

# Research on the problems and breaking path of Logistics Leading Enterprises under the background of innovation consortium

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**Abstract:** It is an inevitable choice to realize the sustainable development of the logistics industry to form an innovation consortium, gather multi-party innovation elements, close to the technology no man's land, and work together to overcome the "bottleneck" problem that restricts the promotion of the key core technology capabilities of the logistics industry in China. Among them, the leading role of logistics leading enterprises can not be ignored, but in the actual operation of leading enterprises, they have encountered many problems, such as performance pressure, financing difficulties, talent vacancy and so on, which need to be overcome.

**Key words:** innovation Consortium; Logistics leading enterprises; Problems; Breaking path

## 1. Formation of innovation consortium

It is an inevitable requirement to realize the sustainable and benign development of China's economy to form an innovation consortium, gather multi-party innovation forces, close to the no man's land of science and technology, cooperate to break through the "neck" problem of key core technology, realize self-control, reshape the competitive advantage of enterprises' Science and technology, enhance the core competitiveness of enterprises, and accelerate the pace of economic transformation. Innovation is not only a systematic project, but also a lasting project, which requires the integration of multiple resources, the convergence of various industries and the maximum play of various forces. In the process of establishing an innovation consortium, the government's active guidance and supporting policy support are the basis, the leading enterprises' leadership and topic setting are the guarantee, and the efficient collaboration of multiple innovation elements is the support. None of the three is indispensable, Jointly contribute to the formation and smooth operation of innovation consortia, and among them, the leading enterprises have become an important force to escort innovation consortia due to their unique market acumen, strong ability to integrate industry resources and accumulation and guarantee of technical resources, which has a far-reaching impact on the healthy development of innovation consortia.

The establishment of innovation consortia is not only the inevitable choice to promote the smooth transformation and upgrading of industries and optimize the mode of economic growth, but also the endogenous demand to enhance the vitality of economic growth and complete high-quality development. As an important support and operation guarantee for the national economy, logistics is imperative to complete innovation and restructuring. The leading enterprises in the industry, such as SF, JD.com and Debon, should take the lead in leading industry innovation and promoting transformation and upgrading, and actively play their role as the leader and topic setter. However, in the practical process of establishing innovation consortia, such leading enterprises are indeed encountering difficulties and obstacles from many sides, which need to be overcome.

## 2. Problems encountered by leading logistics enterprises in leading the formation of innovation consortia

2.1 The huge input and uncertain output of scientific and technological innovation cause pressure on enterprise performance in the short term

Scientific and technological innovation is not achieved overnight. More often, it is a process of long-term investment, accumulation and persistence to promote butterfly change. Leading enterprises take the lead in the formation of innovation consortia. In the early stage, whether it is in the construction of common key technology platform to promote the interaction and sharing of information within the consortium, or in the breakthrough of high-end professional technology, it needs a high amount of continuous and uninterrupted investment, so that it is possible to advance scientific and technological innovation. However, what is not opposite to the high investment in scientific and technological innovation is the uncertainty of the transformation of scientific and technological achievements, the fuzziness of intellectual property rights and certification, the attribution of achievements, and the difficulty in realizing the return of earnings during the reporting period, which are easy to cause the performance of leading enterprises to be worrying in a certain period of time, and the decline of stock prices, thus causing investors' dissatisfaction with scientific and technological innovation decisions, Then it interferes with the high-level innovation choice, causing a series of adverse effects, such as interrupting the process of scientific and technological innovation, giving up the strategic layout of seeking development through innovation, etc. In recent years, compared with the continuous investment in science and technology innovation and the exchange of technological breakthroughs for economic increment, JD.com, SF and other enterprises are more inclined to develop community group buying business, occupy the market with low-cost promotion under the integration of large customer groups and high resource possession, and obtain economic benefits with the continuous increase of customer consumption. In particular, compared with the high investment and high uncertainty of the scientific and technological innovation sector, the projects in the field that have been identified, the consumer market is relatively abundant, and the return period is short are obviously more attractive to investment than the long-term projects based on joint innovation. Leading high-tech enterprises generally show little interest in taking the lead in the

formation of innovation consortia, and few of them are put into practice.

2.2 There are difficulties in financing and expensive financing in the way of combining innovation with weight plastic technology to create advantages

Scientific and technological innovation and technological breakthrough for rapid development are the way to realize the existing economic benefits of leading logistics enterprises' innovation. Endogenous innovation drives the remodeling and improvement of the core competitiveness of enterprises, and is the only choice to lead to high-quality and sustainable economic growth. The realization of innovation is inseparable from the strong economic strength behind the leading enterprises and the high-intensity, strong and continuous investment and support of social capital. As far as China's current financial market is concerned, although its liquidity is relatively reasonable and abundant, in terms of the construction of a multi-level capital market covering the financing needs of enterprises in all directions, all fields and all cycles, There are still some gaps and deficiencies, and it is difficult to cover some small and medium-sized logistics science and innovation enterprises, especially some small and medium-sized and micro enterprises in the innovative logistics industry with small scale, advanced concept and high investment risk. As we all know, leading logistics enterprises take the lead in setting up innovation consortia to break through technological bottlenecks through joint innovation is not the work of leading enterprises alone, but the results of efficient and sincere cooperation of innovation elements in the whole industry chain. Among them, small and medium-sized scientific and technological innovation enterprises must occupy a certain proportion, and their role can not be ignored. As for the sci-tech innovation capital market, although China's Shanghai Stock Exchange and Shenzhen Stock Exchange also have sci-tech innovation boards, the financing threshold is still too high; Although the new third board has been upgraded, the core financing function is still missing. And for small and medium-sized scientific and technological innovation enterprises in the chain, on the one hand, it is difficult to form a strong asset base that can be inspected and used as a basis by investment and financing institutions; Second, at the start-up stage, there is a lack of financial statements with investment attraction. Therefore, its direct financing channels are not smooth, and the cost of indirect financing channels is too high, which hinders its realization of the function of development vitality and innovation power in the innovation consortium, which is greatly detrimental to the promotion and development of the innovation consortium.

2.3 Lack of structural talents matching the development of the innovation consortium

The establishment and operation of innovation consortia cannot be separated from the strong support of an all-round and high-level talent system. Among them, there are not only the escort of leading scientific and technological talents who dare to be the first and explore, but also the upload and release of middle-end practical second echelon talents, which can effectively link and play the role of a bridge. At the same time, it is also inseparable from the practical practice and basic operation of grass-roots talents. As for the leading logistics enterprises, JD.com and SF.com, for example, have made remarkable achievements in the recruitment of high-end talents in recent years. For example, among the recruits in JD.com's school recruitment sector in 2022, the three universities with the largest number of alumni are from Beijing University of Posts and telecommunications, Northeastern University and University of Electronic Science and technology, especially the alumni graduated from Beijing University of Posts and telecommunications, And the professional sources are mostly focused on computer science and technology, software engineering and other popular sectors, but there is still a certain gap in the actual on-the-job and independent scientific and technological leading talents, which has affected their process of leading the formation of innovation consortia to a certain extent. As far as the traditional logistics leading enterprises are concerned, because their main businesses are mostly focused on the field of commercial logistics, the proportion of grassroots operational talents is still relatively high. In recent years, compared with the effectiveness of attracting scientific and technological leading talents with high salaries and high positions, the gap of grassroots operational talents is larger. According to the author's field research and questionnaire interview, it is found that, The reasons for this are mainly from the following three aspects: first, the relative salary of grass-roots operational posts is relatively low, and the promotion space is limited, and the high-intensity labor makes the existing employees complain, and their post loyalty is very limited; Second, new employees can not adapt well to the job requirements in a short time, and there is a long work running in period, which virtually causes some extra pressure on skilled workers outside their own work; Third, the recruitment of grassroots employees mostly depends on the traditional single mode of labor dispatch, and the channels are limited, which affects the recruitment efficiency to a certain extent.

### **3. On the path of leading logistics enterprises to lead the formation of innovative consortia under the background of innovative consortia**

3.1 Give full play to the role of financial leverage and improve the intellectual property protection and achievement distribution system

Leading logistics enterprises take the lead in setting up innovation consortia, breaking through technological bottlenecks and realizing joint innovation are not destined to be an ordinary way. It is also impossible to achieve visual and exciting economic benefits in the short term. Especially in the planning and construction of common key technology sharing platform in the consortium, even leading enterprises still face heavy investment resistance and economic pressure, Compared with the eagerness of enterprises in the benefit oriented differentiated technology research and development, the construction of common key technology platform is obviously more contrary to the profit seeking nature of enterprises, and it is extremely difficult to stimulate enterprises' active participation consciousness in this field. Therefore, it is particularly important to play the role of financial leverage, give subsidies to a certain extent, and actively guide enterprises to invest in R & D; In addition, state-owned enterprises can also be introduced into the bureau to jointly complete the construction of common key technology sharing platform, so as to achieve twice the result with half the effort. At the same time, in order to better stimulate the initiative of leading enterprises, constantly improve the intellectual property protection and closed-loop system, and clarify the distribution

of rights and responsibilities, the attribution of achievements and the benefit distribution after the investment of scientific and technological innovation achievements, it is also important to promote leading enterprises to play a leading role, which should be paid more attention.

### 3.2 Continue to strengthen financial support and guidance, and inject fresh water into the innovation consortium

Technological enterprises are often not the best choice for institutions in terms of investment and financing because of their small scale, advanced concepts, uncertain future benefits, and difficulty in forming fixed assets, which are easy to be ignored and rejected, seriously affecting the scientific and technological innovation process of innovation consortia. In view of this phenomenon, we should accelerate the innovation of the evaluation mode of scientific and technological innovation enterprises, take technology as an important dimension of evaluation, and constantly improve the “technology flow” evaluation system. In addition, we should guide financial institutions to increase their support for scientific and technological innovation, leverage social funds to promote scientific and technological innovation, and accelerate the construction of an innovative platform integrating “accelerated investment and financing incubation, transfer and transformation of scientific and technological achievements”, in-depth help logistics leading enterprises solve innovation problems and help their innovation achievements to achieve transformation, so as to inject fresh water from the root, Ease the difficulties and high costs of financing of innovation consortia.

### 3.3 Build a comprehensive talent cultivation and recruitment system

Continue to optimize the high-level talent cultivation system of leading logistics enterprises, deeply connect with first-class universities at home and abroad, focus on the “advanced” field of logistics technology innovation, jointly cultivate high-level and interdisciplinary leading potential talents, and build a high-end talent reserve; At the same time, the social recruitment part will broaden the existing traditional paths such as peer recommendation, hunting employment, boss recruitment, further broaden the vision, actively go out, and achieve the optimal allocation of talent resources worldwide. In the part of grassroots operational talents, we should actively deepen the cooperation with vocational colleges in the region, help vocational schools put the employment position ahead, maximize their help, and internalize the vocational skills in the real work scene into their curriculum system, so as to shorten the employment adaptation period of fresh graduates; In addition, the salary level of existing grass-roots operators should be appropriately improved, and a clearer and more visible career promotion channel should be built, so as to stimulate the work enthusiasm of grass-roots operators, enhance their career stickiness, and reduce the turnover rate.

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