't be ignored by us. First of all, strengthen the management of the access and withdraw of the logistics market. It is suggested that the focus of the supervision on the logistics industry should shift from the management of economic functions to the production safety and the standard operation of logistics enterprises, giving full play to the role of self-discipline management in the logistics industry. Secondly, regulate the competition in the logistics market and avoid disordered and vicious competition. Thirdly, the logistics integrity and credit system should be built and improved to form a differentiated management mechanism and a mechanism of rewarding excellence and punishing inferior. Of course, this cannot be independently formed without the participation of financial and insurance institutions.

(3) Exploration on the Joint Construction of Public Information Platform for Transportation and Logistics from the Perspective of Sharing

Based on the development consensus of sharing logistics information and the actual needs of economic transformation and upgrading, the Ministry of Transport could cooperate with management departments, research institutes, software developers, logistics companies and other parties to jointly build a transportation and logistics information platform. This platform boasts enormous economic and social benefits, but it does not generate direct profits. Therefore, it may need to be led by the government, accelerating the construction, interconnection and applications of the platform to make the exchange boundary of the platform larger, comprehensive benefits better, and agglomeration ability stronger.

(4) Exploration on the development of logistics industry cluster in Dazhou City from the perspective of supply chain.

It is an irresistible trend and inevitable path for the development of modern logistics industry to strengthen the management of supply chain, innovate logistics value-added services, and nurture new growing points of profits. Therefore, besides the basic work of providing routine services such as transportation, warehousing, distribution processing, and delivery, logistics companies also have to innovate services of logistics network design, and provide analysis of market demand, effective order management, inventory information management, logistics information services and other value-added services, which should be done relying on the integrated functions of the logistics park in finance, insurance, capital, IT, and legal elements. Under the trend of supply chain, we must cultivate the logistics industry into an important pillar industry in Dazhou, and improve the ability of logistics of Dazhou serving both inside and outside Sichuan province and the surrounding areas. To achieve this goal, we must vigorously promote the integration and restructuring of logistics enterprises, accelerate the development of logistics industry cluster, scale up competitive logistics industry, cultivate more profits for newly emerging logistics enterprises, and build high-end logistics radiation platform. We must actively carry out the enhancement of urban production and the efficiency of logistics service related to people's day-to-day life, to release the potential of the regional logistics market.

(5) Exploration on the prospects of modern logistics enterprises

In the era of "Internet Plus", logistics companies in the logistics ecosystem also need to seek related development. First of all, logistics companies must be open-minded, learning from each other in mutual emulation to achieve common prosperity. Secondly, logistics companies have to turn their attention to external customers, listen to customers' crying out of demand, and discover opportunities from target customers of innovating and elevating products. Thirdly, the cooperation model should be diversified according to the logistics company's own situations, instead of being limited to long-term strategic alliances, acquisitions and mergers, holdings, cross-shareholdings, and etc. These measures will enable logistics companies to achieve the transformation of "heavy assets", operation of "light assets", and get rid of the bottom dilemma of the smile curve, moving toward the middle and high level of the smile curve. In the process of development, logistics companies need to cultivate a cross-border thought on light assets, using the model of dual "leverage effect" of light assets and human capital, which will be vital factors for the sustainable development of the logistics ecosystem and logistics enterprises.

(6) Exploration on the rapid professionalization of logistics talents

Logistics talents are the basis for the sustainable development of the logistics ecosystem. Any organization and institution in the ecosystem cannot do without people to explore, manage, innovate, and maintain ecological balance. The problem of logistics talents can be deemed as a problem between career planning and balanced development, and the problem of unbalanced self-development of logistics personnel with the absence, lack, and dislocation of logistics professionalism. Logistics talents need to be rapidly professionalized. First of all, the training of logistics talents should value the training and cultivation of talents' self-thinking ability and exploration of their self-value by their

own, while reduce domesticating education. Secondly, we must consolidate their study of "thinking" and "spiritual forces". Thinking ability mainly includes purpose thinking, value thinking, origin thinking, causal thinking, dialectical thinking, and simulation thinking. The latter mainly includes the following factors. The first one is the hard-working spirit of starting from the first-line positions in the logistics industry; the second one is the spirit of obtaining "first-hand information" in person at the scene; and the third one is the perseverance of never giving up any valuable goal. The fourth is the spirit of learning that "among a group of people, there must be one who could be my teacher" (Confucius) and "never too old to learn"; the fifth is the team spirit to take initiative without any excuse. Thirdly, in the course of career development, logistics talents need to integrate multiple forces to maintain the entire career development in a process of continuous value accumulation, to promote forming a continuous and complete value chain of talents' careers.

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