

云南铁路物流经营战略研究

——以中铁快运昆明公司为例

A Study on the Strategy for Railway Logistics in Yunnan: the
Case of the Kunming Branch of China Railway Express Co.

尹侠君

YIN, Xiajun

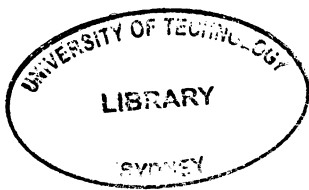
硕士

MA

悉尼科技大学

University of Technology, Sydney

2008



CERTIFICATE OF AUTHORSHIP/ORIGINALITY

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Signature of Candidate

Production Note:
Signature removed prior to publication.

目 录

目 录	2
摘要	4
第 1 章 绪 论	6
1.1 研究背景	6
1.2 研究意义	7
1.2.1 理论意义	7
1.2.2 实践意义	8
1.3 研究内容	8
第 2 章 铁路物流发展综述	10
2.1 现代物流发展综述	10
2.1.1 现代物流理论	11
2.1.2 现代物流发展趋势	13
2.2 中国铁路物流研究综述	14
2.3 中国铁路物流发展现状	17
第 3 章 云南铁路物流发展的论证分析	20
3.1 云南区域物流发展环境分析	20
3.1.1 政治法律环境	21
3.1.2 经济环境	23
3.1.3 技术环境	29
3.1.4 社会环境	29
3.1.5 自然资源环境	29
3.1.6 人口	30
3.2 云南铁路物流发展的必要性	31
3.2.1 云南铁路自身发展的需要	31
3.2.2 满足顾客多样化需求的需要	31
3.2.3 促进中国—东盟一体化进程的需要	32

3.2.4 保证西部大开发顺利实施的需要	32
3.2.5 提高铁路货运在运输市场竞争的需要	33
3.3 云南发展铁路物流的可行性分析	34
3.3.1 云南铁路概述	34
3.3.2 云南发展铁路物流的优势分析	34
3.3.3 云南对东盟国家的贸易分析	39
第4章 昆明中铁快运昆明公司铁路物流经营战略研究	41
4.1 公司简介	41
4.2 中铁快运昆明公司铁路物流经营环境分析	41
4.2.1 外部机会	41
4.2.2 外部威胁	45
4.2.3 内部优势	47
4.2.4 内部劣势	50
4.3 中铁快运昆明公司所在云南区域物流行业和市场分析	51
4.3.1 云南物流市场分析	52
4.3.2 云南物流行业分析	55
4.3.3 云南物流市场竞争分析	61
4.4 中铁快运昆明公司铁路物流发展的SWOT综合分析	65
4.4.1 层次结构	65
4.4.2 指标权重	66
4.4.3 结果分析	68
4.5 中铁快运昆明公司铁路物流经营战略方案	69
4.5.1 战略定位目标	69
4.5.2 竞争战略	70
4.5.3 竞争战略措施	72
4.5.4 战略实施保证体系	80
小结	82
参考文献	83

摘 要

随着经济全球一体化和中国市场经济的发展,及中国—东盟自由贸易区进程的加快,云南传统的铁路货运管理体制已经无法适应现代物流发展的需要。物流业在中国蓬勃兴起,公路、航空运输的快速发展,货运市场竞争加剧,云南铁路货运市场份额不断缩减。面对机遇和挑战,发展现代物流,无疑是云南铁路迎接市场竞争,求得生存和发展的最佳策略。在这种形势下,以中铁快运昆明公司为例对物流企业铁路物流经营战略的研究,具有一定的理论指导和实践意义。

本文运用定性和定量相结合的方法,第一次对云南发展铁路物流进行了系统分析。并在此基础上,运用现代物流的基本理论,结合中国物流业发展现状,对中铁快运昆明公司依托云南发展现代物流的经营战略进行了科学地分析和设计,运用AHP分析方法对SWOT的分析要素进一步处理,进而对其进行横向比较,实现SWOT的综合分析,并提出了包括立足于铁路继续推进公司大客户战略、完善经营网络、培育企业核心理念、加强现代物流信息平台建设、大力发展口岸物流、积极培养和引进物流类人才、全面加强战略执行力等经营措施,本文为研究中国铁路货运向现代物流企业转变提供了一项实证成果,对促进中国铁路运输和现代物流的发展有实际意义。

关键词: 现代物流 铁路物流 AHP 经营战略

ABSTRACT

With rapid development of global economic integration and China's market economy, and with the accelerating pace in the development of China-ASEAN free trade zone, Yunnan's traditional railway freight management system can no longer meet the need of modern logistics development. At the same time, the flourishing of the distribution train logistics and the rapid development of highway and aviation transportation in China also mean that there is increasingly intense competition in freight market, leaving smaller market share for Yunnan's railway freight. Confronted with both opportunities and challenges, Yunnan's railway is in urgent need to embrace modern logistics as a better strategy for survival and development. Under this circumstance, this thesis with a case study on the Kunming Branch of China Railway Express Co., Ltd makes both empirical and theoretical contributions to the knowledge of understanding new development in transportation in China.

In combination of qualitative and quantitative methods, this research provides the first systematic analysis of Yunnan's railway logistics. It also sets forth a scientific analysis and design of management strategy for the Kunming Branch of China Railway Express Co., Ltd. to develop modern logistics with resources available in Yunnan. By making use of AHP analytic method to analyse the analytic factors of SWOT, it goes a step further to put forward some sensible proposals for the company, including rigorous promotion of the company's strategic clients, timely improvement of the operation network, expansion of the modern logistics information platform, development of the port logistics, and cultivation of human resources with expertise in modern logistics.

Key words: modern logistics, railway logistics, AHP, management strategy