Research on Evaluation and Selection of Logistics Mode of B2C E-commerce Enterprise

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Abstract
In recent years, the rapid development of e-commerce in China has entered the golden period. However, in the vigorous development of e-commerce, the electricity supplier enterprises are facing the problem that the traditional express logistics cannot meet its development needs. These problems forced the B2C E-commerce enterprise to make effective action, so as to ensure the normal operation of the smooth and sustainable development. And the choice of logistics model is the core of logistics, which urgently needs to be solved. First of all, this paper analyzes the relevant theoretical basis and typical patterns of the electricity supplier logistics field. Then, the author discusses the development situation, and analyzes the influence index. System is evaluated on the basis of the evaluation system established. Finally, the fuzzy comprehensive evaluation method is used to make the most suitable logistics model for B2C enterprises. Some suggestions are put forward for the selection of the logistics mode of B2C enterprises.

Key words: B2C model, e-commerce, logistics model, evaluation and selection

1. INTRODUCTION

On 21th July, 2014, the China Internet Network Information Center (CNNIC) issued thirty-fourth Statistical reports on the development of China’s Internet in Beijing. The report shows that, as of June 2014, China’s Internet users reached 632 million, of which 527 million of mobile Internet users. The Internet penetration rate reached 46.9%. With the rapid spread of the Internet in our country, a business model that facilitates direct transactions between businesses and consumers and effectively reduces transaction costs-B2C E-commerce, has been accepted by consumers and businesses, and gradually become the main development trend of China’s e-commerce industry.

According to the monitoring data of China Electronic Commerce Research Center (100EC.CN), as of June 2014, China’s online retail market transactions amounted to 10856 billion yuan. The first half of 2013 amounted to 754 billion 200 million yuan with an increase of 43.9%. It is expected to reach 27861 billion yuan in 2014, as shown in figure 1.

In view of the sustained growth of online retail market transactions, the logistics system is facing more and more pressure. Therefore, more and more B2C E-commerce enterprises try their best to improve the level of logistics. Logistics model is a problem to be faced. Generally speaking, in the early days of the establishment, the B2C E-commerce enterprise mainly adopts the third party logistics mode, which is simple and convenient. And the cost is lower. But with the growth of business, user experience satisfaction and brand benefit force enterprises to change logistics mode, so as to improve customer satisfaction. According to the different logistics mode, the B2C E-commerce enterprise logistics mode is adopted to solve the logistics bottleneck of the main strategy. Therefore, it is of great significance to evaluate the logistics model of e-commerce enterprises. It guides them to choose the best logistics model, so as to promote the sustained and healthy development of the electricity supplier enterprises.

Experts and scholars in related fields at home and abroad have the results and conclusions of a considerable scale of the electricity supplier logistics mode, but the B2C E-commerce development is rapidly changing, part of the research is still in the primary stage, which did not follow the change of reality. At present, there are few articles that related to the evaluation of the logistics mode of B2C Enterprises. And a discussion of future logistics mode B2C E-commerce enterprise development trend is not large. Studies with data support and quantitative analysis are rare. This thesis will play a certain role in enriching the research contents in this field.

At present, a considerable part of the business have to face the choice of logistics mode, this paper is devoted to provide the reference and reference path for its implementation. More precisely, it is of practical significance to evaluate the existing logistics mode of B2C E-commerce enterprise to promote its rational choice of logistics mode.
2. Analysis of typical logistics mode of B2C e-commerce enterprise

Existing B2C e-commerce operating model is not the same, and the logistics operation system they take is also very different. In addition to self-built logistics model and the third party logistics model, there are also combination of traditional commercial logistics and electricity supplier logistics, fourth party logistics model, B2C logistics alliance between the electricity supplier enterprises, B2C logistics alliance between electricity supplier, express enterprise and logistics integration model. Although the names are different, they are basically the same. In short, in order to make each logistics model more differentiated, which is convenient for B2C e-commerce enterprises to make a choice, the current logistics model is divided into self-built logistics model, third party logistics model and logistics alliance model.

2.1. Self-built logistics model

Traditional business and Internet business are in fierce competition, coupled with the electricity supplier, the advantages of self-built logistics model are mainly manifested in the following three aspects: (Figure 2)

- **Strong decision-making**: Control each part of the logistics link, ensure the coordination and stability of the system, and improve the efficiency of logistics.
- **Reflect rapidly**: Respond to events and circumstances, and adjust operational strategies and methods in a timely manner, improve customer satisfaction.
- **Effective implementation**: The implementation efficiency is high, the enterprise capital utilization is improved, and the enterprise development is accelerated.

![Figure 2. Self-Built Logistics Advantages](image)

Even if self-built logistics has obvious advantages, but the disadvantages cannot be ignored, it also has a pivotal influence on the choice of B2C enterprise logistics model. Therefore, it is very necessary to carry out the analysis of it. It can be concluded that the self-built logistics mainly has the following disadvantages: (Figure 3)
As the logistics system involves warehousing, distribution, packaging and other links, so the initial cost of investment is higher.

Because of the vast territory of our country, it is difficult to build a comprehensive and perfect logistics network.

Because the cost of investment is high and the construction cycle is long, the risk of the response is greater.

**Figure 3.** Self Built Logistics Disadvantages

To sum up, the advantages and disadvantages of self-built logistics model exist together. The premise of mastering powerful control is that the network system is built with great cost. Therefore, for self-built logistics, people should balance the pros and cons of various aspects, so as to make an objective evaluation.

### 2.2. Third party logistics model.

The third party logistics mode refers to that, in order to do well in the core business, non-logistics enterprises outsource the non-core functions such as logistics to the specialized logistics enterprises. The enterprise itself only pays the logistics Commission and the necessary information resources according to the contractual agreements with the logistics enterprises, it does not require a very close sharing of resources and operation of a collaborative logistics operation.

### 2.3. Logistics alliance model

The whole of logistics alliance is an operation mode that situated between self-built logistics and third party logistics, so its characteristics also take the middle place. It can be said that the cost of using the logistics alliance does not require huge capital costs. In particular, the current model of cooperation between traditional commerce and Internet Commerce fills the gap in current business consumption changes. It connects the two logistics short boards, which not only invigorated the embarrassment of the waste of traditional commercial logistics, but also added the shortage of the logistics of the electricity supplier. It can be said that it has reached a win-win situation. Although the advantages of logistics alliance are obvious, it takes a lot of time and effort for enterprises to interact with each other. In particular, the details of cooperation and the allocation of costs are a difficult issue for companies affiliated with different groups.

### 2.4. Comprehensive comparison and analysis of logistics mode of B2C E-commerce enterprise

The contents of the previous analysis of the three main logistics models are discussed, the advantages and disadvantages of each logistics model are very clear. But it is also necessary to compare the three logistics modes. The article is shown in detail in table 1.

**Table 1.** Comprehensive Comparison of Three Kinds of Logistics Mode

<table>
<thead>
<tr>
<th></th>
<th>Self-built logistics model</th>
<th>third party logistics model</th>
<th>logistics alliance model</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantage</strong></td>
<td>The enterprise has strong control over logistics and distribution, which helps enterprises form brand effect and seize market share</td>
<td>Less investment, low cost, focus on the development of their own business, and form the corecompetitiveness</td>
<td>Realize the effective allocation of distribution resources, less investment, low cost, small risk</td>
</tr>
<tr>
<td><strong>Disadvantage</strong></td>
<td>Large investment, high cost, logistics distribution network layout is not easy to optimize, waste of distribution resources</td>
<td>The control ability of logistics distribution is weak, and it is easy to be restricted by logistics enterprises</td>
<td>Management is difficult, partners seeking is not easy</td>
</tr>
<tr>
<td><strong>Distribution service</strong></td>
<td>Control delivery service and high efficiency</td>
<td>The quality of distribution service is low and the operation efficiency is low</td>
<td>Part control of distribution service, Operational efficiency is general</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>Lack of logistics management</td>
<td>Specialized</td>
<td>Specialized</td>
</tr>
</tbody>
</table>
The service level can be improved through improvement due to the determination of the third party logistics, the overall service level is low. Joint consultation and discussion

Response speed
Slightly slower
General level

Information level
Effective and fast
Slow
Quick and effective

Service object
E-commerce enterprise itself
Unlimited
Jointly established enterprises

Coverage area
Though small in scope, it has regional advantages
A wide range
Wide range

Selective risk
High
Relatively low
Relatively high

Applicable enterprise characteristics
Operating scale, strong economic strength, large volume of business, high customer concentration
Small business, business strength is not strong, small business, customer dispersed
The volume of business is large, there are many kinds of goods, but the customer concentration is high, the distribution is uneven

Example
Jingdong mall, Yi Xun network
Tmall
Other

According to the principle of concrete analysis of concrete problems, each B2C E-commerce enterprise development path and situation is different. It leads to that B2C E-commerce enterprise in the choice of logistics mode is also very different. Therefore, in the B2C E-commerce enterprise logistics model selection, businesses should seek the most suitable for their own development of logistics mode according to their own development conditions, so as to balance the characteristics of different logistics mode.

3. THE EVALUATION OF B2C E-COMMERCE ENTERPRISE LOGISTICS MODEL

Based on the above research basis, according to B2C E-commerce enterprise logistics model evaluation index, the classical theory of methods is established. The author decided that the evaluation should be carried out from four angles: status, subject, cost and service, so as to construct the evaluation system. Through causality diagram, deleting irrelevant factors, getting the core part, the B2C enterprise logistics model evaluation index system is finally determined.

3.1. The construction of evaluation index system

Many evaluation indexes are established. Some have little effect on the evaluation results and it is difficult to obtain consideration. Therefore, it is necessary to screen the evaluation indexes before constructing the evaluation index system. As far as possible, the evaluation indexes are concise and clear, and the evaluation results can be effectively reflected.

1. Selection principle of evaluation index

Because the B2C E-commerce enterprises need to consider various reasons and factors, it is necessary to follow the following principles in the selection of evaluation indicators:

```
Practicability
Hierarchy
Comparability
Focusing
Comprehensiveness
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Among them, the practicability mainly refers to that the content is easy to understand, concise and clear, which can reflect the actual situation. The hierarchy mainly has the scientific logic relation and the reasonable corresponding relation at all levels. Comparability is that the content under the same index is in the same evaluation level, which is easy to compare and consider. The emphasis take the key consideration on the part
that will influence the choice of logistics model. Comprehensiveness mainly combines qualitative analysis with quantitative analysis, highlighting the validity of evaluation results.

2. The selection of evaluation indicators

In order to select the key evaluation index as soon as possible, the article uses the intuitive, striking and clearly defined causality diagram to remove some irrelevant factors, and summarizes the factors that have a great influence on the evaluation results. The selection process is as follows:

1) **Analyze the causal relationship between indicators, and draw a causal relationship map**

The significant characteristic of logistics status is the contribution degree of logistics. The greater contribution degree means the higher logistics position. Otherwise, the smaller contribution degree means lower logistics position. Logistics cost and logistics cost positively influence logistics contribution degree. Because of the increase of cost, it is necessary to increase the amount of logistics in the enterprise. Per capita logistics efficiency is negatively related to the number of logistics personnel. The same amount of business and the number of staff members are bound to reduce the per capita efficiency of staff. The higher the efficiency of logistics per capita means the improvement of logistics utility, and thus the return on logistics investment.

According to the positive and negative correlation analysis of the previous indicators, the causal relationship of all the indicators is shown in the following figure (Figure 5).

![Figure 5. Logistics Status Indicators of Causality Diagram](image)

2) Determine the evaluation index

After a comparative demonstration, it is concluded that some factors have little effect on the results. When we analyze and demonstrate the logistics model of B2C E-commerce enterprises, it can be neglected. For those factors which have a major impact on the results of the evaluation, or even directly determine the future direction of the enterprise, it should be focused on and considered. Thus, the lower evaluation factor of this part is logistics operation cost and logistics personnel proportion.

2) **Enterprise scale purchasing power**

1) **Analyze the causal relationship between indicators, and draw a causal relationship map**

The scale and strength of enterprises are two complementary indicators. The expansion of enterprise scale means the promotion of enterprise strength, and the strengthening of enterprise strength will act on the scale of enterprises and speed up its expansion. In terms of enterprise size, the amount of users, sales volume and the number of assets form a positive correlation loop, and promote each other. And the promotion of these three needs more staff to support more and more business. In terms of corporate strength, changes in relevant content are based on the size of the enterprise, the expansion of business scale is bound to require higher operational capacity, and thus enhance the profitability and solvency of enterprises. And innovation ability also increases. According to the positive and negative correlation analysis of the previous indicators, the causal relationship of all the indicators is shown in the following figure (Figure 6).
After a comparative study, some factors had little effect on the results. When we carry on the analysis and demonstration to the B2C E-commerce enterprise logistics mode, it can be neglected. For those factors which have a major impact on the results of the evaluation, or even directly determine the future direction of the enterprise, it should be focused on and considered. Thus, the bottom evaluation factor of this part is logistics operation cost and logistics staff quantity.

3. The establishment of the final evaluation index system

Through the use of causal analysis method of index selection, this paper finally selected 4 first level indexes, 10 second level indexes, 26 third level indexes to build a comprehensive evaluation index system (as shown in table2).

<table>
<thead>
<tr>
<th>First level index</th>
<th>Second level index</th>
<th>Third level index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics status H</td>
<td>Logistics contribution degree H1</td>
<td>Logistics operation cost H11, logistics personnel proportion H12</td>
</tr>
<tr>
<td></td>
<td>User size G1</td>
<td>Consumer size G11, consumer share G12</td>
</tr>
<tr>
<td></td>
<td>Employee size G2</td>
<td>Overall quantity G21, education proportion G22</td>
</tr>
<tr>
<td>Enterprise scale, strength G</td>
<td>Sales scale G3</td>
<td>Total sales G31, total sales G32, sales share G33, sales share of G34</td>
</tr>
<tr>
<td></td>
<td>Asset size G4</td>
<td>Fixed assets G41, Liquid assets G42, The total assets of G43</td>
</tr>
<tr>
<td>Total logistics cost K</td>
<td>Base cost K1</td>
<td>Basic input costs K11, management costs K12, personnel costs K13</td>
</tr>
<tr>
<td></td>
<td>Operating costs K2</td>
<td>Warehousing costs K21, transportation and distribution costs K22, packaging costs K23, mobile processing costs K24</td>
</tr>
<tr>
<td>Customer service level M</td>
<td>Response time M1</td>
<td>Order response time M11, logistics response time M12</td>
</tr>
<tr>
<td></td>
<td>Time accuracy M2</td>
<td>Timely rate M21, accuracy rate M22</td>
</tr>
<tr>
<td></td>
<td>Service effect M3</td>
<td>Service personnel attitude M31, customer satisfaction M32</td>
</tr>
</tbody>
</table>

3.2. Evaluation process of B2C E-commerce enterprise logistics model

Under the premise of fully understanding the fuzzy comprehensive evaluation method, this section
comprehensively applies it to the comprehensive evaluation of the logistics mode of B2C E-commerce enterprises.

The evaluation of BC2 enterprise logistics model is a typical fuzzy problem. Therefore, by referring to the analysis methods of predecessors, fuzzy comprehensive evaluation method can improve the accuracy of the evaluation. Fuzzy comprehensive evaluation method is used to complement each other between the expert assessment and scientific calculation. It can make a whole check to the problem, avoid the shortcoming of giving the evaluation directly to the problem, and has the characteristics of scientific, practical and comprehensive (Table 3).

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systematicness</td>
<td>The object of study is taken as a system, according to the idea of “first decomposition” and “synthesis”, it does not separate the influence of each factor on the result, but the setting of each layer weight will affect the final result.</td>
</tr>
<tr>
<td>Practicability</td>
<td>On the one hand, the basic principles and basic steps are easy to understand and grasp, and the operation of mathematics is relatively simple;</td>
</tr>
<tr>
<td>Conciseness</td>
<td>On the other hand, qualitative and quantitative combination can deal with many practical problems that traditional optimization techniques can not handle.</td>
</tr>
</tbody>
</table>

In this paper, the weight of each factor \( A = \{a_1, a_2, a_3 \cdots a_n\} \) set is obtained by analytic hierarchy process (AHP), in which \( a_i = 1, 2, 3 \cdots n \) is the weight of \( U_i \).

Analytic hierarchy process (AHP) was proposed by T.L. Saaty, an expert in American operations research in the early 70s. The method of analytic hierarchy process (AHP) is a kind of thinking method which needs some mathematical tools. Because it combines quantitative analysis, it is more scientific.

The analytic hierarchy process divides a complex and diverse system into various factors, and all the factors are grouped according to the primary and secondary relations. By comparing the important order among the factors, the position distribution of the whole system is finally obtained. Then consider the views of the parties, the overall order is determined by the importance of each factor. The analytic process of AHP not only reflects the user’s supervisor analysis, judgment and synthesis, but also embodies a certain scientific combination.

![Structure model of analytic hierarchy process (AHP)](image)

**Figure 7.** Analytic hierarchy process

4. B2C LOGISTICS ENTERPRISE LOGISTICS MODE CHOICE

The development speed of B2C E-commerce enterprise logistics depends on the choice of what kind of logistics model. The correct logistics model can not only make consumer satisfaction, but also make B2C E-commerce enterprises better development. The logistics is essential for the development of enterprises. This chapter will combine the environment of B2C E-commerce enterprises under the complicated and changeable market economy, make the best choice, and put forward some optimization suggestions to the choice of B2C enterprise logistics mode, so as to promote the B2C E-commerce enterprise better and more healthy development according to the evaluation of different logistics mode.

4.1. The overall framework B2C E-commerce enterprise logistics model selection

According to the main steps of the evaluation of the business enterprise logistics mode B2C, fuzzy analytic hierarchy process (AHP) is used to evaluate three different logistics modes, so as to obtain the optimal logistics mode and various aspects condition, and put forward reasonable suggestions on the logistics mode of B2C E-commerce enterprise choice, as shown in Figure 8.
Evaluation of logistics mode of B2C electricity supplier enterprise based on fuzzy comprehensive evaluation method

Proprietary logistics model
Third party logistics model
Logistics alliance model

Comparison of three logistics model evaluation scores

Optimal logistics model

**Figure 8.** the Logistics Mode Selection Overall Framework

4.2 B2C E-commerce enterprise logistics model selection – take Jingdong mall as an example

Jingdong, founded in 2004, is China’s largest online direct sales company. The category of selling products is mainly 3C appliances. It set up an open platform on October 2010. The third party platform mainly engaged in clothing, shoes and hats, bags, luggage, home and other non-standard products. The main profit model is self-owned part of the product, the sales gap, the income and the platform part of the Commission and other service income. In 2013, the annual GMV of Jingdong was 1255 billion yuan, and the number of active users was 4740 million, and the order quantity was 320 million. On May 21th, 2014, Jingdong officially listed on the U.S. stock exchange (NASDAQ), the issue price is $19 / share.

![Transaction scale](chart)

**Figure 9.** JD Transaction Scale

In cost control, Jingdong logistics is ahead of competitors Alibaba’s rookie network. On the one hand, Jingdong warehouse “enclosure” cost is very low, For example, they signed a contract with Henan in Zhengzhou, which would leave the settlement and tax revenues in Henan and create employment conditions, so they could get land at a very favorable price. On the other hand, whether the Jingdong or Alibaba, large logistics warehouse will use a large number of small businesses in the rental, but a large number of small businesses at Taobao and Tmall are completely out of stock on such a scale. Although Jingdong will encounter similar problems, their proprietary business can use these spaces directly.

Self-built logistics system allows Jingdong to provide genuine guarantee for users, and to reasonably match the user’s delivery time. Taking into account the work time of many users, Jingdong can do delivery three times a day, which is difficult to achieve for the third party logistics. Today, Jingdong’s penetration in the three or four tier cities is still low. One of the most important reasons is that self-logistics has not been able to cover these areas, and the logistics and distribution will be extended to these areas, which can help Jingdong expand the larger electricity supplier market.
4.2.1. Evaluation and selection of logistics mode selection of Jingdong mall

All kinds of relevant information collected through various means, in the guidance and help of the experts and teachers, the author chooses three different logistics modes for Jingdong mall respectively, and uses DelphiFa to grade according to the 10 mark system, and uses the fuzzy comprehensive evaluation method to evaluate, and provides the basis for the best choice.

1. Evaluation of self-logistics mode of Jingdong mall

Suppose Jingdong mall chooses its own logistics model, select a number of electricity supplier logistics model in-depth investigation of experts and professors to investigate, and make a fuzzy evaluation of each factor and obtains the expert score, as shown in the table 4:

<table>
<thead>
<tr>
<th>Serial number</th>
<th>H11</th>
<th>H12</th>
<th>G11</th>
<th>G12</th>
<th>G21</th>
<th>G22</th>
<th>G31</th>
<th>G32</th>
<th>G33</th>
<th>G41</th>
<th>G42</th>
<th>G43</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>B</td>
<td>B</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>C</td>
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<td>2</td>
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<td>3</td>
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<td>5</td>
<td>A</td>
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<td>C</td>
<td>A</td>
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<tr>
<td>7</td>
<td>A</td>
<td>B</td>
<td>B</td>
<td>B</td>
<td>C</td>
<td>D</td>
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<td>8</td>
<td>A</td>
<td>B</td>
<td>A</td>
<td>C</td>
<td>B</td>
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<td>D</td>
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<td>D</td>
<td>C</td>
<td>B</td>
<td>C</td>
</tr>
</tbody>
</table>

By calculating the membership function of the corresponding function, the matrix is constructed. It is a commonly used method of fuzzy statistics to make experts score and grade according to certain rules. Then statistics are used to evaluate the frequency of grade V_t, (t=1, 2, 3, 4), that is \( x_{ij}(t) = \frac{m_{ij}}{n} \). The \( x_{ij}(t) \) indicates that the evaluation index \( x_{ij} \) is subordinate to the \( V_t \) level.

In the evaluation of Jingdong mall’s choice of self-logistics model, in the expert’s fuzzy evaluation of H11, there are 80% of “excellent”, 20% of “good”, 0% of “general”, 0% of “bad”. Then the membership function of H11 is \( \{0.8, 0.2, 0, 0\} \).

4.3. Strategy recommendations of B2C E-commerce enterprise logistics mode selection

The last section takes Jingdong mall as an example, the fuzzy AHP method is used to evaluate the selection of B2C enterprises, and the optimal logistics model can be obtained according to the evaluation score. But in general, the B2C E-commerce should be in accordance with local conditions, carefully select logistics model, according to the short-term operating situation and long-term strategic development goals.

1) Select the appropriate mode of logistics on the basis of the logistics status. 2) Select the appropriate mode of logistics according to the size and strength of enterprises. 3) Select the appropriate logistics model according to the total cost of logistics system. 4) Select the appropriate logistics model according to customer online shopping logistics experience requirements.

Therefore, if you have very high requirements on customer experience online shopping logistics, it is recommended to select the self-built logistics mode. If you have higher requirements for the customer’s online shopping logistics experience, it is recommended to choose the logistics alliance model. If you have a lower demand for customer online shopping logistics, then the third party logistics model is recommended.

In short, when the B2C E-commerce enterprises to take the logistics model to make a choice, they should evaluate their own conditions objectively, and use the relevant evaluation index system to evaluate all kinds of logistics modes, and make reasonable choice, and they can also draw on strategic recommendations for further optimization.

5. CONCLUSION

After the explosive growth in recent years, the e-commerce market in China is now in a period of cyclical and historical hot. The supporting logistics services have become more and more important. Persistent logistics problems have an impact on the sustainable development of B2C E-commerce enterprises. But the impact is intensified, thus forcing enterprises have to be included in the strategic focus of logistics service. Based on this background, first of all, the current situation of the development of the electricity supplier logistics is analyzed in two aspects of macro and micro, and the main problems existing at present are summarized, and the evaluation index system is constructed according to the factors that influence the logistics mode choice. The logistics mode of B2C E-commerce is evaluated, and the scientific and rational logistics model is recommended.
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