

- **CHANGE MANAGEMENT OF**
- **JD's Logistics Group**

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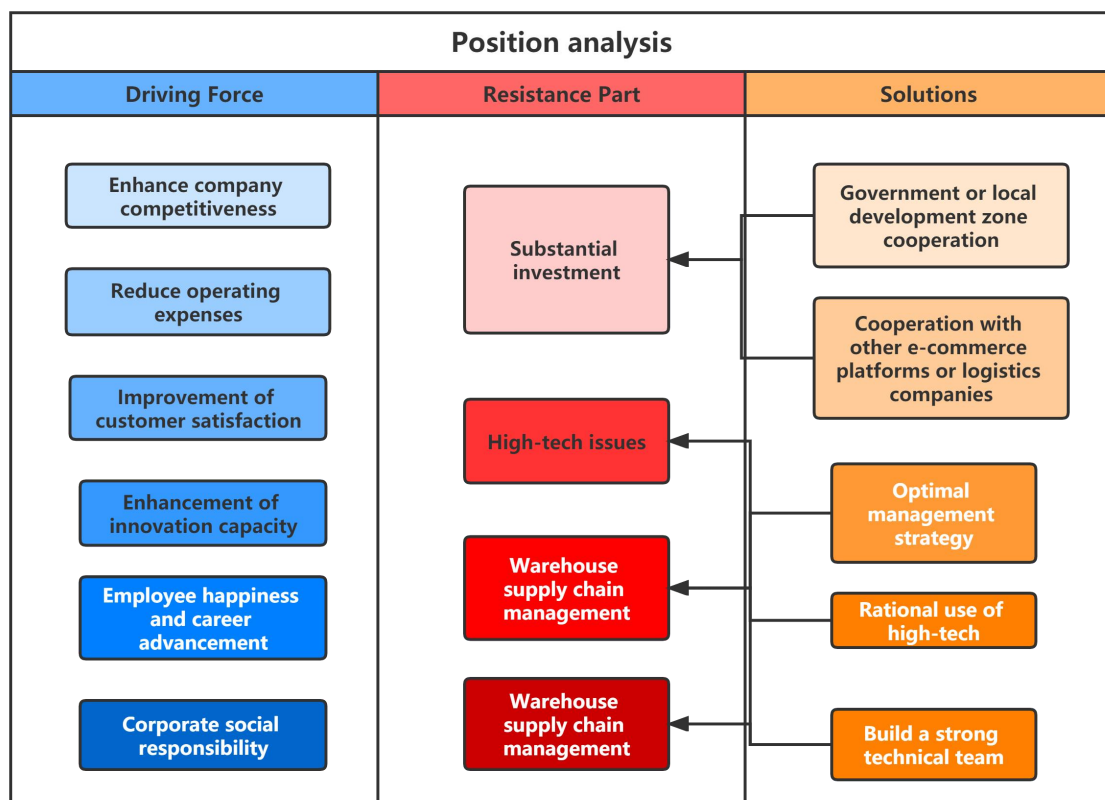
Executive Summary

The JD's Logistics Group upgraded its conventional logistics express service to a storage and distribution service in 2018, and this research paper will analyze the content and method of the transition. At the same time, it demonstrates the benefits and features brought about by the reform compared to the conventional express service.

Second, it examines the forces behind the reform, including the authority opposing it, strategies for overcoming opposition, and forces that support the reform. After the analysis finishes, we advise JD to implement the reform.

Discuss the potential for executing this reform on a worldwide level and any potential challenges associated with internationalization before evaluating the impact of this change on comparable Chinese enterprises.

There is no question that JD's Logistics Group's reform of its storage and distribution business is a success, concluding this essay's arguments and supporting data.



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1. Basic Information

1.1 Introduction to JD's Logistics Group

The logistics division of the well-known Chinese e-commerce behemoth JD.com, JD's Logistics, was established in 2007 and has been running independently since 2016. JD's Logistics is dedicated to providing people all around the world with quick and effective logistics services as a complete and intelligent supply chain solution provider.

Express delivery, transportation, warehousing, cross-border logistics, intra-city distribution, and other areas are all included in JD's Logistics business scope. JD's Logistics has established itself as a major company in China's logistics sector because of its extensive logistical network, cutting-edge technological assistance, and wealth of expertise. Big data, artificial intelligence, machine learning, and other technologies are used by the business to continually enhance the effectiveness and cut costs of its logistical services.

By 2021, JD's Logistics will have more than 1,000 warehouses in China, covering 97% of the population, with a total size of more than 16 million square meters and more than 190,000 deliverers. Every day, JD's Logistics processes more than 30 million orders, and the on-time delivery rate for deliveries inside cities is up to 90% (JD. Com, Inc. 2021 annual report, 2021).

1.2 Comparison between Traditional Logistics Mode and Warehousing Distribution

Online shopping has become a crucial aspect of our life in the era of e-commerce. The buying procedure is frequently easy and fast, taking only a few minutes or seconds. The logistics of getting the items to the final customer, however, take up the most fantastic time.

The traditional process involves the seller sending the items to the courier, and the package's journey starts at the seller's neighborhood distribution center. It then arrives in the regional general warehouse. Couriers use a variety of modes of

transportation at this stage to bring the products to the buyer's location, including vehicles, aircraft, or trains. The package goes through a similar process when it gets to its final destination before is delivered to the customer. This strategy, which depends on outside transportation firms, requires at least one day for each phase, adding up to a minimum three-day delivery period.

On the other hand, the optimized model, as demonstrated by JD, sends the order from the consumer straight to the nearby warehouse. After the type of order is determined, goods are shipped from various warehouse categories to the nearby distribution center. The cargo is then delivered straight to the customer by the courier after leaving the transfer station. Surprisingly, the entire procedure was finished in just one day, demonstrating the effectiveness of the upgraded warehouse distribution service. In the e-commerce sector, where customers are seeking faster, just-in-time delivery, the speed, and efficiency of warehouse delivery services are critical to improving customer satisfaction and maintaining a competitive edge (S. Agrawal, R. K. Singh, & Q. Murtaza, 2016).

1.3 Purpose and Significance of this Study

This study aims to assess and analyze the warehouse and delivery services change management practices of JD's Logistics Group. The primary goal is to investigate the following:

Explain and present the warehouse and distribution service reform undertaken by JD's Logistics Group, and contrast it with the conventional express service; The primary reform-promoting elements and potential opposition are examined using force field analysis to determine the reform's need and viability. Summarize the outcomes following the modification's execution and evaluate how the change has affected business operations and market competitiveness; Discuss the comparative examination of similar types of businesses, as well as the use of the model and its difficulties in internationalization.

The importance of this study rests in two simultaneous areas:

They are optimizing the enterprise's express delivery method and offering references for the same or comparable organizations to handle the same sort of change management better. The article serves as a resource and source of information for the academic community of the change management of logistics services through various of facts, point-of-view demonstrations, and research. Understanding the trends in development and difficulties facing China's logistics sector can allow international organizations to support global businesses better as they manage change. Finally, consumers' confidence in the company and its services can be significantly increased by raising their awareness of JD's Logistics Group's reform outcomes.

2. Reform of Warehousing and Distribution Services of JD's Logistics Group

2.1 Content and Process of Reform

It is important to state upfront that "JD's Logistics subsidiary was established by JD Group in 2014 to provide more efficient, fast, and reliable logistics services to meet the growing needs of its e-commerce business." (Wang, J., & Zhang, X., 2019). Even though it is not a part of JD's Logistics Group's reform of its warehousing and distribution service, it is a requirement for the reform and the organization's source.

The second official reform is the optimization of the warehouse layout. To satisfy the demands of clients in various locations, JD's Logistics has created a wide-coverage warehouse network in several Chinese provinces. The logistics efficiency is increased, and the transportation time for items from the warehouse to the customer is decreased thanks to this structure.

The next step is to differentiate between various warehouse kinds. JD's Logistics classifies warehouses into various of categories based on the demand for and type of items stored in them, such as standard warehouses, cold chain warehouses, big warehouses, etc. This section ensures that the unique requirements of diverse commodities are addressed during storage and transportation, which helps to increase storage efficiency.

JD's Logistics Group uses big data and cloud computing, as well as other cutting-edge technologies, to monitor and analyze the logistics process in real time. "This helps to predict better customer demand, rationally allocate storage resources and transportation arrangements, and improve overall operational efficiency." To increase the effectiveness of logistics operations, JD's Logistics employs big data and artificial intelligence technologies to optimize supply chain management, and accomplish real-time monitoring, intelligent scheduling, and dynamic path planning (Liu, J. and Wang, J., 2017). To increase the effectiveness of storage operations, lower labor costs, and lower mistake rates, automation technology is being introduced into the warehouse. Examples include automated shelves, unscrewed vehicles, etc.

Last but not least, increase delivery services: JD's Logistics constantly raises delivery efficiency and decreases client wait times by improving delivery routes, expanding its delivery crew and fleet, etc. At the same time, we introduce ecological ideas and green packaging materials to lessen the ecological effect of the logistics process. The logistics industry's environmental impact is reduced by JD's Logistics' initiatives in green protection, which include encouraging packaging recycling, energy-saving technology, and low-carbon transportation methods (Zhou, L., Xu, X., & Zhang, J. 2019).

2.2 Improved Warehousing and Distribution Service Mode

Rapid delivery response: JD's Logistics can process orders more quickly and respond to client demands by establishing a network of warehouses nationwide. Orders placed by clients will be rapidly allocated to the closest warehouse for processing and delivery, considerably increasing the effectiveness of the distribution process. Order processing is completed more quickly, and customers are more satisfied thanks to JD Online collaborative distribution network and well-built warehouse logistics network (Zhou, Fan, & Liu, 2021).

More accurate storage and distribution services are made possible by a more precise classification of distinct warehouses, which considers both client needs and product characteristics. Such categorization not only fits the unique demands of

clients for various types of commodities but also enhances the security of commodity storage and transportation. "Refined classified warehousing and distribution services can improve inventory turnover speed, reduce inventory costs, and realize efficient utilization of resources" (Li, Zhao, & Huang, 2019).

Application of information technology and automation: JD's Logistics can monitor the logistics process in real-time and conduct accurate data analysis to improve supply chain management with cutting-edge information technology, such as big data and cloud computing. Using automation technologies in warehouse operations increases productivity, lowers labor costs, and reduces mistake rates. "Warehousing and distribution services can become more flexible with automation and be better equipped to handle market volatility and uncertainty." (Roodbergen, De Koster, Le-Duc, 2007).

Green and environmental protection: To lessen the influence on the environment, JD Shipping integrates environmental protection ideas and green packaging materials into the shipping process. Through the promotion of packaging recycling, energy-saving technologies, and low-carbon transportation methods, the logistics industry will develop sustainably.

2.3 Advantages Brought by the Reform

Improve customer satisfaction: Customer loyalty and satisfaction are considerably increased when JD's Logistics can offer customers faster, more accurate, and more dependable express delivery services. This is accomplished by optimizing the warehouse and distribution service mode.

Boost brand recognition: Fast and effective delivery services contribute to JD's Logistics' improved brand reputation. The unique "211 limited time delivery" (Spot trading orders submitted before 11:00 am on the day will be given on the same day; Spot orders placed before 23:00 of the same day will be delivered before 15:00 of the next day) states that deliveries made before 23:00 on the same day will occur before 15:00 on the following day. According to Yang, Sun, and Wang (2021), "JD's

Logistics Group's warehousing and distribution service reform makes it stand out in the market competition and enhances its competitive advantage."

Reduce operating expenses: JD's Logistics has decreased warehouse storage and daily operating costs of the firm and increased the company's financial advantages by implementing automation technologies and streamlining supply chain management.

Foster environmentally friendly growth: JD's Logistics places a high priority on environmental preservation throughout the logistics process. JD's Logistics works to achieve sustainable development by reducing the adverse ecological effects of the logistics sector through green packaging, low-carbon transportation, and other methods.

3. Analysis of Warehouse and Distribution Service Reform Driving Position

3.1 Position Analysis (Resistance Part)

The most significant barrier to change is a substantial investment. JD's Logistics must pay for the expense of land acquisition, building, and equipment acquisition to develop a nationwide network of warehouses. A significant sum is also required to hire and train employees, maintain warehouse equipment, and update equipment. JD's Logistics is under tremendous financial strain during the early stages of change. The financial investment required to transform logistics networks, such as purchasing land, building warehouses, and buying equipment, is a significant challenge for organizations (Chen, Y., & Liu, Y. (2018).

High-tech issues with distribution and storage services: JD's Logistics has to adopt big data, cloud computing, automation, and other cutting-edge technologies to carry out the transformation. The adoption and use of advanced and cutting-edge technology will, however, face several difficulties, including system compatibility, data security, and privacy protection. To guarantee the successful use of these technologies, JD's Logistics must also teach its staff about their use. "Implementing

advanced technologies such as big data and automation in the logistics industry presents many challenges, including system compatibility, data security, and privacy protection" (Wamba, S.f., Akter, S., Edwards, A., Chopin, G. &Gnanzou, D.2015).

Warehouse supply chain management: As the size of the warehouse distribution industry grows, it becomes more and more challenging to manage. To guarantee the effective operation of the supply chain, JD's Logistics must collaborate with suppliers, transportation providers, customers, and other stakeholders. The necessity to manage unforeseen market changes, such as changes in raw material costs, crises, etc., is another issue that must be addressed. These changes can have a significant influence on the change process. According to Van Hoek, R., and Johnson (2010), "Managing the complexity of supply chains becomes increasingly challenging as business scale expands, requiring coordination among suppliers, transporters, and customers to ensure efficient operations."

Employee adaption and organizational culture: As part of the reform process, JD's Logistics must modify its organizational structure and management style to match the new business requirements. staff resistance to the new method of working is possible since organizational culture change and staff adaptation are both lengthy processes. JD's Logistics must thus provide efficient training and communication strategies to assist staff in comprehending and adjusting to the change. Organizational culture and employee adaptation are critical factors during the transformation process, as resistance to change can affect the progress of reforms (Armenakis, A. A., & Bedeian, A. G. 1999).

3.2 Solutions to Resistance to Change

Cost issue: JD can work with the government or local development zones to get favorable policies and land resources to deal with the high cost in the early stages of reform. JD might also consider collaborating with other e-commerce platforms or logistics firms to pool warehouse facilities and cut back on one-off costs.

Warehouse storage issue: JD has to arrange goods logically, continuously improve its inventory management strategy, and estimate customer demand using

extensive data analysis and forecasting technologies. JD may also develop tight working ties with suppliers to achieve real-time inventory replenishment.

Dealing with unexpected issues: JD has to put up a competent team to research and handle unforeseen problems that the reform may bring. To swiftly revise its plan, the team must monitor market trends, legislative changes, and competitive dynamics. In addition, JD should actively engage in industry discussions, absorb the successful practices and lessons of other businesses, and continuously improve its business model.

3.3 Position Analysis (Driving Force)

Enhance company competitiveness: JD's Logistics can offer more prompt, effective, and dependable logistics services by reforming the warehouse and distribution service mode. When the reform succeeds, the unparalleled rapid express service will significantly boost JD's Logistics' ability to compete in the market, draw in more clients, and grow the company's market share. The efficiency of storage and distribution has been dramatically improved by deploying novel technologies in the logistics sector, such as artificial intelligence, big data, and automation, which has resulted in lower costs and enhanced competitiveness (Christopher, M., & Holweg, M. 2017).

Reduce operating expenses: By utilizing cutting-edge technology and management techniques, warehouse and distribution efficiency may be effectively increased, and operating costs can be decreased. Automated equipment, for instance, may lower labor costs and mistake rates. At the same time, big data and cloud computing technologies can assist warehouse distribution warehouses in better-anticipating demand and streamlining the allocation of warehouse resources.

Client satisfaction may be raised thanks to the redesigned warehouse and distribution service model, which can also speed up deliveries and better satisfy client demands. Increased word-of-mouth and customer loyalty resulting from high customer satisfaction can assist in attracting more potential consumers to express firms. Faster delivery times, better customer service, and better responsiveness may

all lead to more customer loyalty and good word-of-mouth, which will eventually fuel business development (Schoenfelder, J., & Mazzarol, T., 2014).

Enhancement of innovation capacity: As part of the reform process, JD's Logistics must continuously experiment with new technologies and management techniques. This will support the development of business and people's capacity for innovation, enabling them to better adapt to and manage market changes.

Employee happiness and career advancement: To strengthen the business, the organization must train and mentor its staff to assist them in advancing their knowledge and abilities. As a result, employee happiness will rise, and employees' sense of self and commitment to the companies will grow. A robust career development environment for employees is also helpful for luring and keeping exceptional individuals. "During the transformation process, investing in employee training and development helps to improve job satisfaction and enhance employees' commitment to the company, which in turn can help to attract and retain top talent." (Chang, C. H., Rosen, C. C., and Van den Broeck, A., 2016).

Corporate social responsibility: JD's Logistics may lessen the environmental effect of its logistics business by implementing environmental principles and green packaging materials. Additionally, increasing operational effectiveness and decreasing resource waste will help companies to promote their CSR efforts and achieve sustainable development. "By adopting environmentally friendly practices and green packaging materials, companies can reduce the environmental impact of their logistics operations, contributing to sustainable development and enhancing their corporate social responsibility image." (Gimenez, C., Sierra, V., & Rodon, J. 2012)

3.4 Analysis and Summary of Position

We can see that, despite JD's challenges in the process of warehouse and delivery service reform, such as high construction and maintenance costs and inventory management issues, after a thorough analysis of 3.1 resistance to change and 3.2 driving points for change. The potential advantages and forces for change, however, much exceed these challenges.

Reforming warehousing and distribution services may boost operational effectiveness, cut costs, increase customer happiness and loyalty, bolster the company's reputation for social responsibility and sustainable development, and increase staff satisfaction and talent retention. These passions can support JD. Com's long-term company growth and help it stay competitive in the cutthroat e-commerce industry of today.

We advise JD to implement changes to improve its warehouse and delivery services in light of the thorough examination of driving factors and opposition. Of course, in order for the reform to be appropriately executed and have the desired impact, JD's Logistics must pay special attention to and address any potential issues that may arise.

4 Analysis of the Reform of Similar Logistics Companies

4.1 Domestic Logistics Companies

Time has demonstrated that the JD's Logistics reform is the right course of action as of 2023. The success of the warehouse and distribution service reform has also affected other businesses in a similar industry and given them some valuable lessons and examples to draw from:

First, this reform has established a standard for businesses in a similar industry: JD's Logistics has set an industry standard for comparable freight and logistics enterprises by achieving effective, quick, and dependable warehousing and distribution services via reform and innovation. This helped other domestic logistics businesses become more competitive by encouraging them to spend more on technology and service delivery.

Second, JD's Logistics has developed much information technology, including big data, cloud computing, and artificial intelligence, or implemented it extensively in this reform. Similar businesses may benefit from this transition by learning to use these modern technologies to streamline their logistical processes. "JD's Logistics' technological innovation and application of automation have provided practical cases

for other logistics companies to guide them to use advanced technologies better to improve services." (Wang, J., & Zhang, X, 2019)

The categorization and layout of large-area warehouses were subsequently created by JD's Logistics in this reform, and warehouses of various sorts and sizes were logically planned and constructed. Similar businesses can benefit from this technique to improve their company characteristics, optimize warehouse management, and increase storage and transportation efficiency.

Finally, JD still emphasizes the idea of environmental protection and supports circular packaging, energy-saving technology, and low-carbon transportation under the premise of such a significant change. Similar businesses may take note of this, apply green ideas to logistical processes, enhance their reputation for CSR, and satisfy market and consumer needs for environmental protection.

In conclusion, this reform not only strengthens JD's Logistics, but also tremendously encourages the creative thinking of businesses that are comparable to it. "JD's Logistics' reform has established a new standard for the sector and encouraged businesses operating in the same field to raise the caliber and effectiveness of their services continuously." (Liu, J., & Wang, J., 2017). The warehousing and distribution services of JD's Logistics Group have undergone some changes, and similar businesses can learn from these changes and apply some helpful experiences and practices to further to improve their own service quality and operational efficiency to establish themselves and grow in a cutthroat market.

4.2 International Market

From a global standpoint, JD's Logistics' reform of warehousing and distribution services in China has given it a solid basis for growth in the worldwide market. To reproduce or spread JD's model of storage and delivery services internationally, however, it still confronts several difficulties:

The market climate differs significantly, to start with. Market conditions, consumer patterns, and rules and regulations vary throughout nations and regions. JD'

s Logistics will need to modify and enhance its operations as it enters the global market to meet the expectations of various markets.

Second, there are significant cultural disparities. JD's Logistics must adjust to the cultural nuances of many nations and regions, including language, work customs, and client expectations, to compete on the global market. JD's Logistics must take complete in steps to prepare in customer service, human resource management, and market research.

As a result, several nations have various laws and policies. JD's Logistics must abide by the laws and rules of different countries and regions to do business internationally. This might impede and affect JD's Logistics' ability to do business and grow.

Overseas rivals are the last. JD's Logistics must contend with formidable worldwide competitors like Amazon, UPS, FedEx, etc., on the global market. These businesses already have a sizable market share and a wealth of experience in international logistics. JD's Logistics has to own more distinct advantages and competitive advantages to stand out in the global market.

5 Summary

In conclusion, we covered the positive features of JD's Logistics Group's restructuring of its warehouse delivery service. Through the division of different warehouse types, the adoption of cutting-edge information technology, and the optimization of commodity delivery services, this reform significantly increases JD's Logistics' operational effectiveness.

The examination of change in position is done concurrently. The driving force and resistance to change indicate some resistance in terms of cost, reserves, and other factors. However, JD Shopping was able to successfully implement the change by maximizing resource utilization, minimizing environmental impact, and improving customer satisfaction, among other driving force factors. Similar businesses benefit from this transformation, and get beneficial reference experience.

In short, the reform of warehousing and distribution services of JD's Logistics Group has achieved remarkable results in improving efficiency, reducing costs and meeting customer needs, which provides beneficial references for companies in the same industry and lays a foundation for its expansion in the international market.

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