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The Core Competitiveness and Experiences of Third Party Logistics Enterprises Based on Customer Value

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Abstract

Since 1990s, one of the most concerned topics in China's economic development is the third-party logistics where all sectors of society have conducted extensive research and practice process. However, the discussion on the third-party logistics industry and the core competitiveness of enterprises is far from sufficient.

This paper studies and analyzes the core competitiveness and experiences of third-party logistics enterprises from the perspective of customer value and makes in-depth discussions on the organizational structure, core management, and core competitiveness of third-party logistics enterprises. This paper expounds the concepts of third-party logistics and enterprise core competitiveness, analyzes the present situation of customer value and core competitiveness of third-party logistics enterprises after investigation, and finds some problems existing in third-party logistics enterprises. Among these problems are extremely serious for third-party logistics enterprises and some targeted improvements have been made on the basis of these problems.

Keywords: *Customer Value, Third-Party Logistics, Core Competitiveness of Enterprises, Standard of Service.*

INTRODUCTION

At the Third Plenary Session of the Eleventh Central Committee in 1978, the Party made a major political decision to carry out reform and opening which was followed by a rapid increase in China's economic level system. After China became a full member of the World Trade Organization, the social economy was transformed and developed faster for various industrial structures were adjusted in line with economic development (Mayo, & Mallillin, 2024). China clearly pointed out in the Medium and Long-term Planning for the Development of Logistics Industry (2015-2024) that in 2024, that is, this year, the overall logistics system should be improved in terms of technology, speed, and environmental protection especially in terms of professionalism and logistics to further strengthen its own professional requirements. It enhances the overall level of the logistics industry (Vovk, et al. 2025, pp. 116-124). During the "Thirteenth Five-Year Plan" period, the country put forward various plans including logistics on the formation network sharing resources and information, the continuous enhancement of the competitiveness of enterprises in the market, the reduction of logistics costs, the improvement of the logistics system, and so on (Kopbolsyn, et al. 2025).

With the introduction of a series of national support policies and the remarkable improvement of the economic level is even under the double test of a complicated and flexible international and domestic environment. The demand scale of logistics in China is gradually increasing its structure that is constantly optimized and the overall operation is still in a stable and good state (Chen, et al. 2024, pp. 1-17). In 2024, the total logistics consumption economy of the whole society was about 300 trillion yuan an increase of 5.8% over the previous year no matter in the economic or political field of society. The attention paid to the third-party logistics enterprises has increased unprecedentedly. The word "logistics" has become a high-frequency search vocabulary on the Internet (Xu, et al. 2025, pp. 283-312). At the same time, the premise of realizing the rapid development of the third-party logistics enterprises in China has also been transformed into the construction and promotion of the core competitiveness of enterprises (Мусаєв, 2025, pp. 114-118).

However, at present, there are few research on the core competitiveness of China's third-party logistics enterprises in search websites and HowNet documents. The systematic theoretical system with a complete overall structure has not been formed (Bulut, et al. 2025). This paper will take "customer value" as the research premise and the development status of third-party logistics enterprises in China as the research

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background to put forward some suggestions on improving the core competitiveness of third-party logistics enterprises in China (Chen, et al. 2025, pp. 1040-1061).

OVERVIEW OF THE CORE COMPETITIVENESS OF THIRD-PARTY LOGISTICS ENTERPRISES BASED ON CUSTOMER VALUE:

Third-Party Logistics Related Theory

The Concept and Definition of Third-Party Logistics

In the 1990s, the term "third-party logistics" first appeared in people's field of vision. It refers to an enterprise transferring its own logistics business to a professional third-party logistics enterprise by signing a contract, focusing on the development of its own main business, realizing resource inclination, thus forming a new way to manage and control the whole logistics process (Minshull, 2025).

Characteristics of Third-Party Logistics Services

Third-party logistics has these five characteristics:

a. Contractualization of relationships. Compared with the traditional outsourcing mode where third-party logistics pays more attention to the operation orientation of the contract. It works on the basis of the contract which can effectively avoid temporary changes. The third-party logistics focuses on the operational efficiency of the whole logistics system, and the logistics services provided are all-round and integrated. In this regard, the services provided by traditional outsourcing are limited compared with those of other providers and they only provide warehouse storage and unilateral transportation services (Sunmola, 2025).

b. Functional specialization. The reason why the prefix "third party" is added to the third-party logistics is that it is an independent economic entity. It is an operational mode that focuses on logistics services outside the two systems of manufacturers and merchants. Third-party logistics enterprises know the whole operation of the market like the palm of their hand and have professional facilities and means to cope with the ever-changing market environment (Liu, & Wang, 2026, pp. 190-211).

c. Service customization. For the different needs of consumers, third-party logistics enterprises can provide customized value-added services such as order processing, inventory management, and distribution processing which are not available in traditional enterprises (Nagy, et al. 2023, pp. 19-29).

d. Technical automation. With the development of information technology, the speed of information transmission and sharing among third-party logistics enterprises is getting faster and faster and the accuracy is also improved. The cooperation of enterprises makes the order to the final distribution complete in the shortest time and realizes the integration of operations (Vovk, et al. 2025, pp. 116-124).

Related Theories of Enterprise Core Competitiveness

Definition of an Enterprise's Core Competitiveness

Strong core competitiveness can enable third-party logistics enterprises to expand the market field and increase more channel that enables enterprises to firmly grasp various opportunities to satisfy customers' diverse needs in the shortest time, increase the profits of enterprises, maximize the profit space, and finally realize the rational use of resources (Mayo, & Mallillin, n.d.). These aspects are not considered by traditional logistics enterprises. Once the core competitiveness of enterprises is upgraded it will become a strong backing for the development of enterprises. It brings lasting competitive advantages to enterprises (Daskevic, & Burinskiene, 2025, pp. 7-12).

In theory, research on the core competitiveness of enterprises first appeared in 1990. American scholars Prahalad and Gar Y Hamel published an article entitled, "The Core Competitiveness of Enterprises" where it emphasizes that core competitiveness appeared in people's field of vision. They believe that the so-called core competitiveness refers to the knowledge and skills that have been integrated within the enterprise especially the knowledge and skills that coordinate all aspects of resources (Qazi, 2025).

Berglund believes that among the third-party logistics enterprises the law of specialization and social division of labor will still enable enterprises that focus on certain services to achieve a lower cost structure. "In the end, such a situation will arise: a few logistics solution providers will manage transportation and warehousing networks as leaders. It will closely contact customers while a large number of service providers will be connected with solution providers as second-tier service providers (Nicoletti, & Appolloni, 2025, pp. 91-122).

Haruhiko Ogasawara pointed out that the competitiveness of enterprises is a set of unique, difficult to imitate, and valuable core technologies in enterprises (Hu Dali, 2023). The author believed that enterprises must cultivate their core competitiveness that can affect customer value as soon as possible if they want to obtain excess profits in the increasingly competitive market. Scholars Dong Yang and Liang Xiao believe that the core competitiveness is not the accumulation combination and collection of various skills and knowledge but an integration after coordination in all aspects (Dong Yang, 2024, pp. 18-21).

Each scholar has different views on the core competitiveness of enterprises. The main points of distinction are whether the core competitiveness of enterprises is core or combination, and some scholars' views are core competitiveness which is the most important essence of enterprises and a dominant part in enterprise competition. Some scholars believe that the competitiveness of enterprises lie in the word combination which is the synthesis of all ways to enhance the competitiveness of enterprises. The view of this paper is more inclined to the latter. The promotion of enterprise competitiveness is not the strengthening of a certain par but the collection of all strengthened parts and the overall competitiveness of enterprises (Temjanovski, 2025, pp. 5-12).

Characteristics of Enterprise's Core Competitiveness

Although scholars at home and abroad have different opinions on the definition of enterprise core competitiveness. There is one understanding of its characteristics. The consistency of the set.

Value

The core competitiveness is an inherent and unique feature which is beneficial to realize the core value that customers attach importance to and take the ultimate interests of customers as the goal (Mallillin, et al. 2024). It is a great advantage for enterprises. The standard level of an enterprise's value is the customer's satisfaction with the service. The development of an enterprise meets the needs of the market. The greater its enterprise value the more obvious its advantages in market competition (Chen, et al. 2025, pp. 31-36).

Heterogeneity

Different enterprises have different departments, employees, and resources. All of them have influences and acts on each other. It helps gradually in building the unique core competitiveness of the enterprise. Therefore, the core competitiveness is the product of the comprehensive effect of an enterprise's internal organizational structure, corporate culture, and enterprise employee groups (Paraiso, & Mallillin, 2025). It is gradually formed in the long-term management practice of the enterprise and is the product of enterprise personalization. This difference in the core competitiveness of enterprises makes enterprises at the top of the market competition for a long time and at the same time enterprises will also get rich profits (Zheng, & Wang, 2025).

Tractility

On the one hand, the core competitiveness of an enterprise should not only meet the current customer demand but also meet the potential customer demand. Furthermore, core competitiveness is not limited to a single field but supports enterprises to develop in many fields and directions. Therefore, once the core competitiveness of an enterprise is formed and even improved to a certain extent the value will be far higher than the single value of a single field or a single product (Kulikauskaitė, & Baranauskis, 2025, pp. 27–29).

Factors Affecting the Core Competitiveness of Enterprises

Michael Porter in 1985. He was an American scholar who thought about the value chain theory in Competitive Advantage. The link enterprise value chain created. The strategic links can really bring competitive advantage and profit to the enterprise. The enterprise value chain is different in terms of strategic links and various competitive advantages for core competitiveness (Mallillin, et al. n.d.). The competition between enterprises is becoming more and more fierce in the big market environment. The competition between enterprises has essentially become the competition between core competitiveness where the center of core competitiveness is not only the value chain but focuses on the value chain in the study of enterprise core competitiveness (Daskevic, & Burinskiene, 2025, pp. 7-12).

THIRD-PARTY LOGISTICS ENTERPRISE STATUS AND EXISTING PROBLEMS ANALYSIS

Overview of the Development of Third-Party Logistics Enterprises

The search volume and click volume of the word logistics have been rising continuously. The third-party logistics industry in China has also developed steadily not only in terms of quantity but also in terms of quality. At the same time, some problems have surfaced in depth such as insufficient technical application ability and low overall service level (Mallillin, et al. 2020, pp. 29-38). The third-party logistics industry is still stagnant in some respects and the integration of resources. The improvement of management system have not yet been achieved. The so-called third-party logistics service level also needs to be improved (Kmiecik, & Wierzbicka, 2024, pp. 541-565).

With the fierce competition in production and consumption most of the first-party logistics and the second-party logistics choose the third-party logistics for further services which shows that the development prospect of the third-party logistics market in China is very considerable. Logistics outsourcing can improve transportation speed, reduce storage costs and bring more benefits to service providers and clients. It is the general development direction of logistics in China. Although China's third-party logistics market is very broad at present. The main enterprises of third-party logistics in China are still mainly the original logistics mobile enterprises. The domestic third-party logistics industry is not yet fully developed. The market concentration is not high, but the market scale is small which are the problems that need to be faced in the development of the third-party logistics industry. At the same time, due to the optimistic development prospect of domestic third-party logistics in China foreign third-party logistics enterprises have set their sights on the domestic market. Huge market has attracted foreign enterprises to gain more benefits in China (Kontselidze, 2025, pp. 1-9).

Moreover, China's third-party logistics is in the initial stage of development. The service content is still mainly transportation and warehousing. The other value-added services are not perfect. Therefore, third-party logistics enterprises should develop in the direction of perfection in the future and form a logistics system integrating transportation, warehousing, processing, and exclusive customization. By the end of 2024, there are about 43,000 logistics companies in China. The output value of the logistics industry is about 330 billion yuan. However, the cost of transportation and warehousing in China has been at a high level which has no advantage in the international third-party logistics market competition. In the future, the demand for logistics will further increase on a large scale in both foreign and domestic markets. Domestic third-party logistics enterprises need to speed up the integration and utilization of resources. It enhances the application ability of information technology to build a good corporate culture and image. It also explores the overall development level of domestic third-party logistics and a logistics service industry (Quitoriano, 2025).

Status of Customer Value of Third-Party Logistics Enterprises

Furthermore, China's third-party logistics has a very optimistic development prospect for a huge market scale. The state has also given strong support in economy and policy. In this regard, China Warehousing Association investigated and analyzed the logistics situation of domestic enterprises in 2024 in which 48% of enterprises contracted by themselves and 23% through logistics enterprises. In the choice of logistics enterprises, the third-party logistics enterprises account for 87% and the rest are single transportation enterprises or single warehousing enterprises. Most enterprises think that choosing logistics enterprises can speed up their own transportation and bring better services to logistics transportation, thus achieving a win-win situation. Therefore, the third-party logistics market has a certain market development demand for the enterprise itself, and the third-party logistics enterprise itself also has a broad market development space. From this point of view, both the market and the enterprise have two-way requirements (Magro-Montero, et al. 2025, pp. 1-24).

At this stage, the service mode of the third-party logistics enterprises in China is still single and the profit sources of most enterprises still rely on transportation and warehousing services. The overall value-added service capacity of enterprises is weak where there are no more value-added services as to distribution and customization needed to be gradually improved. So far, there is no perfect third-party logistics enterprise in China. For example, domestic large-scale COSCO Group and other enterprises have been improving their enterprise service mode from the only transportation and warehousing services to the increased distribution and customization services which are constantly improving and developing with the changes of the market. In terms of value-added services, the local distribution of enterprises accounts for 82% and more and more enterprises choose third-party logistics enterprises to provide services to meet their own logistics needs. As far as the current situation is concerned, the overall balance of supply and demand in the domestic third-party logistics market is extremely unbalanced. From the customer's point of view, the customer's demand for logistics services is far greater than the number of third-party logistics enterprises that can provide logistics services in the third-party logistics market. However, from the perspective of enterprises and the services that third-party logistics enterprises can provide to customers are still limited to transportation and warehousing. There are no other value-added services which cannot meet customers' various needs for logistics services. According to the 2024 research report of the domestic third-party logistics industry in the ranking list of the top 50 companies state-owned logistics enterprises are ahead of other logistics enterprises in terms of quantity and profit. This is followed by central enterprises and private enterprises. Most of the domestic third-party logistics enterprises serve the middle and lower market where the service concentration is strong, lacking differentiation, and personalization. Especially under the dual pressure of meeting customer needs and foreign third-party logistics enterprises. The domestic third-party logistics enterprises lack dominance and possession in the overall market. With the rise of China's logistics industry, the service level of third-party logistics enterprises needs to be continuously improved which has higher requirements for the service level of enterprises. The third-party logistics enterprises in China are gradually improving their systems and developing in a more professional direction. In 2024, the survey data of China's e-commerce research center showed the proportion of the use of third-party logistics in the world where the total proportion of European countries was 38% and that of the United States was 53%. In contrast, the proportion of China was very small accounting for only 17.4% (Qin, et al. 2025).

Overall, Customer Satisfaction is on the Rise

In the process of investigating customer satisfaction, it is found that the results of "2024 International Third-Party Logistics Industry Survey Report" show that third party logistics enterprises have an inherent concept of how to improve customer satisfaction. This is to improve customer satisfaction as much as possible through their own various value-added services. These services rely on modern technology. It can be seen that modern technology plays a vital role in improving customer satisfaction. Among them, the most popular are technologies with a wide range of applications and businesses with high profit margins such as visual management systems, data conversion methods, transportation modes, warehouse management and so on (Halim, et al. 2025). Other service systems are also concerned such as supply chain management, transportation scheduling, trading methods and so on. In Figure 3-2-1, we can clearly see the customer satisfaction of third-party logistics enterprises from 2015 to 2024

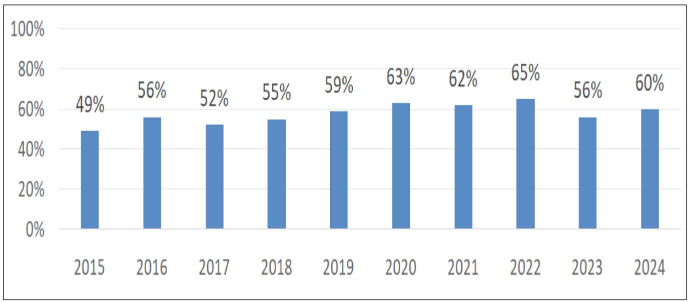

Figure 3-2-1. Customer Satisfaction of Third-Party Logistics Enterprises in 2015-2024

In the nine years from 2015 to 2024, the customer satisfaction of China's third-party logistics enterprises showed an overall upward trend with 49% in 2015 and 60% in 2024. During these nine years, satisfaction dropped twice especially in 2023. The customer satisfaction dropped from 65% in 2022 to 56% and a full drop of 9%. Through research, it was found that the decline in satisfaction is not accidental but due to the improvement of customer demand level and diversification. In recent years, with the rapid development of social economy and the continuous improvement of the application level of information technology customers begin to have a variety of logistics needs. However, domestic third-party logistics enterprises cannot meet the growing needs of customers due to imperfect service content and other reasons. At the same time, customers' satisfaction with third-party logistics enterprises has also declined (Ali, et al. 2025).

It is More Difficult to Meet the Market Demand

According to the data about international third-party logistics services in the Survey Report of International Third-party Logistics Industry in 2024, almost all third-party logistics enterprises and shippers believe that the current third-party logistics services need to be further improved especially to speed up the response of third-party logistics enterprises to customer needs and provide customers with corresponding information quickly and accurately (Sunmola, 2025). Through the study of the report, the four points in Figure 3-2-2 that customers think need to be improved in time are obtained.

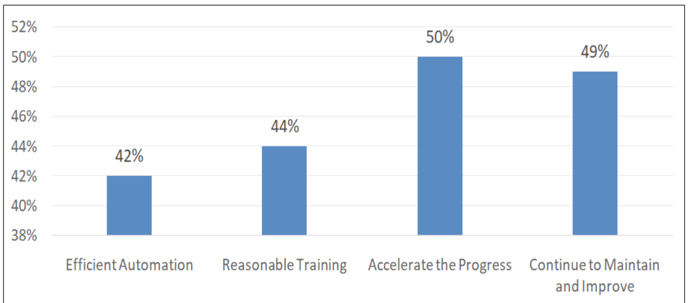

Figure 3-2-2. Horizontal Bar Chart Major Improvements of Third-Party Logistics Enterprises in 2024

There are four points that customers think need to be improved in time, namely, Efficient Automation accounting for 42%; Reasonable training accounting for 44%; Accelerate the Progress, accounting for 50%; and keep improving accounting for 49%.

Status Quo of Core Competitiveness of Third-Party Logistics Enterprises

Logistics Service Level is Gradually Improving

Although China's third-party logistics enterprises emerge one after another, the overall logistics service lacks effective connection, scattered in various fields, and has not reached a long-term cooperative relationship. It makes it impossible to share information and resources in time and makes the overall logistics service level unable to be improved. At present, the services of 96% domestic third-party logistics enterprises still remain in transportation and warehousing, lacking value-added services, such as distribution and customization which requires the domestic logistics industry to speed up the pace of improving service projects. It forms a perfect third-party logistics service system through information and resource sharing between enterprises and even industries. In the field of talent management and demand, there has been a big gap in China's logistics market. High, middle, and low-end logistics talents are hard to find. There is a serious imbalance between the supply side and the demand side. At present, China's logistics market urgently needs logistics talents with strong technical application ability, strong business ability, and wide business scope. The shortage of logistics talents has become a major obstacle to improving the service level of China's logistics industry and limited the growth rate of modern logistics industry (Jiao, et al. 2025).

Enterprise Logistics Outsourcing Activities Increased as a Whole

Under normal circumstances, enterprises can outsource their own logistics business to third-party logistics enterprises in two forms. One is to outsource only based on the old business content such as freight forwarding, transportation, customs declaration, etc... The other one is the value-added business that needs face-to-face service with customers such as warehousing management and consulting services. Figure 3-3-3 accurately shows the proportion of various types of business and content in logistics outsourcing in 2024.

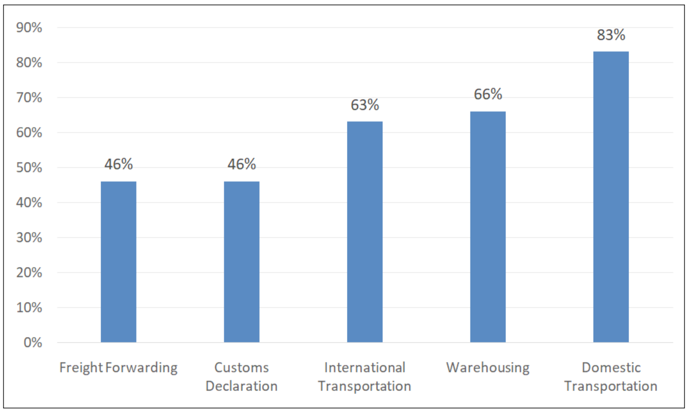

Figure 3-3-3. Types and proportion of outsourcing activities of traditional logistics business in 2024

As can be seen from Figure 3-3-3, the overall proportion of traditional transportation and warehousing business is still relatively large of which domestic transportation business accounts for 83%, followed by warehousing business accounts for 66%, and international transportation business accounts for 63%. Although customs declaration business and freight forwarding business each account for 46%, they are not as good as other businesses, but the overall proportion is still considerable (Mason, et al. 2003, pp. 141-159).

The Application Level of Information Technology has been Continuously Improved

The continuous innovation and improvement of computer technology and Internet technology have entered the era of the Internet and big data in the 1920s. Modern high technology has become a pillar of modern logistics industry to promote the rapid development of modern logistics and accelerates the construction of modern logistics system. However, most domestic enterprises still use manpower instead of machines to undertake tasks. Few enterprises use high technology to do their work. One of the major reasons for this phenomenon is the limited cost, the high-cost operation in technology introduction, and equipment replacement limits the development of logistics industry modernization. In China, most of the third-party logistics enterprises are small and medium-sized. They simply can't afford the expensive costs. At present, the application rate of various efficient management systems in domestic logistics industry is low. The information technology cannot be effectively applied which is unfavorable to the overall management of logistics. In the development of China's third-party logistics, cost constraints and the lack of technical application have created a barrier in the development process. It has restricted the development of third-party logistics and is not conducive to the development of China's logistics (Bhuiyan, et al. 2025).

Analysis of Existing Problems

Resource Integration Ability is Weak

The current situation is concerned on the integration ability of internal resources and external resources of enterprises is also low, 74% of enterprises only consider a single internal resource or external resource in resource utilization rather than integrating the overall resources of enterprises. The remaining 26% of enterprises can take customer demand as the premise and then integrate the overall resources to meet customer demand as much as possible and improve customer satisfaction (Wang, & Zhao, 2025, pp. 1578-1593).

The number of third-party logistics enterprises has been increasing on the information and resources of each enterprise are scattered. Each field lacks effective contact and information resources sharing which makes the whole logistics system relatively scattered and difficult to develop centrally. All this makes customer satisfaction show a downward trend (Zhang, et al. 2025, pp. 1-40).

Brand Image is Not Strong

Through the research and investigation of brand image building power, it was found that 68% of enterprises pay attention to customer experience and brand recognition while other enterprises take products or business as the starting point and ignore the importance of customer value. Brand loyalty, reputation, and social influence especially customer satisfaction and brand recognition are very important in shaping the brand image of enterprises. Most enterprises often ignore these aspects and only blindly market their own scale and reputation. Therefore, the weak brand image-building ability of enterprises makes customer satisfaction and recognition decline (Asim, & Siddiqui, 2025, pp. 178-198).

Poor Application Ability of Information Technology

With the development of the internet era, the application level of information technology has become one of the criteria to judge the strength of an enterprise. Among domestic third-party logistics enterprises, only 34% will apply efficient logistics management system or service optimization system to practical work while most enterprises will apply information technology to decision-making management centers. They only pay attention to the importance of decision-making and ignore the importance of service process optimization for enterprise development (Sharma, et al. 2025, pp. 96-109).

In the construction of logistics system, the third-party logistics enterprises in China are scattered. The information exchange and resource integration cannot be realized quickly which has a serious impact on the construction of the whole logistics system. In terms of hardware conditions, the high-cost constraints, a domestic third-party logistics enterprises lack the support of modern information technology and facilities. It directly leads to the low efficiency of enterprises and limits the development of China's logistics industry (Cheng, et al. 2025, pp. 2375-2389).

Weak Corporate Culture Construction

At present, the cultural construction of China's third-party logistics enterprises is weak. After research, it was found that 43% of enterprises will add customer orientation to their corporate culture. The rest will add their own brand value or human resource management to their corporate culture. These enterprises only consider their own interests and do not realize the importance of customers to corporate culture construction (Isensee, et al. 2023, pp. 1005-1022).

BASED ON CUSTOMER VALUE, THE THIRD-PARTY LOGISTICS ENTERPRISES ENHANCE THE CORE COMPETITIVENESS OF COUNTERMEASURES

This paper studies and analyzes the core competitiveness of enterprises from the perspective of customer value. At the same time, it also finds that there are many problems and areas to be improved in the construction of core competitiveness of enterprises. Therefore, the promotion of the core competitiveness of third-party logistics enterprises is the most important thing for enterprises to occupy a place in the market competition.

Strengthen the Enterprise Logistics Resources Integration Ability and Integration Process

With the rapid development of information technology, customers' needs have also changed in showing the characteristics of multiple times, small quantity, and diversification. Therefore, the implementation of each logistics service project has a strong dependence on all fields of society especially on transportation, public facilities, storage places and so on. Therefore, the effective sharing and intercommunication of social dispersed logistics resources and information is an important measure to enhance the core competitiveness of third-party logistics enterprises in China. Sharing and comprehensive utilization of logistics resources can further improve the content of logistics services and allocate social resources more reasonably and effectively which has become a major driving force for the good development of China's logistics industry (Tanasiichuk, et al. 2025, pp. 381-381).

Nowadays, the international market is changing. There is both cooperation and competition. Therefore, more and more enterprises protect their own interests and win a place in the market competition through alliances. Of course, third-party logistics enterprises cannot do without alliances which is a relatively safe choice. Alliance can be divided into horizontal and vertical ways. It refers to the alliance between enterprises that integrate each enterprise's own resources to form a large-scale operation of resource sharing and information exchange, thus; effectively reducing costs and further forming the integration effect. Vertical alliance refers to the alliance between the third-party logistics enterprises, production enterprises, and the alliance based on interests is established. It enables all aspects of logistics information to be shared quickly and accelerates the development of the logistics industry (Vyshniuk, & Skyba, 2025).

Improve the Logistics Information Management System

With the gradual popularization of information technology, information technology can be applied to one of the criteria to judge the core competitiveness of a third-party logistics enterprise. The logistics industry is no exception, electronic data exchange has emerged, that is, the exchange of information is realized by electronic means. The use of electronic data exchange can make the information between enterprises communication. There is a connection between one point and gradually a huge information network formation between multiple points. The whole logistic information system also becomes efficient and fast. The information is effectively transmitted, and the service response speed is also accelerated. On the premise of electronic data exchange, China's third-party logistics enterprises should establish information statistics and analysis systems such as goods tracking system, warehousing system, and customer after-sales system to further meet the diversified needs of customers, improve customer satisfaction, and improve the overall service level of the logistics industry (Zhang, et al. 2025).

Improve the Overall Level of Third-Party Logistics Enterprises

Building a Strong Corporate Brand Image

The brand of an enterprise is the symbol of an enterprise. It can increase the recognition of an enterprise in many market competitions. It is very important for a company's brand image to have a good operating state. The construction of brand image needs to start with brand management to include brand creation, management, and maintenance. Through these operating methods, the company's brand interests can be maximized. The company can develop rapidly and gain a place in the whole market competition. From the perspective of enterprises, brand management can increase the interests of enterprises and promote their further development; From the customer's point of view, proper brand management is a basic guarantee for purchased products or services. The cost and other unstable risk factors of customers in the purchase process will also be reduced. The establishment of a brand image is extremely important for the construction and future development of an enterprise's core competitiveness. This influence is long-term and internal. It is a unique wealth on the road of enterprise development. The construction of a strong corporate brand image needs support from many aspects including the formation of brand image in the early stage and the publicity in the later stage to improve product quality and service level (Mohit, et al. 2026, pp. 550-574).

Cultivate Excellent Corporate Culture

The construction and promotion of enterprise's core competitiveness can be completed by the method of integration. One is the institutional integration of a single enterprise and the whole market. The other is the integration of service items and customer needs. Both of these integrations need to be based on excellent corporate culture. Therefore, corporate culture is extremely important for enterprise development even related to the success or failure of an enterprise. With the changes of the times, the key factors of market competition have experienced product and brand competition which means that the competitive factors are constantly developing in a more connotative and humane direction. In cultivating excellent corporate culture, we should first run through the corporate culture construction in our daily work, improve our own culture with the development of the times, and pay attention to the cultural cultivation of employees in the cultural construction. Finally, the formulation and implementation of corporate strategy is extremely important for the construction of corporate culture. It is a part of corporate culture. Through the implementation of corporate strategy or not, we can measure an important method of corporate culture cohesion (Alemu, 2025, pp. 79-94).

CONCLUSION

The theory of enterprise competitiveness plays an important role in management science. It integrates economics based on management science and is the product of research and exchange between two universities. Competitive theory has attracted much attention in management research and has always been the key research object. Based on the perspective of customer value, this paper further studies and analyzes the core competitiveness of third-party logistics enterprises and draws the following conclusions:

This paper analyzes the overall development, customer value, and core competitiveness of third-party logistics enterprises which in turn finds out the problems existing in third-party logistics and analyzes the specific reasons. This includes launching corresponding counter measures for the existing problems as to enhance the core competitiveness of third-party logistics.

This paper holds that compared with the traditional strategy, the core competitiveness strategy of third-party logistics enterprises based on customer value is a strategy that focuses on customers and aims at realizing long-term coexistence value. However, due to the limited conditions, the research and analysis of the core competitiveness of third-party logistics enterprises have not been deepened especially on the issue of customer value as the premise of competition which is also a major research direction of third-party logistics in the future.

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