



Research on the development strategy of Chengdu Air Cargo Company

Luxi Du

Haaga-Helia University of Applied Sciences

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Abstract

Author(s) Luxi Du
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<p>At present, the world economy is in a stage of high-quality development, the world economy is gradually integrated, the negative impact of the epidemic has been well controlled, and the world air cargo market has ushered in many development opportunities. The development of air cargo companies faces many opportunities and challenges. How to maintain sustainable development and gain more profits in the process of operation is an urgent task for the development of air cargo companies. If Chengdu Air Cargo Company can seize the development opportunity according to its own advantages, it will be full of vitality in the future. Under the new international development pattern, how to make use of its own advantages to further enhance its competitiveness and promote the development of air cargo business has become an urgent problem to be solved.</p> <p>Through SWOT analysis, this paper analyzes the advantages, disadvantages, opportunities and challenges of Chengdu Air Cargo Company in its future development under macro conditions. The fuzzy comprehensive evaluation method is used to evaluate the internal factors that affect the service quality of Chengdu Air Cargo Company. Combining the two analysis methods, the service quality and operating status of Chengdu Air Cargo Company are analyzed, so as to formulate sustainable development strategy to enhance its comprehensive competitiveness. Therefore, this paper from these perspectives, through a series of analysis methods, to formulate the sustainable development strategy of air cargo companies.</p>
Key words Air logistics enterprise Air transport development Strategy

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1 Introduction

1.1 Project Background

In recent years, economic integration has intensified the competition among enterprises, and more and more enterprises choose to outsource non-main business to improve their competitive advantages, which promotes the development of the third-party logistics, the rapid improvement of science and technology related to the aviation industry, the support of relevant policies and other factors provide favorable space for the development of the aviation logistics industry. Under the new development pattern of the world, in order to make Chengdu cargo company better development, this paper through the study of development strategy to make Chengdu Air Cargo Company take advantage of its own advantages to develop the development plan of the enterprise at a certain stage, so that the enterprise has a clear development plan, increase the enterprise vitality and market competitiveness, so that the enterprise in the future full of vitality and achieve sustainable development.(Shang Xianwen 2020)

Chengdu Air Cargo Company was officially put into operation in 2015. The company uses the most advanced third generation intelligent sorting equipment. After nearly 8 years of development, the company has become the largest air cargo company in Southwest China, with a high degree of automation, high sorting efficiency and low error rate.

1.2 Research Method, problem, limitation

The main research question of this paper is How to improve Chengdu Air Cargo Company customer service? In order to solve this major problem, the article also studies these problems. Whether the customers of Chengdu Air Cargo Company are satisfied with the service quality of the company? What aspects of Chengdu Air Cargo does the customer think need to be improved? What factors affect the development of Chengdu Air Cargo Company? Combined with the customer's evaluation of the company and the impact of the company's development of macro, internal factors Chengdu Air cargo company in the future how to develop the development strategy? This paper uses SWOT analysis and fuzzy comprehensive evaluation method to study the above problems. SWOT analysis is to analyze the factors that affect the future development of Chengdu Air Cargo Company under the market competition environment. Fuzzy comprehensive evaluation method is to transform some qualitative evaluation into quantitative evaluation, and to analyze the

service quality of Chengdu Air Cargo Company through certain standards. In general, Chengdu Air Cargo Company has a good prospect for development. The results of the questionnaire survey in this paper show that most customers are satisfied with the service of Chengdu Air Cargo Company. Some customers think that Chengdu Air Cargo Company needs improvement in transportation efficiency and staff communication skills. Therefore, Chengdu Air Cargo Company needs to modernize its business model, introduce and train some professionals and make other improvements to help the company improve cargo transportation efficiency and staff communication skills to improve customer satisfaction.(Shang Xianwen 2020)

Limitations of this paper: In the document investigation of service quality evaluation of Chengdu Air Cargo Company, only the key factors were taken into account, not the secondary ones. The object of investigation in this paper was only the company's customers, with a small sample size.

Table 1.Overlay matrix

Investigative questions	Theoretical framework (chapter)	Results(chapter)	Questionnaire questions
Satisfaction with the price of goods	5.3.1	5.4	1
Satisfaction with the Security of goods	5.3.2	5.4	2
Satisfaction with the Efficiency of goods	5.3.3	5.4	3
Satisfaction with the communication mode of goods	5.3.4	5.4	4
Satisfaction with the Flexibility of goods	5.3.5	5.4	5

2 Air cargo description

2.1 Air cargo theory

Since the Wright brothers successfully invented the aircraft at the beginning of last century, the aviation industry has been born. Today, the aviation industry has a history of more than a hundred years. Since the birth of the aviation industry, the aviation industry has been developing and transforming in order to better adapt to the market and provide customers with better quality and satisfactory services. The content of aviation technology, aviation service concepts, and enterprise management methods related to the aviation industry is constantly improving. At present, air transportation includes both air passenger and air cargo, among which air cargo has a longer history.(Zhang Mei 2020)

When the airplane was first invented, people's exploration of the aviation field was not deep enough, and their mastery of aviation technology was not complete enough. From a safety perspective, the transportation object of the aviation industry was mainly cargo, which had not yet entered civilian use. In 1918, the United States established its first regular route - the route from Washington to Philadelphia, and the aviation industry truly moved towards civilian use.(Zhang Mei 2020)

In the 1950s and 1960s, the development prospects of all cargo aviation were facing difficulties, as the old generation of all cargo aircraft were all aging and could no longer be used. At this time, aviation technology had undergone significant development, and oil prices had risen. The new generation of mixed passenger and cargo aircraft gradually became the main model of the aviation industry. In addition, from the perspective of the national policies on air passenger transportation and cargo transportation, it is undoubtedly widely concerned by various sectors of society because air passenger transportation is closely related to passenger life, and cargo policies are basically attached to passenger transportation. Therefore, most airlines choose to merge air passenger transportation and cargo transportation. Although there are still a small number of all freight companies in the market, these companies need to compete with other companies' passenger routes when applying for routes, and do not have an advantage in the competition, often making it difficult to compete successfully .(Zhang Mei 2020)

In 1977, the US government officially announced the "deregulation" of other industries such as air transport and telecommunications. The actual content of deregulation means that the Civil Aviation Commission of the United States only guarantees the safety of air

transport, and no longer supervises the operation and management of airlines, that is, the government no longer supervises the entry or exit of airlines from the market. Through market competition in the aviation industry, airlines decide on other related issues such as the type of flight used, flight frequency, and flight pricing on their own. (Zhang Mei 2020)

Since the US government introduced the deregulation policy, the US aviation industry has changed with each passing day: 1. The structure of the US airline network has undergone great changes, with a large number of airlines competing for hot and busy flights and unwilling to choose flights with small business volume. This has led to some flights with strong capacity, some flights have been greatly reduced or even completely cancelled, As a result, some small and medium-sized cities have lost their air transportation industry, resulting in inconvenient transportation. Therefore, the Civil Aviation Commission has had to provide subsidies to some airlines to ensure the air transportation of small and medium-sized cities. 2. The flight pricing war is fierce. Due to the influx of a large number of airlines into good shipping routes, ticket price competition has been fierce, but on routes with insufficient competition, pricing has increased significantly. There are many situations where the routes and milestones of different airlines have almost no differences, and ticket prices vary greatly. However, from the overall trend, the ticket prices of all airlines have dropped significantly compared with those before deregulation. 3. The airlines in the market have undergone significant changes. Due to the fact that airlines have the decision-making power to enter and exit the market, various types of airlines have entered the market one after another. However, due to improper operations, many airlines will go bankrupt and exit the market. In fact, the turnover of airlines is very rapid, with some well-known and branded airlines going bankrupt, causing significant social impact. (Zhang Mei 2020)

From the current perspective, "deregulation" seems to be a policy combining advantages and disadvantages, but generally speaking, most customers have gained more benefits, making the aviation market more active, and this policy has achieved ideal results. In the next two decades, some other countries also joined the ranks of "deregulation", such as New Southwest, Canada and Australia. In contrast, some European countries are slower to promote "deregulation". (Zhang Mei 2020)

In recent years, economic integration has intensified the competition among enterprises. More and more enterprises choose to outsource their non main businesses to enhance their competitive advantages, which has promoted the development of third-party logistics. The rapid improvement of technologies related to the aviation industry, the lifting of air

traffic control, the support of relevant policies and other factors have all provided support for the development of the aviation logistics industry.

2.2 Current situation of domestic air cargo

The author developed research related to aviation logistics in China by consulting literature databases, which began in the 1970s. China's research on aviation logistics started relatively late. In 1970, Comrade Deng Xiaoping proposed that civil aviation should be economically managed, which led to the separation of China's civil aviation industry from military regulation and marked the beginning of the implementation of enterprise based regulation in China's civil aviation industry. Since then, many scholars in China have conducted research on the development of the aviation industry. (Zhang Mei 2020)

In the 20th century, there was a significant increase in research literature on aviation logistics in China. From 2000 to 2006, although there was more research on aviation logistics, there was no systematic research on aviation logistics. The research results of the papers did not make significant breakthroughs, and the research topics were not concentrated. This was the initial stage of China's research on aviation logistics. Most studies are related to aviation enterprises, air transportation, and logistics in aviation enterprises. From 2007 to 2012, China achieved preliminary results in research on aviation logistics, with other keywords focused on this topic, such as aviation enterprise development and management. From 2013 to 2016, the number of research papers on aviation logistics in China increased significantly. The key words of the research combined with the development direction and characteristics of China, with Chinese characteristics, such as airport economy, the the Belt and Road, etc. From 2016 to 2020, China's research on aviation logistics has made further achievements. More scholars have joined the research. In combination with China's development at this time, the research keywords have increased, such as smart logistics, national central city, etc.(Zhang Mei 2020)

At present, China's research direction on air freight is focused on the operation mode of passenger based air freight and the future development of air freight companies with air freight as their main business. At present, most air freight companies in China are mainly modern integrated air logistics companies. Most experts study the air logistics and service quality of these companies, and explore their future development.(Zhang Mei 2020)

2.3 Current situation of international air cargo

From the 1880s to the early 20th century, most international aircraft were used for mail transportation, and later routes for transporting passengers and goods were launched, most of which were short distance routes. From 1920 to 1960, German scholars conducted extensive research on the technology of the aviation industry and published many papers, indicating that Germany's aviation technology was in a leading position.(Yang Mei 2021)

After World War I, many scholars around the world conducted research on the transportation services of the aviation industry, including how airplanes can quickly transport mail, the technological development of the aviation industry, and scholars have achieved phased research results. In the past, the aviation industry was mainly used for combat, but at this time, the aviation industry was committed to developing transportation business and achieved considerable revenue.(Yang Mei 2021)

After the end of World War II, scholars conducted research on the development of aviation industry, aviation technology, and aviation equipment due to the transfer of many military aircraft to civilian use, and achieved many research results. Many Western countries have opened up international transportation routes and established air transportation networks, which have greatly changed the transportation mode of the aviation industry and provided convenience for people's lives.(Yang Mei 2021)

Since 1960, with the development of maritime freight, scholars have conducted research on all cargo routes. With the gradual deepening of research, many successes have been achieved. All cargo routes have since emerged, and air freight has entered the competitive market of freight.(Yang Mei 2021)

Since 1990, the air cargo system has gradually matured, and the development of international trade has promoted the rapid development of air cargo. Scholars have conducted research on the management and business of air freight enterprises, enabling air freight companies to achieve more profits.(Yang Mei 2021)

3 Analysis of the development status of Chengdu Air Cargo Company

Before using the theoretical framework to analyze the current service quality of Chengdu Air Cargo Company and the external and internal factors affecting the development of the company, this chapter first introduces the general situation and development status of Chengdu Air Cargo Company, in order to explore the development strategy of Chengdu Air Cargo Company combined with the conclusion of the following paper.

3.3 Overview of Chengdu Air Cargo Company

The first phase equipment investment of Chengdu Air Cargo Company reaches 110 million yuan, and the second phase equipment investment reaches 100 million yuan. Many goods in Southwest China are centralized sorting and transiting here, and the company processes 1.32 million tickets per day. To construct a freight route network connecting Hubei, radiating the whole country, covering Asia and Europe, and reaching the whole world. This air cargo company is an important link for Chengdu Shuangliu International Airport and other logistics nodes in Southwest China to achieve land and air combined transport. Chengdu Air Cargo Company has 5 all-cargo aircraft, accounting for 22% of the air cargo volume of Shuangliu Airport. (Annual report of Chengdu Air Cargo Company, 2020.)

In 2022, the annual comprehensive output value reached 720 million yuan, and the comprehensive tax revenue contributed more than 28.1 million yuan, contributing to the government's fiscal revenue. (Annual report of Chengdu Air Cargo Company, 2021.)

The enterprise park has a scale of 170,000 square meters, more than 2,200 employees, and more than 11 supply chain cooperative enterprises have been introduced, which has promoted the development of this industry in Chengdu and provided employment opportunities for related talents. (Feasibility Analysis of Air Transport Passenger Aircraft to Cargo Aircraft under the New Situation) The capital investment mode and operation mode of an air cargo company are typical cases of the development of an air cargo company, providing A scheme for the development of other air cargo companies. The implementation of the new management concept and the invention of new technologies of an air cargo company have greatly improved its logistics efficiency and costs. An air cargo Company is one of the logistics demonstration enterprises in Sichuan region.

3.2 Chengdu Air Cargo Company has developed in recent years

Since the outbreak of the epidemic in 2020, the business volume of Chengdu Air Cargo Company has suffered A large reduction. From 2022 to 2023,Chengdu Air Cargo Company is constantly exploring new development strategies to cope with the huge impact of the epidemic on the company. (Annual report of Chengdu Air Cargo Company, 2022.) In 2022, the business volume of Chengdu Air Cargo Company gradually improved and gradually recovered to the business volume of 2019.In recent years, the company has concentrated on its main business and made significant improvements in the following aspects. (Annual report of Chengdu Air Cargo Company, 2022.)

3.2.1 The company continues to optimize the route structure

Chengdu Air Cargo Company further optimizes the route and opens new domestic and international routes, such as routes from Chengdu to Shijiazhuang and from Chengdu to Seoul.(Annual report of Chengdu Air Cargo Company, 2022.) The company makes a series of plans to improve the utilization efficiency of each route, and uses the company's advanced refrigeration technology to strengthen the transportation guarantee of fresh logistics, medical products, live products and other goods.

3.2.2 The company has activated other active businesses

Chengdu Air Cargo Company achieved a breakthrough in business development. As the development of cross-border e-commerce provides huge business opportunities for air cargo, most of the products of cross-border e-commerce are transported by air cargo, and air cargo companies can earn a lot of income through cross-border e-commerce business. According to the current development of the e-commerce industry,Chengdu Air Cargo Company has formulated corresponding routes and logistics plans, and formulated optimization plans in terms of logistics cost and efficiency. The company can use the existing Internet technology to track the whole process of the goods transported by the company, improve logistics efficiency, reduce logistics costs, make logistics more reliable, and better implement the transportation plan. (Annual report of Chengdu Air Cargo Company, 2022.) Improve the company's service quality. The company is also trying to expand other offline services to increase its business and improve its profitability.The

company has improved the car transportation service, more conducive to the company to achieve door to door service, to provide customers with more convenient and convenient service, increase customer satisfaction. (Annual report of Chengdu Air Cargo Company, 2021.)

3.2.3 Improve the function of air cargo terminal

Air cargo terminal has the function of connecting cargo to carrier aircraft, transferring cargo from road side to air side, so air cargo is of great importance to air cargo companies. In the process of working in the air cargo terminal, the staff of an air cargo company constantly improve the cargo operation process according to the company's cargo operation process, making the operation process more standardized and standardized. The company has reformed the operation procedure of goods transfer, strengthened the management of goods out of the warehouse, reduced unnecessary staff off the machine, and increased personnel utilization efficiency. The company has newly developed an information platform for statistical performance of completed operation, which can further analyze the single situation of the company's material genres, record the situation of cargo handling, handling operations, quality and efficiency of work completion, work quality and efficiency of related personnel and other information. In this way, the company can improve personnel work allocation, better work allocation, optimize man-machine ratio, and improve the disposal capacity of transshipment products in the freight station.(Annual report of Chengdu Air Cargo Company, 2022.)

4 The future development of Chengdu Air Cargo Company is analyzed based on SWOT

4.1 SWOT analysis theory review

In order to answer the research question of what factors affect the development of Chengdu Air Cargo Company, this paper explores the answer through SWOT analysis. This analysis method is to analyze the relevant factors affecting the future development of Chengdu Air Cargo Company, including the internal advantages, disadvantages, opportunities and threats faced by Chengdu Air Cargo Company. This paper guides Chengdu Air Cargo Company to make the right business decisions in the market competition environment through SWOT analysis.

4.2 SWOT analysis

4.2.1 Strengths of Chengdu Air Cargo (S)

Compared with other air cargo companies in China, Chengdu Air Cargo has the following advantages.

(1) Enterprises have location advantages.

Chengdu Air Cargo Company is located in Shuangliu International Aviation Economic Zone of Chengdu, close to Shuangliu International Airport, about 15.9 kilometers away from the southwest center of Chengdu, located in the southwest region of the important cargo distribution, transfer. Chengdu Air Cargo has opened up cargo routes from Chengdu to Beijing, Xi 'an, Lhasa, Chongqing, Harbin and other places. At present, more than 20 civil aviation units such as Civil Aviation Southwest Administration Bureau and Air China Southwest are gathered in Shuangliu, Chengdu. From Shuangliu Airport, people can quickly go to the city through the expressway. The rapid development of Shuangliu Airport has driven the rapid development of aviation economy in Shuangliu region, which is conducive to Chengdu Air Cargo Company to develop new business and attract new customers. (Annual report of Chengdu Air Cargo Company, 2021)

(2) Chengdu Air Cargo Company has the latest refrigeration technology, which can intelligently control different areas and temperature intervals, namely, it can be divided into cold storage, freezing storage and deep cold storage. The lowest temperature can reach minus 23 degrees. With a total area of 13200 square meters and an investment of

more than 110 million yuan, the cold storage was completed and put into production in 2015, with 5400 boards. The main service objects are high-end cold chain merchants, such as Haagen-Dazs Ice cream, Moutai ice cream, etc. (Annual report of Chengdu Air Cargo Company, 2021.)

(3) Government support

Chengdu Municipal government strives to build an airport type national logistics hub, develop the industrial chain related to aviation economy, and comprehensively promote the construction of European Pan-Asian air cargo hub. Therefore, the government has issued some relevant policies, such as: The Supporting Policies for Promoting High-quality Development of Aviation Economy in Shuangliu District of Chengdu and the Notice on Supporting Policies for Promoting High-level Development of Modern Commercial and Commercial Logistics Industry in Supporting Industrial Circle Building and Strong Chain Building Support the development of air cargo, business express line, logistics and other industries(Chengdu Business Daily 2021) 2022 will be the decade when China and Brazil fully establish a strategic partnership. Under the strong support of government policies and the continuous efforts of Chengdu Air Cargo Company, the company has successfully opened the Chengdu -- Rio de Janeiro international cargo route. This trans-continental route connects the logistics of Asia and South America and connects the market of South America. It is the first cargo route connecting South America in Sichuan Province and even southwest China, realizing the dream of Chengdu people to connect the world. The opening of this route provides a favorable platform for Chengdu's foreign trade. By the end of 2022, Chengdu Air Cargo Company successfully imported Chilean cherries from South America for the first time. Air cargo can ensure the appearance of cherries moist and sweet taste, improve people's well-being, meet people's growing expectations for a better life, and increase residents' happiness and satisfaction. (Chengdu Business Daily 2022)

The government is encouraging companies to register their planes in Chengdu. On the premise that the total number of registered aircraft and the number of wide-body aircraft in Chengdu do not decrease compared to the previous year, for the stock of registered aircraft, according to the wide-body aircraft (more than 200 seats in dual channel, the same below) 300,000 yuan/aircraft, narrow-body aircraft 100,000 yuan/aircraft will be awarded; The newly registered aircraft will be awarded RMB 500,000 per wide-body aircraft and RMB 200,000 per narrow-body aircraft. This policy is not applicable to newly registered airlines in the current year.(LIU Yan 2022)

Pilot registration in Chengdu is encouraged. On the premise that the number of registered pilots in Chengdu does not decrease compared to the previous year, the airline company will give an annual reward of 2000-100000 yuan according to the pilots' salary in Chengdu that year. Business jet pilots are not subject to this policy.(LIU Yan 2022)

The government is committed to creating a pan-European pan-Asian air cargo hub. Air cargo companies that, centering on regional industrial development and aviation logistics needs, rely on Shuangliu International Airport to open new or encrypted international cargo routes (including all-cargo planes and "passenger cargo conversion", the same below), and sign route development agreements with Chengdu to support the development of Chengdu air cargo industry and promote the growth of local import and export trade, will be given district-level supporting policies. Among them, those who open intercontinental cargo routes will be given a supporting reward of 100,000 to 300,000 yuan per class according to the conditions of the routes and flights (range, type and carrying capacity, the same below); For those who open cargo routes to Asia and other regions, they will be given a matching reward of RMB 20,000 to 200,000 yuan per class according to the flight conditions of the routes. For international cargo routes newly opened to important cargo node cities in the world, which have important promoting significance to the construction of international cargo aviation hub and the development of aviation economy of Shuangliu International Airport, based on the above policies, an additional financial incentive of no more than 300,000 yuan per shift can be given. For air cargo market players operating temporary charter flights on international cargo routes (excluding special charter flights such as military goods transport and disaster relief materials) at Shuangliu International Airport, the annual number of flights is more than 10 (including), according to the standard of 30% of the newly opened international cargo routes of the same kind. The above subsidy standard for round-trip flights subsidy standard, one-way flights halved implementation.(LIU Yan 2022)

4.2.2 Weakness Analysis of Chengdu Air Cargo Company (W)

(1) The flight of Chengdu Air Cargo Company is subject to many factors. Chengdu Air Cargo is subject to the change of geographical location and weather. Chengdu, where Air Cargo is based, has a highly fluctuating terrain that limits the controller's radar range. Every year in winter, Chengdu is prone to fog, and in summer, there are many thunderstorms. The weather fluctuates and is sometimes difficult to predict. When thunderstorms occur, there are more crossing, relative and crossing between aircraft, which will cause a certain degree of difficulty for flight safety.(Zhang Me 2020)

Operations at other airports sometimes interfere with Chengdu Air Cargo's flights. There are many military and civil airports in Chengdu. There are a total of 8 military and civil aviation airports within the control area of Chengdu, and each airport has more flight tasks every day.(Research on Distribution and Change Trend Forecast of Domestic Air Cargo 2006,55.)The training time of military aviation airport is long, and the route training is more. The aircraft training includes a variety of complex aircraft, such as fighters, bombers, transport aircraft, etc. As these airports are within the jurisdiction of Chengdu and close to each other, the airspace scope of some airports will overlap with that of Chengdu Air Cargo Company, which will affect the air transport business of Chengdu Air Cargo Company to some extent. For example, sometimes, in order to allow the aircraft in the military airfield to train according to the training plan, Chengdu Air Cargo Company would give up the company's airspace, so Chengdu Air Cargo will cancel some planned flights.

(2) The logistics system of Chengdu Air Cargo Company is not perfect yet and needs to be further improved.As a result, it is difficult for the company to transport some goods, and some goods can only be transported by road rather than air transport. The current development system, business model and management model of Chengdu Air Cargo Company are not enough to support the universalization of air transport. (Annual report of Chengdu Air Cargo Company, 2022.)

4.2.3 Potential Opportunities (O)

Benefiting from the development of China's national economy and international trade, China's air transport industry has a broad development path and a bright future. From 2012 to 2020, the overall demand of China's air transport industry has maintained continuous growth. From 2012 to 2020, the overall freight volume of civil aviation has grown by about 2.74%.(IATA,2020) China's air transport market is developing in a better position.(Zhang Me 2020)

Due to China's natural geographical conditions, Chengdu Air Cargo has an advantage. China has a vast territory, and the demand for goods in northwest China is relatively scattered, while Southwest China is not suitable for road transportation because of the complex terrain of the plateau. The transportation of goods is actually the movement of the geographical location of goods. Air cargo is suitable for transportation with a large space range. Using air cargo can send goods to the destination required by customers faster.(Analysis of influencing factors of airport competitiveness in China 2019, 67.)

The development of cross-border e-commerce will bring many opportunities to Chengdu Air Cargo. Although the development trend of e-commerce has slowed down due to the impact of the COVID-19, it still has a good development prospect in the future. Chengdu Air Cargo company has excellent cold chain technology, fast logistics speed, can transport space span products, relying on the development of cross-border e-commerce, Chengdu Air cargo company has broad prospects for development in the future, especially in the transportation of fresh products, Chengdu Air cargo company can meet the needs of customers to provide quality services. (Chinese green logistics development strategy research 2014, 34.)

Residents have changed their attitudes to life. With the rapid development of economy, China has accelerated the pace of people's work and life on the road of modernization. People begin to pursue convenient and simple logistics in order to save time and effort to receive the products they buy. Modern flights are dense, air freight flow is simple, with high service quality. Air cargo can meet the needs of such customers, Chengdu Air Cargo company in the future has broad prospects for development. (Qin Yan 2006)

Driven by the continuous improvement of the consumption environment and the stimulation of consumption potential by the Chengdu Government, the consumption power of middle and high-end has been continuously improved, with the proportion of second-highest and senior consumers accounting for 69.7%, a significant increase of 24% compared with that before the epidemic. The growth rate of high-end consumer products such as cosmetics is about 212.4%. These goods from the overseas market to the Chinese market is dependent on the transfer of air cargo companies. (Qin Yan 2006)

In Chengdu, there are 57 universities and colleges, including Sichuan University, University of Electronic Science and Technology, Sichuan Agricultural University, among which there are 28 undergraduate universities, 2 985 universities and 5 211 universities. In Shuangliu District of Chengdu, there are 34 research institutes, including China Academy of Engineering Physics and China National Nuclear Power Research Institute, and 185 national high-level talents such as academicians of both the Chinese Academy of Engineering and Physics. It has gathered 400,000 talents of all kinds, including 100,000 aviation professionals, 100,000 undergraduate students and 100,000 industrial talents. 75% of the population is under the age of 45. Chengdu Air Cargo Company can attract excellent talents in Chengdu area to help the development of enterprises. (Qin Yan 2006)

4.2.4 Existential Threats (T)

In recent years, with the development of air cargo industry, more and more enterprises have joined the air cargo market, intensifying the industry competition. At present, there are many air cargo enterprises in the market, among which the large enterprises are Air China Cargo, China Southern Airlines, China Eastern Airlines, China Post Express Logistics and other companies. With its profound technical accumulation, Air Cargo China is able to provide convenient, fast and efficient services for air cargo customers, accounting for about 70% of China's air cargo business volume. (IATA,2022)There is an oligopoly in the air cargo business, and the strong are stronger within the industry. As a newly established enterprise, Chengdu Air Cargo Company has weak competitiveness in the air transport market, so it is difficult to gain advantages in the competition. The income scale of its main business needs to be further expanded.Chinese green logistics development strategy research 2014,110.)

The conflict between Russia and Ukraine has led to the closure of airspace in the United States and some European countries, and Chengdu Air Cargo has had to bypass that airspace to reach its destination, increasing its range, fuel costs and operating costs.(Ge Rui 2022)

The global economy is expected to grow by 3.1 percent in 2022 and 3.2 percent in 2023, with inflationary trends in many economies adding to the pressure on economic recovery. At present, the prospect of global economic development is not very optimistic, and the global trade volume in 2023 has weakened compared with the past. All these factors will affect the business volume of Chengdu Air Cargo Company and the profits of Chengdu Air Cargo Company.(IATA 2023)

Table 2.Analysis of SWOT

Strengths 1. Geographical advantage 2. Latest refrigeration technology 3. Government support	Weakness 1. Flying is subject to many factors 2. Chengdu Air Cargo Company logistics system is not perfect
Opportunities 1. The air transport market is in good shape 2. China's natural geographical conditions 3. The development of cross-border e-	Threats 1. Industry competition 2. The war between Russia and Ukraine 3. Pressure for economic recovery

commerce	
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4. Residential demand for air freight

5. Excellent talent pool

5 The fuzzy comprehensive evaluation method is used to analyze the service quality of Chengdu Air Cargo Company

5.1 A theoretical review of fuzzy comprehensive evaluation

Fuzzy comprehensive evaluation method is a concept related to fuzzy mathematics. It takes fuzzy mathematics as the basis to provide evaluation for some practical problems. In the evaluation, the qualitative evaluation of some uncertain problems is changed into quantitative evaluation through some criteria. That is to say, fuzzy mathematics evaluation method can systematically evaluate some problems that are difficult to get specific and accurate results and get more accurate, clear and definite results.

5.2 The relationship between fuzzy comprehensive evaluation method and air cargo service

Choose fuzzy comprehensive analysis method to analyze the service quality of Chengdu Air Cargo company, there are mainly the following two points. First of all, in the process of Chengdu Air Cargo Company completing customer orders, there will be many factors affecting customer experience, but the impact of each factor on Chengdu Air Cargo Company cannot be accurately quantified. Many factors are qualitative and have a certain degree of fuzziness. Second, the customer's evaluation of the company's service has a certain subjectivity. Each customer has its own evaluation criteria, and it is difficult for a company to construct a evaluation system for its own business. The quality of a company's business needs to be evaluated from the perspective of the customer. In view of these two points, it is decided to use the fuzzy comprehensive evaluation method to quantitatively evaluate the operating results of Chengdu Air Cargo Company, and use the fuzzy comprehensive evaluation method to solve the problems mentioned above: whether the customers of Chengdu Air Cargo Company are satisfied with the service quality of the company? What aspects of Chengdu Air Cargo does the customer think need to be improved? In this way, the problems existing in the current management mode of Chengdu Air Cargo Company are analyzed, and suggestions for improvement are put forward, so as to provide customers with more satisfactory experience, improve customer loyalty, and ensure the sustainable operation of Chengdu Air Cargo Company in the future.(Analysis of influencing factors of airport competitiveness in China 2009,89.)

5.3 Application of paste comprehensive evaluation method in Chengdu Air Cargo Company

Identify the relevant set of factors. There are many factors affecting the business completion of Chengdu Air Cargo Company, and the set of these factors is called the set of relevant factors. $U = \{\text{Price } U_1, \text{ safety } U_2, \text{ efficiency } U_3, \text{ communication } U_4, \text{ flexibility } U_5\}$.

5.3.1 price

Generally speaking, consumers are highly sensitive to price. If the price increases and the service level does not improve, consumers' satisfaction will be reduced.

5.3.2 Safety

Safety refers to the degree of damage to goods in the process of transportation. The higher the safety degree, the smaller the probability of damage to goods. Chengdu Air Cargo Company ensures the quality of goods by improving safety, so as to obtain consumer satisfaction.

5.3.3 Efficiency

Efficiency refers to the time consumers have to wait for goods after placing an order, as well as the updated information on goods logistics that consumers can see. If Chengdu Air Cargo Company can deliver the goods to the location specified by consumers within the prescribed time or even in advance, and update the logistics information of the goods timely and accurately, it will greatly improve the satisfaction of consumers. (Analysis on the development trend of Chinese air freight market. Integrated transportation)

5.3.4 The method of communication

The method of communication refers to the satisfaction of consumers when they communicate with the business leaders of Chengdu Air Cargo Company in receiving goods, consulting logistics information and other situations. Chengdu Air Cargo Company increases the training of employees to increase their proficiency in business, improve their communication ability and skills, and thus increase consumer satisfaction.

5.3.5 Flexibility

Flexibility means being flexible in the face of different consumer demands. For example, different pick-up time, different requirements on the packaging of goods, different ways of

placing goods after delivery, placing positions and different personalities of consumers to adopt different ways of communication and other content.

5.4 Identify the comment set

The comments collection is a collection of different comments made by Chengdu Air Cargo Company's customers on the service quality of the company. $V=\{\text{Very satisfied V1, satisfied V2, generally V3, not satisfied V4}\}$

The evaluation was collected through a questionnaire survey of Chengdu Air Cargo Company's customers. The reason for selecting customers for questionnaire survey is that customers' evaluation is crucial to the future development of Chengdu Air Cargo Company. After understanding customers' ideas and needs, the company can change its service mode according to customers' wishes so as to obtain more business. survey was released on March 25, 2023 through the online platform. In order to make customers participate in the questionnaire survey and obtain reliable survey results, the staff of Chengdu Air Cargo Company sent emails to the customers who were invited to participate in the questionnaire survey, and attached the link of the questionnaire survey, telling them that the company studies the service quality of the company through the questionnaire survey, and the company will improve the service quality according to the survey results, so as to bring better experience to customers. A total of 1,000 questionnaires were sent out, and 898 valid answers were received, with an effective rate of return of 89.8%.

Which is the most important among price, security, efficiency, communication mode and flexibility, in other words, the proportion of each indicator:[0.2 0.3 0.2 0.2 0.1]

Table 3. Relevant evaluation data (adapted from questionnaire star applet 2023,5)

U	Very satisfied v1	Satisfied V2	Generally V3	DissatisfiedV4
Price U1	0.9	0.1	0	0
Security U2	0.7	0.2	0.1	0
Efficiency U3	0.7	0.1	0.1	0.1
communication mode U4	0.7	0.1	0	0.2
Flexibility U5	0.8	0.2	0	0

According to the results of the questionnaire survey, 90% of the surveyed customers are Very satisfied with the fees charged by Chengdu Air Cargo Company, 10% of the customers are satisfied with the fees charged by Chengdu Air Cargo Company, and no one is Generally or dissatisfied with the fees charged by Chengdu Air Cargo Company. The rest of the data show the proportion of Chengdu Air Cargo's customers' evaluation of different indicators.

Multiplication-bounded operator

Price security efficiency communication flexibility

【0.2 0.3 0.2 0.2 0.1】

Very satisfied	Satisfied	Generally	Dissatisfied
0.9	0.1	0	0
0.7	0.2	0.1	0
0.7	0.1	0.1	0.1
0.7	0.1	0	0.2
0.8	0.2	0	0

$$=[0.2 \times 0.9 \quad 0.3 \times 0.7 \quad 0.2 \times 0.7 \quad 0.2 \times 0.7 \quad 0.1 \times 0.8] = [0.18 \quad 0.21 \quad 0.14 \quad 0.14 \quad 0.08]$$

$$=\min(1, 0.18 + 0.21 + 0.14 + 0.14 + 0.08) = 0.75$$

$$=[0.2 \times 0.1 \quad 0.3 \times 0.2 \quad 0.2 \times 0.1 \quad 0.2 \times 0.1 \quad 0.1 \times 0.2] = [0.02 \quad 0.06 \quad 0.02 \quad 0.02 \quad 0.02] = 0.14$$

$$=[0.2 \times 0 \quad 0.3 \times 0.1 \quad 0.2 \times 0.1 \quad 0.2 \times 0 \quad 0.1 \times 0] = [0 \quad 0.03 \quad 0.02 \quad 0 \quad 0] = 0.05$$

$$=[0.2 \times 0 \quad 0.3 \times 0 \quad 0.2 \times 0.1 \quad 0.2 \times 0.2 \quad 0.1 \times 0] = [0 \quad 0 \quad 0.02 \quad 0.04 \quad 0] = 0.06$$

0.75, 0.14, 0.05 and 0.06 are normalized to 0.75, 0.14, 0.05 and 0.06.

The data show that 75% of the respondents are very satisfied with the service of Chengdu Air Cargo, 14% of the respondents are satisfied with the service of Chengdu Air Cargo, 5% of the respondents are barely satisfactory with the service of Chengdu Air Cargo, 6% of the respondents are Dissatisfied with the service of Chengdu Air Cargo.

5.5 Determine the service quality evaluation of Chengdu Air Cargo Company

As can be seen from Questionnaire survey and fuzzy comprehensive evaluation method, Chengdu Air Cargo Company's customers are satisfied with the company's overall service. Most customers are satisfied with the price, efficiency and flexibility of Chengdu Air Cargo Company, but dissatisfied with the Efficiency and communication methods of Chengdu Air Cargo Company.

5.6 Analysis of Chengdu Air Cargo Company's service quality

By 2023, Chengdu Air Cargo has been operating for eight years, Based on the current situation of the company and the questionnaire survey, we know that the company has the following problems.

5.6.1 The business model is not modern enough and the business operation mode is not process enough

In the daily operation of the company, the operation mode is not modernized in some links, and the process is not standardized and concise enough, As a result, some customers are dissatisfied with the efficiency of the company, and the company wastes some manpower and material resources. Chengdu Air Cargo Company needs to change its management mode and business operation mode, further realize the integration of business and build a full-coverage cargo network.(China Economic and Trade Guide 2020)

5.6.2 Lack of professional talent

In particular, some key posts and technical posts lack staff with rich working experience and theoretical knowledge. Some employees' knowledge reserve is backward, Causing low work efficiency .In addition, some employees communicate with customers in different languages or are not familiar with the company's business, and it is difficult for them to answer customers' questions and meet their needs, Making customers dissatisfied with the way the company communicates. Nowadays, the division of labor in the air cargo industry is becoming more and more detailed. Chengdu Air Cargo Company needs to pay attention to the training of technical personnel, such as talents in flight, logistics, marketing, air traffic control and other fields, to introduce and cultivate a group of high-quality, professional and technical talents, so as to improve the company's core competitiveness and achieve sustainable development.(China Economic and Trade Guide 2020)

6 According to SWOT and fuzzy comprehensive evaluation, the future development strategy of Chengdu Air Cargo Company is analyzed

Through questionnaire survey and fuzzy comprehensive evaluation, it can be concluded that most customers are satisfied with the service of Chengdu Air Cargo Company. The company needs to improve the efficiency of cargo transportation and the communication skills of employees. Combined with SWOT analysis analysis of the impact of the company's development of macro factors and internal factors, this paper based on these studies to formulate the future development strategy of Chengdu freight company.

6.1 SO Strategy of Chengdu Air Cargo Company (Developmental Strategy)

At present, with the globalization of economy, the global demand for air cargo is huge, which provides a lot of development opportunities for Chengdu Air cargo Company. The company should assemble its own advantages to develop the strategy of growth and development of the company. Chengdu Air Cargo Company has the advantages of location, it is very close to the center of Chengdu, has a good cargo market, The company has the latest cold chain technology, Chengdu City government strongly supports the development of air cargo for Chengdu Air cargo Company provides a good development opportunity. According to the fuzzy comprehensive analysis method to investigate the customer's current satisfaction with the company's service, Companies should develop and implement talent strategies. (China Economic and Trade Guide 2020)

Chengdu Air Cargo Company should attract excellent talents to the company for employment, increase and strengthen the company's professional personnel training. Employees of Chengdu Air Cargo Company should be familiar with the basic knowledge of air cargo industry and be able to master and apply it. On this basis, the company should encourage its employees to learn the most advanced and applicable knowledge of the air cargo industry in developed countries and Improve employee efficiency and communication by combining the knowledge they have learned in the past. The company can improve the professional skills and comprehensive quality of employees through orientation training and commissioned training. The company should formulate a reasonable reward and punishment system, create a healthy and upward corporate culture, and provide an efficient, cooperative and comfortable working environment for the company's talents. (China Economic and Trade Guide)

In addition, these talents can reasonably deploy the number of cargo planes according to the cargo demand of different regions, and adjust the number of cargo planes, flights and relevant staff according to the air cargo demand of different regions at different times. For example, in the eastern region of China, which is densely populated and economically developed, the demand for air cargo is strong. Chengdu Air Cargo Company should increase the number of cargo planes and flights to this region, and increase the relevant staff. (Research on Inventory Management Optimization of J Aviation Trading Company,2020)

6.2 ST Strategy of Chengdu Air Cargo Company (information Strategy)

According to the SWOT analysis of this paper,At present, with the incentive of competition in the aviation industry, some air cargo business is monopolized by some air cargo companies. Chengdu Air Cargo Company, as an enterprise with a short history, should make full use of its position advantage and improve its operation mode, so that it can have better profits in the fierce industry competition. The company may specify informationization strategy.

Chengdu Air Cargo Company should constantly improve the development mode, build information platform. Chengdu Air Cargo Company through continuous innovation of business model, through continuous strengthening of cooperation with other logistics enterprises and industrial integration, improve its own business model, standardize business processes, and use IT technology to achieve the automation of repeated business processes. Chengdu Air Cargo Company continues to continue its own convenient, fast and safe transportation characteristics, win-win cooperation with logistics enterprises, integration and expansion of warehousing and distribution functions, information inquiry and other businesses. Strive to build an efficient and high-level freight service platform, achieve integrated professional freight services, improve the safety of goods, meet the different needs of customers, and increase customer satisfaction.(Chinese green logistics development strategy research 2014,99.)

6.3 SO Strategy of Chengdu Air Cargo Company (change strategy)

Under the opportunity of increasing demand for air cargo and developing cross-border e-commerce, Chengdu Air Cargo Company's logistics system is not perfect, resulting in some cargo cannot be transported by air cargo. (Chinese green logistics development strategy research 2014,176.)Chengdu Air Cargo Company should continue to expand air cargo road connectivity. Constantly expand the company's air cargo road and national road, provincial road, county road and township road transport, extend the company's

transport network, so that Chengdu Air Cargo Company's goods can reach the demand of the place, improve the air transport difficult to achieve the "door to door" service mode, to build a comprehensive, comprehensive logistics service system.

6.4 WT Strategy of Chengdu Air Cargo Company (Management strategy)

Facing the fierce competition in the industry and the disadvantages of the company itself, Chengdu Air Cargo Company should improve its modern management ability. With the rapid development of economy, the pace of life is obviously accelerated, Chengdu Air Cargo company needs to establish a modern operation mode to adapt to the current market environment. The company needs to make corresponding adjustment and reform in rules and regulations, operation and management mode, corporate culture and other contents. Chengdu Air Cargo Company should do a good job in industrial planning and layout related to freight, improve relevant basic measures, improve the company's operation philosophy on air transportation, try to choose the most suitable aircraft types and crew members for each route, increase the cargo carrying rate in each transportation process, and improve the company's efficiency.(Development of Chinese Aviation Logistics System 2006,156.)

7 Discussion & further actions

This chapter summarizes the research results of this paper, puts forward reliable development suggestions for Chengdu Air Cargo Company based on the results, reflects on the results, evaluates the reliability of the research of this paper, puts forward suggestions for further development in the future, and evaluates the study of the author.

7.1 Main result

This paper finds that most customers of Chengdu Air Cargo are satisfied with the company's service, and some customers think that the company needs to improve its efficiency and communication methods. The company's geographical location, the company's logistics technology, logistics system, government policies, the global demand for air freight, the development of e-commerce, the development of the company's competitors and other factors affect the development of the company.

In order to achieve better development of the company, the company can implement talent strategy, information strategy, change strategy and management strategy.

7.2 The reliability and reflection of the research results, and suggestions for future research

In this paper, there are some innovations in research and investigation. Through questionnaire survey, we get the customer's evaluation on the service quality of Chengdu Air Cargo Company. The results are true and reliable.

In view of the research results, this paper puts forward some views, but there are still some deficiencies. First of all, in the survey of service quality of Chengdu Air Cargo Company, only the key factors affecting the quality of the company's clothing, such as the company's pricing and the safety of the goods, were considered, and other minor factors were not investigated. Secondly, when investigating the service quality of Chengdu Air Cargo Company, the sample object of this paper is only for the company's customers. Sample objects are relatively small, the sample size is not large enough. Finally, this paper puts forward improvement suggestions for Chengdu Air Cargo Company, but not for the entire aviation logistics industry. In future research, the scope of research should be expanded to the entire aviation logistics industry. Hopefully, there will be more research on improving the quality of air cargo services in the future.

7.3 Self-learning situation

Through the completion of this paper writing, the author has learned a lot. The author has a deeper understanding of the air cargo industry. Through the investigation of Chengdu Airlines Cargo Company, the author has a clearer understanding of the business and characteristics of air cargo companies, and a clearer understanding of the factors that affect the customer satisfaction of cargo companies.

The writing of this paper took a lot of time, but the author thinks that these are worth it, because in the process of the actual operation of the author on the structure and purpose of the paper, the writing process of the paper has a more profound understanding. It is hoped that the research results of this paper will be helpful to improve the service quality of air cargo companies.

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Appendices

Email and survey questionnaire

Hi!At present, the management personnel of Chengdu Air Cargo Company are conducting relevant research to improve the service quality of Chengdu Air Cargo Company. In order to better plan the company's future development direction and design the company's future development strategy, the staff of Chengdu Air Cargo Company need to understand the customer experience in order to analyze the shortcomings of Chengdu Air Cargo Company's services. If you are interested in participating in this process, we hope you can fill out the questionnaire. Thank you.

Luxi Du

Chengdu Air Cargo Company service quality evaluation

*1. Satisfaction with price

- | |
|---------------------------------------|
| <input type="radio"/> quite satisfied |
| <input type="radio"/> satisfied |
| <input type="radio"/> generally |
| <input type="radio"/> dissatisfaction |

*2. Satisfaction with security

- | |
|---------------------------------------|
| <input type="radio"/> quite satisfied |
| <input type="radio"/> satisfied |
| <input type="radio"/> generally |
| <input type="radio"/> dissatisfaction |

*3. Satisfaction with efficiency

- | |
|---------------------------------------|
| <input type="radio"/> quite satisfied |
| <input type="radio"/> satisfied _____ |

<input type="radio"/> satisfied
<input type="radio"/> generally
<input type="radio"/> dissatisfaction

***4. Satisfaction with communication mode**

<input type="radio"/> quite satisfied
<input type="radio"/> satisfied
<input type="radio"/> generally
<input type="radio"/> dissatisfaction

***5. Satisfaction with flexibility**

<input type="radio"/> quite satisfied
<input type="radio"/> satisfied
<input type="radio"/> generally
<input type="radio"/> dissatisfaction

The questionnaire was released through the questionnaire star applet

