

The Application of “BingJia” 兵家思想 in the New Era —— The Rise of SF Express

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The background of the slide is a traditional Chinese ink wash painting. It features dark, textured mountain peaks in shades of grey and brown, with golden-yellow outlines and highlights. In the upper left, four small golden-yellow birds are depicted in flight against a lighter, misty background. The overall style is artistic and evokes a sense of ancient wisdom.

壹、快速響應

1. Quick Response

兵之情主速，乘人之不及，由不虞之道，攻其所不戒也。

——孫子兵法·九地

It is of the utmost importance for soldiers to act swiftly in order to ensure success on the battlefield. In the express industry, the ability to respond promptly is a key competitive advantage.

SF has consistently prioritised the provision of swift and efficient express services, with the objective of establishing a competitive advantage based on the value of 'speed'.



Y2009
the first logistics company
in China to have its own
air cargo fleet.

Y2022
SF's fleet reaches 82
aircrafts



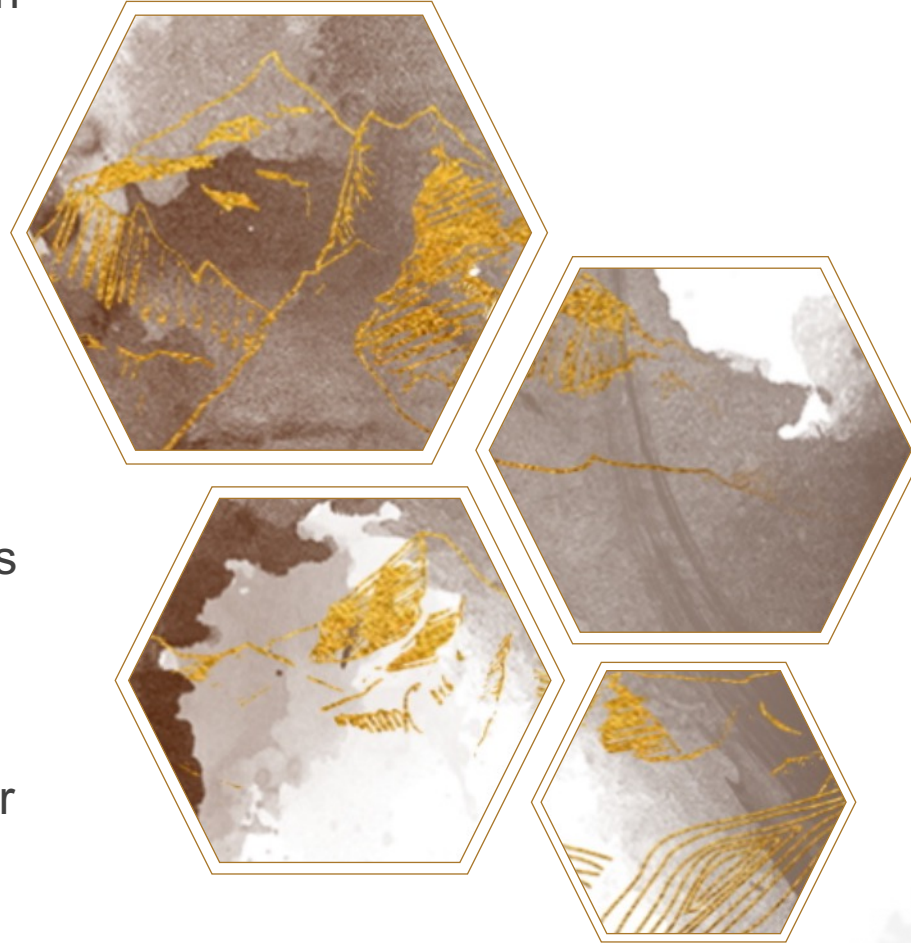
貳、知己知彼 2. Knowing yourself and the enemy

知彼知己，百戰不殆；不知彼而知己，一勝一負；不知彼
不知己，每戰必殆。

——孫子兵法·謀攻篇

It is crucial to understand one's own strengths and the market situation in order to develop an effective strategy. SF targets medium and high-end customers in its market positioning and provides them with high-quality services.

SF has conducted detailed analyses of different customer groups and needs, particularly in e-commerce, food, fresh food, medicine and other high-demand areas, to create tailored strategies.



In order to meet the transport needs of fresh products such as food and medicines, SF has launched the 'SF Cold Transport' service. This is in view of the perishability and time-sensitive nature of fresh products.

In 2019, SF's cold transport business generated revenue of 4 billion yuan, representing a year-on-year increase of 30% [Source: SF Cold Transport Business Annual Report]. This demonstrates SF's ability to identify customer needs and drive business innovation. It aligns with the 'know thy enemy and know thyself' principle, which emphasises understanding customers and market demand to gain a competitive advantage in the market.



叁、靈活應變

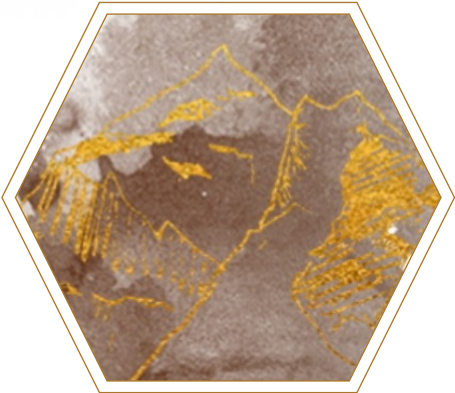
3. Adaptability

故兵貴勝，不貴久。

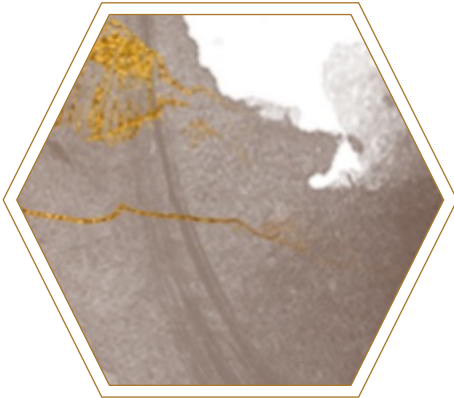
——孫子兵法·作戰篇

Adaptability: Technology Innovation in SF

SF uses the strategic principles of flexibility and adaptability from the Bingjia(兵家) philosophy, such as “Fengmi Waybill”(“豐密面單”) and “SF ID”(“順豐ID”).



1. In 2017, SF launched SF Privacy Waybill, also known as “Fengmi Waybill”(“豐密面單”), which hides the middle 6 digits of phone numbers. The personal information is encrypted on the waybill.



2. In November 2023, SF launched the "SF ID" service, which lets users send parcels more conveniently, privately and securely.

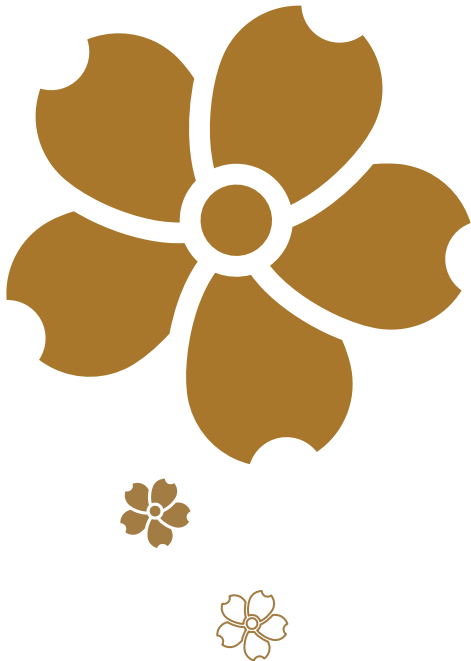
After setting up SF ID, users only need to provide it to the sender for pickup and delivery.



Corporate strategy in line with the ideology of the Art of War:

1. SF has adapted to the market's need for privacy with the “Fengmi Waybill”(“豐密面單”).

“All warfare is based on deception.”(“兵者，詭道也。”)
The Art of War(兵法), Chapter 1 Laying Plans (始計篇), Sunzi(孫子)



2. Gaining victory quickly in a war is important. SF has earned the trust of its users through information protection measures. This trust is vital to the long-term development of the business.

“In war, then, let your great object be victory, not lengthy campaigns.”(“故兵貴勝，不貴久。”)
The Art of War(兵法), Chapter 2 Waging War (作戰篇), Sunzi(孫子)



肆、統籌全局

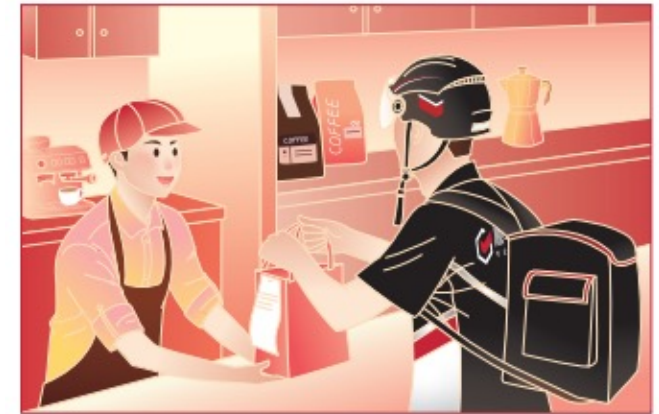
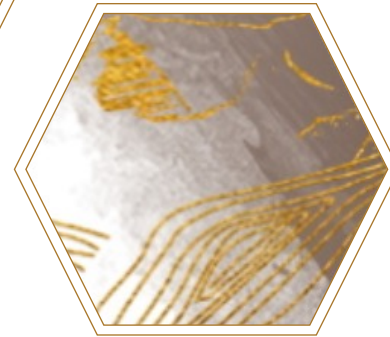
4. Holistic Coordination

凡戰者，以正合，以奇勝。

——孫子兵法·兵勢篇

Holistic Coordination: SF's Full-Chain Logistics Services

Bingjia's "holistic view" means planning resources and actions to ensure coordination and efficiency. SF offers standard express delivery and more, including same-city delivery, cold chain transportation, and international logistics. SF's full-chain system offers customers a one-stop logistics solution.



In 2020, SF launched the "SF Intra-city Express" service, focusing on deliveries within two hours. This is used for food delivery and document transmission. In 2023, SF Intra-city Express made 12.3 billion yuan. By using its full range of services, SF has become a top choice in many areas of logistics. This shows the Bingjia philosophy of "Holistic Coordination."



Corporate strategy in line with the ideology of the Art of War:



1. SF City Express offers different services in different cities. This helps SF stay ahead of the competition.

“If you know the enemy and know yourself, you need not fear the result of a hundred battles.” (“知己知彼，百戰不殆。”)

The Art of War(兵法), Chapter 3 Attack By Stratagem(謀攻篇), Sunzi(孫子)

2. When facing changes in market demand or competitive pressure, SF Intra-city responds flexibly by launching new services (e.g. real-time delivery, delivery during specific time periods, etc.).

“In all fighting, the direct method may be used for joining battle, but indirect methods will be needed in order to secure victory.” (“凡戰者，以正合，以奇勝。”)

The Art of War(兵法), Chapter 5 Energy (兵勢篇), Sunzi(孫子)





伍、資源配置優化

5. Resource Allocation

因糧於敵，故軍食可足也。

——孫子兵法·作戰篇

Bingjia (兵家) focuses on the efficient allocation of resources to achieve the best results



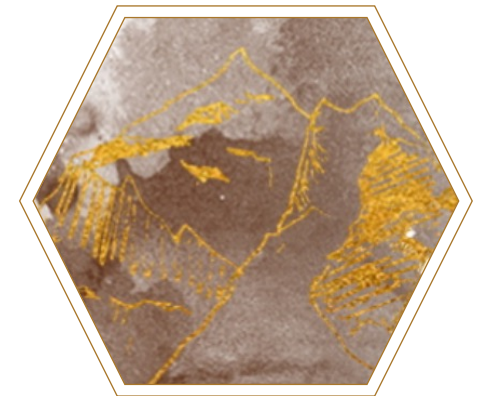
In 2021, SF Express reduced unit transportation costs by 6.5% through its digital management system, improving the company's overall profitability [Data source: SF Express Financial Report]

Bingjia (兵家) focuses on the efficient allocation of resources to achieve the best results



Through the efficient use of resources, SF Express has achieved sustained profit growth and cost control.

In addition, SF Express also cooperates with various logistics resources, making full use of shared warehousing and third-party logistics networks to further optimize resource allocation while ensuring service quality.



The background of the slide is a traditional Chinese ink wash painting. It depicts a misty, mountainous landscape with dark, textured peaks and lighter, hazy areas. Several small, stylized birds are shown in flight against the misty sky. The overall style is minimalist and artistic, using shades of brown, grey, and white.

陆、專注提升競爭力

6. Focus on enhancing competitiveness

善戰者，立於不敗之地，而不失敵之敗也

——孫子兵法·軍形篇

6. Focus on enhancing competitiveness: The globalization strategy of SF Express

Bingjia pays attention to the "strong",
focus on improving the core competitiveness.

《孫臏兵法》“卒寡而兵強者，有義也。”

While establishing a solid position in the domestic market, SF Express has gradually promoted international development, especially expanding cross-border e-commerce, international express delivery and other businesses.



6. Focus on enhancing competitiveness: The globalization strategy of SF Express

Sf Express set up a branch in Singapore and started its international layout

Sf Express's international business revenue reached 12 billion yuan in 2022, an increase of 25% year-on-year

2010

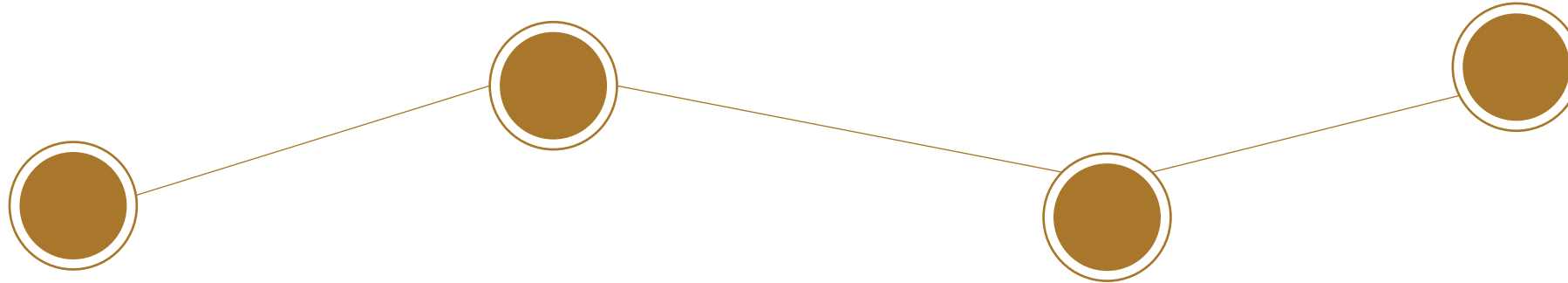
2022

2019

2020

Sf Express acquired part of DHL's China supply chain and used this as a basis to expand cross-border logistics services

Cooperate with Kerry Logistics to accelerate the implementation of the "express to the sea" strategy



總結

Conclusion





In terms of corporate culture management and business development, SF Express has gradually established an efficient management system and strong competitiveness by applying the concepts of

"Quick response" "快速響應"

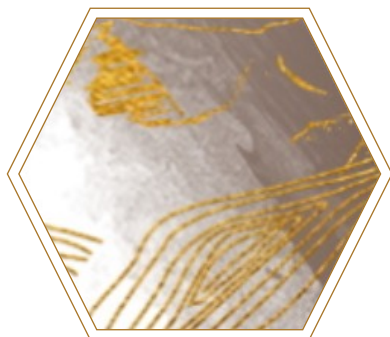
"Knowing yourself and the enemy" "知己知彼"

"Adaptability" "靈活應變"

"Holistic Coordination" "統籌全局"

"Optimal allocation of resources" "資源優化配置"

"Focus on enhancing competitiveness" "專注提升競爭力"





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感謝觀看

