



Research on Airport Customer Service Quality Improvement Strategy of AY Company

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Degree Name

Report type

Report Completion Year

Abstract

Author(s) Sun
Degree Bachelor of Business Administratio
Report/Thesis Title Research on Airport Customer Service Quality Improvement Strategy of AY Company
Number of pages and appendix pages 37 + 3
<p>Abstract: In recent years, our economic development trend is rapid, science and technology progress, the living standards of the people have a great improvement, in the case of a variety of travel tools to choose, air transport with its quick and comfortable services in place, such as characteristics are increasingly gaining people's favor However, with the rapid development of our air transport industry, along with the improvement of people's requirements for service level, there are a lot of different voices, people often complain the situation makes the civil aviation industry before the development of difficulties This paper focuses on how to improve the quality of passenger service. Drawing on the existing management theories and experiences at home and abroad, this paper firstly analyzes the internal and external environment of AY Airport. PEST analysis and Porter's Five Forces model are used for the external environment analysis, and SWOT model is used for the internal environment analysis. Based on the SERVQUAL service quality evaluation model, a questionnaire was designed to provide feedback on the passenger service quality experience of AY Airport. On this basis, deficiencies in the passenger service quality of AY Airport were discussed, including poor service concept of the enterprise, lack of employee incentives, imperfect supervision mechanism and ineffective handling of special cases Pay attention to talent introduction and training plan, formulate effective incentive measures, improve the supervision and management system, and put forward strategies to improve the service quality of AY airport</p>
Key words Airport、 Enhanced passenger services、 Quality control

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1 Introduction

1.1 Research background

With the continuous progress of our economy, people's means of travel are more and more diversified, and people's quality of life has made a qualitative leap. Land transportation can no longer meet the increasing passenger flow year by year, and people choose to take air at the same time, the demand for service quality presents a trend. The civil aviation industry is developing rapidly, and regional airports have made good achievements in facilities and equipment, passenger services, system management and other aspects. However, in the practice of quality management, there are still inevitable conflicts and contradictions between the service side and the customer side. According to the survey, dating back to the 1980s and 1990s, the construction and facilities of the airport are the embryonic form of the modern airport, now the airport construction still follows the previous design; Nowadays, with the comprehensive economic development, the use of airports in major cities has basically approached the peak, or even overloaded, which greatly hinders and restricts the development of the air transport industry. Besides, the management system and level of airports are uneven, so it is urgent to build new service airports that adapt to the current social development. In fact, the development and reform of civil aviation has gone through several stages. In the 1980s, civil aviation was transformed from military control to enterprise. In the early 1990s, the management system reform was carried out to separate the administration from the airlines and airports, and the airport service entered the period of competition in a practical sense. By the early 20th century, most airports had been separated from the Civil Aviation Administration of China and delegated to local units to operate separately. Civil aviation after such a transformation, the system has a big difference with the previous, the quality of service also needs to be based on local characteristics to develop new plans, the level of service urgently improved.

1.2 Research purpose and significance

As a transportation hub in western China, AY Airport is located in the traffic artery of southwest China, and its function and positioning are of great importance. Sichuan Province has a suitable climate and is a must-have destination for Chinese people to travel. Every year, tourists stimulate consumption and promote the development of local tourism. Passenger expectations are contrasted with the actual level of service provided by the airport. Passenger evaluation is crucial to the development of AY Airport. Based on the theories of service quality and customer satisfaction, this paper introduces the current situation of passenger service of AY Airport, investigates the existing problems in passenger service of AY Airport, and puts forward corresponding solutions and suggestions. The airport is an industry with service as its core

competitiveness. With the coming of service economy, opportunities and challenges coexist. It is of great significance for the airport to develop more compliant management strategies according to the service management theory for the realization of airport development and regional economic and social benefits. The research in this paper can provide the improvement direction for AY Airport, and provide a model for the management to formulate strategies and the executive to implement them. On this basis, it has important theoretical and practical significance to improve the satisfaction and trust degree of passengers and establish a good image.

1.3 Research contents and methods

1.3.1 Research content

The research idea of this paper is divided into the following four parts: First, combined with the current customer service situation of AY Airport, from the aspect of service object analysis; Secondly, the internal and external environment analysis is used to check the service status of AY airport. Third, by sending questionnaires to customers for sampling survey, combined with the airport's own weaknesses and other aspects to analyze the shortcomings of AY airport in terms of service; Finally, some suggestions for AY Airport to improve customer service quality are put forward by referring to the service concepts and excellent projects of domestic and foreign advanced airports.

1.3.2 Research methods

(1) Literature research method. Check and manually sort out the data and theories of service quality, and analyze the specific problems through the application of theoretical legal person.

(2) Questionnaire survey and interview method. Questionnaire is a direct and intuitive method to obtain data, through which we can quickly have a general understanding of the overall service quality of the airport and find out some existing problems. We have conducted a lot of interviews with relevant units and personnel of AY airport service, such as airport operation management department, terminal management department, ground service department and quality management department, to obtain case data. The second is to investigate customer expectations, from which to find service suggestions.

(3) Combining theory with practice. From the perspective of the actual service provided by AY Airport, this study examines various service links of the airport in this field. Quantitative description of data, the construction of evaluation index system, index weight is determined by the passenger evaluation method, reflecting the modern service concept with passengers as the core

1.4 Overlay matrix

number	Investigative questions	Theoretical framework	Results	Questionnaire Questions
1	Whether the airport security and other infrastructure are perfect.	2. 2	3. 4	1-5
2	Whether the airport service is perfect and in place.	2. 3	4. 2	6-15
3	Whether the airport staff training is in place and whether the work can meet the requirements of customers.	2. 3	4. 2	16-25

2 Overview of relevant theories

2.1 The concept of service

Service has no physical form, is the interaction between the supplier and the demander, is a kind of abstract concept

Read, through customer perception to evaluate. According to the concept and characteristics of traditional services, the concept of airport service can be derived from the characteristics of the airport industry: Airport service refers to a series of paid activity processes with airport characteristics provided by the airport operation management unit and relevant residential units to meet the needs or expectations of the airport service objectives. This activity is usually directly or indirectly by on-site staff to customers face to face exchange and communication.

2.2 Service quality analysis methods

2.2.1 PEST analysis method

PEST analysis is a basic tool for analyzing the strategic external environment. It analyzes the macro environment from the perspectives of politics, economy, society and technology or four factors. And through the analysis of these factors to find out the future development direction and goals of the enterprise. P is for politics. It refers to clear government policies and laws governing corporate activities. The legal environment mainly includes the laws and regulations made by the government that are binding on business operations. E is for economic, economic elements. It refers to the national economic system, involving industrial distribution, resource allocation, regional development goals, etc. Economic factor indicators are usually reflected by GDP, residents' disposable income level, exchange rate level and other aspects. S stands for society, social elements. It mainly includes national beliefs, values, cultural customs and other factors. T is for technology, the element of technology. Technological factors include not only those inventions that revolutionize social and economic development, but also new technological techniques, the application of new materials, and development trends.

2.2.2 SWOT analysis

SWOT analysis mainly analyzes the internal strengths, weaknesses and external opportunities and threats of the object, and lists them one by one through investigation. In order to facilitate comparison and viewing, the matrix can be adopted to analyze through systematic methods, and the existing problems can be investigated through conclusions. Analysis of strengths and weaknesses (S, W). Since the enterprise is the sum of a series of value activities, there is

competition between each other, so the analysis must be comprehensive and detailed, and the enterprise and its competitors do detailed comparison. If a company is inferior to other companies in one aspect, it has a stronger competitive advantage. Opportunity and threat analysis (O, T). The company should be able to identify well, find the current exploitable and development opportunities, avoid the threat of substitutes, and protect its core competitiveness. How to seize opportunities, reduce costs, increase value, avoid potential risks, enterprises need to focus on the analysis of advantages and disadvantages. Comprehensive analysis. In general, SWOT analysis mainly analyzes the internal (SW) external (OT) environment. It helps to quickly figure out what's strong and valuable about yourself, and what you don't want to avoid. Identify the problem, find the solution, and define the way forward.

2.3 Service quality evaluation theory

2.3.1 Service quality gap analysis model

From the mid-1980s to the early 1990s, American marketers A.Parasuraman, ValarieAZeithamal and LeonardL.Berry proposed the "service quality gap analysis model". This model is one of the basic methods to evaluate service quality, which can be used to analyze the root cause of service quality gap. It is called PZB model or SGAP model. This model shows five kinds of service quality gaps, and it can be clearly seen why service quality problems occur, which are mainly caused by management mistakes and disunity, as shown in Figure 1.

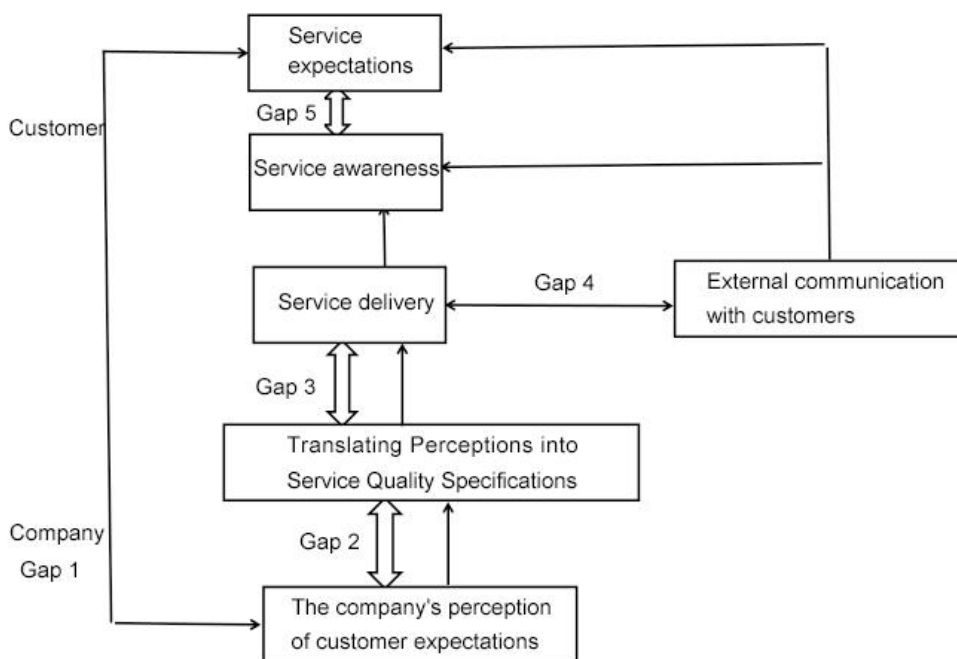


Figure 1 Service quality gap model

The five gaps that lead to service quality problems are: Gap 1 - between customers and managers: the gap between the former's expectations and the latter's views on these expectations; Gap 2 - The difference between the goals established by the manager and the customer's expectations; Gap 3 - service performance gap; Gap 4 - the gap between the mode and quality of service delivery and the coordination of the audience; Gap 5 - The gap between the customer's experience of service and their expected level of service. These five gaps not only function independently, but also coordinate and cooperate with each other. For example, gap 5 is the sum of the first four gaps. Eliminating the single gap can solve the detail problems in the service, while eliminating the sum gap can improve the service level of the whole process. (Airport development mode and management from the theory of service quality management.)

2.3.2 SERVQUAL Evaluation method for service quality

There are many evaluation methods and models of service quality, among which the SERVQUAL evaluation method of PZB is the most used by scholars in practice. From the customer's point of view, this model has five characteristics: tangible, reliable, quick response, guarantee and empathy. This model has a total of 22 evaluation indicators, which are divided into different levels, mainly measuring the gap between the service level expected by customers and the service level actually accepted. The interviewed customers need to score these indicators (the score of each indicator is 1-5, from "completely disagree" to "fully agree"), and determine the total perceived service score. To indicate the level of service. In terms of the overall passenger service quality, ensuring the personal and property safety of passengers is an issue that the ground service departments and personnel should pay attention to, so the safety dimension can be added. The specific characteristics of each dimension are as follows. (Research on Airport Service Quality Evaluation based on multidimensional and hierarchical models.)

- 1 Security : Ensure that the personal safety and property safety of passengers are not threatened.
- 2 Style: The airport has complete hardware facilities, reasonable and convenient layout, clean and comfortable environment, and the staff dress neatly.
- 3 Reliability: reduce the flight delay rate, ensure the correct delivery of luggage, and fulfill the relevant services on time.
- 4 Responsiveness : timely inform passengers of the time and place of various services and other announcements; Take good care of flight delays.
- 5 Guarantee : The staff is professional, skilled in business and good moral character.

6 Empathy : can stand in the perspective of customers, think what customers want, accurately understand and perceive customer needs.

SERVQUAL scale has good reliability and validity, which can not only be used to measure the overall service quality, but also can be used to investigate the whole service quality of the company and the service quality of each stage, so that the enterprise can clearly perceive the importance of quality and the interaction between each element.

This paper argues that the airport is a place of frequent interaction with customers, and all aspects of passengers' affairs are linked to the staff, and all aspects are indispensable. Reliability and assurance are the basis of airport services. Therefore, the SERVQUAL method is used to find and diagnose service quality gaps through questionnaires.

3 Analysis of service status and internal and external environment of AY Airport

3.1 General Information about AY Airport

AY in Chengdu International Airport (Chengdu Shuangliu International Airport, IATA: CTU, ICAO: ZUUU) is located in the southwest of AY District, Chengdu City, China, 16 km away from Chengdu. The airport Flight area class is 4F. It is one of the eight regional hub airports in China, as well as a passenger and cargo distribution center. As of August 2017, the airport has two terminals with a waiting area of 500,000 square meters, which can meet the annual passenger throughput of 50 million, and has three air cargo terminals. A total of 178 parking Spaces were set up, of which 74 were located near and 104 were located far away. In April 2001, the airport installed self-service check-in facilities at the arrival of high-speed rail and subway passengers on the negative second floor of Terminal T2.

The flight from Chengdu AY International Airport is 4F. The western runway is 3,600 meters long and 45 meters wide. South of the west runway

The end is a Class II precision approach instrument landing system, and the east runway is a Class III landing standard for A380 aircraft. machine

A total of 200 parking Spaces. The passenger facility now has two terminals (T1) and 2 (T2), which can accommodate a passenger throughput of 50 million passengers per year. In October 2001, the new Terminal 1 opened with a parallel three-fingered corridor covering 82,000 square meters. Implement the separation of entry and exit ports, introduce domestic and foreign passengers, and establish departure system, building automation system. In 2004, the 39,000 square meter International Hall of Terminal 1 opened. In July 2012, the 350,000 square meter Terminal 2 opened. The cargo terminal has one outbound warehouse and one inbound warehouse, which can send about 200 tons of goods every day. The warehouse area of the port of entry is about 800 square meters. The runway is capable of taking off and landing a variety of large aircraft, including the Airbus A380, and is surrounded by a network of taxiways.

By the end of August 2018, Chengdu Airport had 328 routes, including 201 domestic routes. There are 109 international regions with routes to five continents. In March 2022, it was ranked as the world's TOP50 busiest airports. Chengdu Airport handled 49.8 million passengers in 2022. It is 8.2% higher than 2021, and is ranked 30th in the TOP50.

3.2 Information on Passenger Services at AY Airport

3.2.1 Passenger service process

AY Airport has two terminals (T1) and Terminal 2 (T2), which can handle 50 million passengers a year. In October 2001, the new Terminal 1 opened with a parallel three-fingered corridor covering 82,000 square meters. Implement the separation of entry and exit ports, introduce domestic and foreign passengers, and establish departure system, building automation system. In 2004, the 39,000 square meter International Hall of Terminal 1 opened. In July 2012, the 350,000 square meter Terminal 2 opened. On September 28, 2004, the new international terminal of 39,000 square meters was completed and put into use, with an annual passenger throughput of more than 10 million. On 31 May 2008, the airport was able to take off and land Airbus A380 passenger aircraft. Airport throughput exceeded 30 million in 2017. Ranks among the busiest airports in the world, with more than 40 million in 2020. In 2022, the passenger throughput data of AY International Airport was released, with nearly 50 million passengers, reaching 49,902 million passengers, ranking fourth in China and first in the central and western regions.

Table 1 Annual passenger throughput of Chengdu AY International Airport in the past five years

year	2016	2017	2018	2019	2020	2021	2022
Passenger throughput (10,000 passengers)	2907.4	3159.5	3344.5	3766.1	4223.9	4603.9	4980.2

Data source: official website of AY Airport

Table 2 Inbound and outbound passenger flow of Chengdu AY International Airport in the past five years

year	2019	2020	2021	2020	2022	2022
Inbound and outbound passenger flow (tens of thousands)	50	100	200	300	400	500

Data source: official website of AY Airport

3.2.2 Passenger service items and facilities

At present, the passenger services provided by AY International Airport mainly include immigration, ticket sale, check-in procedures, waiting time, information notification, boarding, disembarkation, baggage claim, cargo transportation, inquiry, catering, shopping, car rental and other aspects. In order to meet the needs of passenger services, terminals T1 and T2 of the airport are also equipped with check-in counters, security check stations, waiting rooms, boarding gates, dining areas, etc. Shopping area, parking lot and other facilities. The current facilities and equipment are shown in tables 3 and 4.

Table 3 List of main facilities and equipment for passenger service in T1 Terminal of Chengdu AY International Airport

Services Available	Distribution position
Information counter	Departure Building 5 International Registration Hall, Departure Building 8 Domestic Registration Hall
Luggage drop point	Between gates 6 and 7 of the domestic departure Hall
Luggage packing	Departure Hall for domestic flights B and C corridors at the entrance of the check-in hall
Lost and found	Between gates 6 and 7 of the domestic departure Hall
Train ticket vending machine	Domestic arrival Exit 2
Medical service	A refers to the corridor entrance and C to the corridor entrance
Currency exchange	On the 2nd floor (Departure Hall), there is a money exchange counter next to Gate 1. The ticket counter W20-21 has an Eichy currency exchange counter.
ATM machine	There are ATM machines of ICBC, China Construction Bank and Bank of China respectively beside the elevator at Gate 5 of the 2nd floor (Departure Hall). Sichuan Airlines ticket counter Taiwan next to the postal Savings Bank, Bank of China, Agricultural Bank of China ATM machines. There is an ICBC ATM on the 1st floor (entrance hall) next to Exit 2.
First class lounge	A refers to the corridor, B refers to the corridor, C refers to the corridor
Self-service check-in	Terminal T2 minus the second floor, high-speed rail and subway passenger arrivals

Data source: official website of AY Airport

Table 4 List of main facilities and equipment for passenger service in T2 Terminal of Chengdu AY International Airport

Services Available	Distribution position
Information counter	Departure Floor Gate 11 Domestic Registration Hall, Departure floor DE security channel isolation area
Luggage drop point	N and P value one place on the rear side of each island
Luggage packing	Five entrances to the check-in hall
Lost and found	N Place one at the rear of the check-in island
Train ticket vending machine	Domestic arrival Exit 4
Medical service	G refers to the first floor of the corridor, D, F refers to the third floor of the corridor
Currency exchange	On the third floor (departure hall), there is a money exchange counter next to Gate 13. There is a business office of the Bank of China next to Gate 9.
ATM machine	There are ATM machines of Nanchong Commercial Bank and Chengdu Bank on the 3rd floor (Departure Hall) next to Gate 9. There are Postal Savings Bank, Industrial and Commercial Bank, China Construction Bank and ABC ATM machines next to Gate 13.
First class lounge	E means corridor, F means corridor, G means corridor, DE connecting corridor, EF connecting corridor

Data source: official website of AY Airport

3.3 Analysis of the external environment of AY Airport to improve passenger service

This section mainly analyzes the external environment of AY Airport from the general environment and industry competition, and analyzes the industry competition situation by combining the service experience of domestic and foreign advanced airports.

3.3.1 General environment PEST analysis

General environment refers to the overall factors and influence forces existing around the enterprise, and these potential factors interact with each other on the survival and development of the company. There are mainly four external factors: P(Political) political and legal environment, E(Economic) economic environment, S(Social) social and natural environment, and T(Technological) technological environment.

Political and legal environment

The 18th National Congress of the Communist Party of China pointed out that the development orientation of service-oriented economy should be emphasized. According to the adjustment of

industrial distribution, service industry as an increasingly important production mode, its development speed and mode will have an important impact on regional economy, therefore, to accelerate the development of service industry and strategic transformation, is an important strategic goal of economic development in the future. Civil aviation plays an important role in local economic development and improvement of local economic level, and is an important channel of external communication. Air transport is the leading industry of modern service industry. It implements the strategic deployment of the central government, promotes regional development, transforms development mode and speeds up economic restructuring. As an important aviation hub in western China, Chengdu Airport will further promote local economic development and social opening up.

Economic environment

With the continuous development of the global economy, national borders begin to blur, air transport is not only a means of transportation, but also the most convenient channel to contact other countries in addition to the Internet. Air transport provides new investment directions, rationalizes industrial development policies, improves regional service industries, creates barrier-free transportation for regional economies and international markets, and creates more employment opportunities. The development of civil aviation industry and the development of national economy support and promote each other. On the one hand, the economic development cannot be separated from the transportation industry, which is a basic industry. It conveys the economic activities between industry and agriculture, between urban and rural areas, between regions, enterprises and countries, and has a global impact on the national economic and social development. On the other hand, the development of aviation industry will stimulate consumption and thus promote economic development. Therefore, the relationship between the two is closely related and highly relevant.

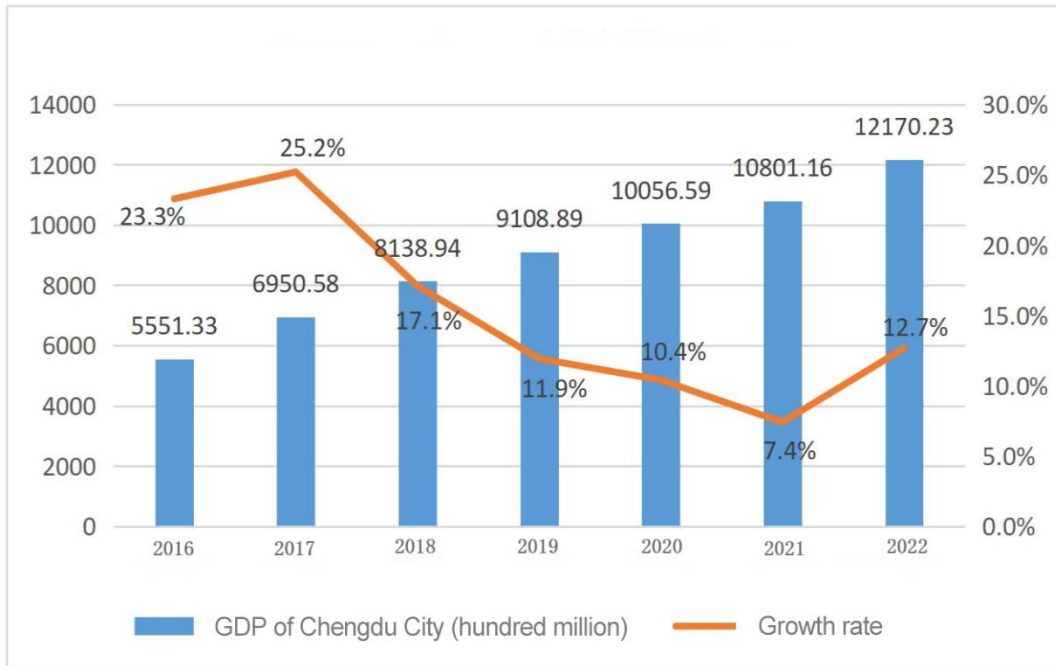


Figure 2 GDP and growth rate of Chengdu from 2016 to 2022

Chengdu is located in the center of southwest China, is the hub of economy and transportation in southwest China, and is also a tourist resort. Its natural scenery and climate are the reasons for people to go there. Therefore, a large number of passenger flow into the city can not only stimulate regional economic growth, but also promote the development of the airport. The GDP of Chengdu increased from 555.133 billion yuan in 2016 to 1217.023 billion yuan in 2022, with an average annual growth rate of 25.2%. In 2022, the comprehensive strength of Chengdu was significantly enhanced. The region continued to take the lead in economic development, with the GDP reaching 1,217.023 billion yuan, up by 12.3% year on year. At present, the development rate of Chengdu airport has exceeded the growth rate of GDP. Chengdu's GDP growth rate is significantly higher than the national level, which means that Chengdu airport has great potential for development.

Social and cultural environment

Social, demographic and cultural factors influence the way people live and consume, and have a direct impact on almost all industries. As the main body of the market, family size, age structure, values and consumption habits are closely related to regional aviation marketing. Chengdu's permanent resident population reached 15.917,600 by the end of 2022, an increase of 5.19 percent over the same period in 2021. According to the population development trend of Chengdu in recent years, combined with the population data of Chengdu in the past five years, the annual growth rate is relatively stable, and the urban population has increased slightly (see Figure 3-2). The per capita disposable income of Chengdu residents reached 16,734 yuan. Per capita

disposable income reached 18,605 yuan for rural residents and 35,902 yuan for urban residents, according to their permanent residence. At the end of last year, the per capita floor space of rural and urban residents was 53.4 square meters and 36.4 square meters, respectively.

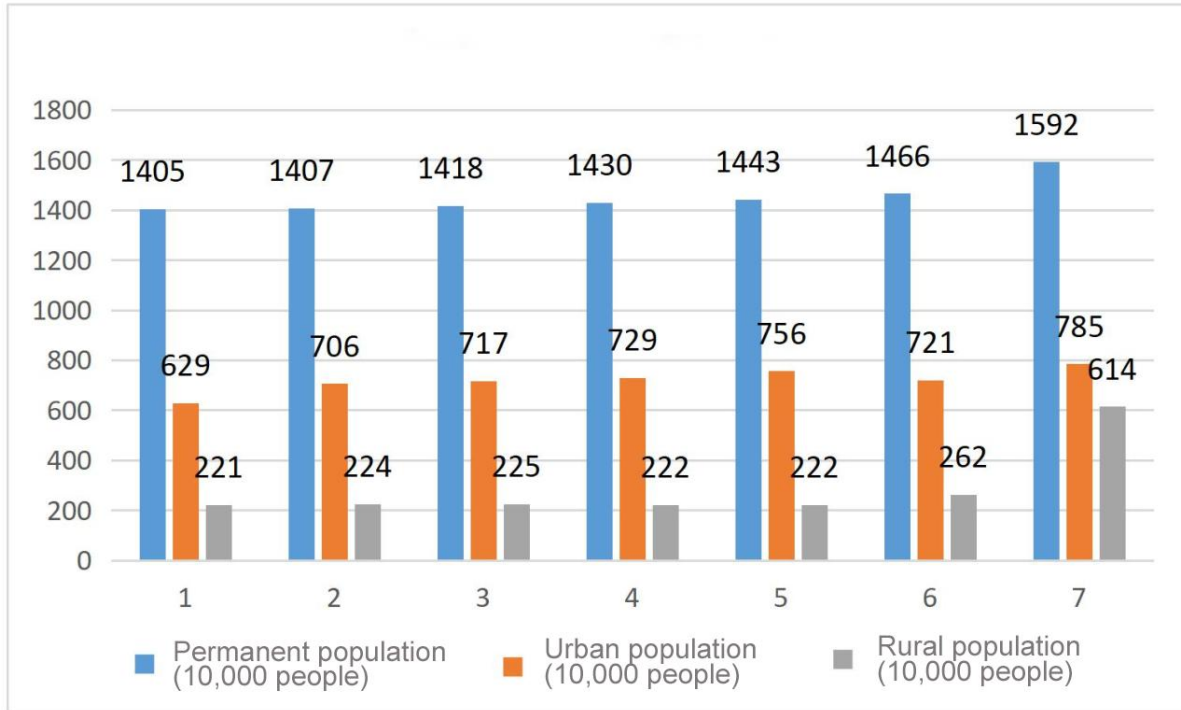


Figure 3. Population data of Chengdu from 2016 to 2022

According to statistics, Chengdu residents' consumption level has improved significantly. Education, health care, civil affairs, social security, culture and sports are all in full swing. In terms of tourism culture, Chengdu has panda base, Qingcheng Mountain, Dujiangyan and other scenic spots, as well as ten scenic spots in Chengdu: ancient Shu Liubi, Jade Hall Bai Sen, Qingcheng Pincui, Grass Hall West, Xiling Qingxue, Jiangu bamboo repair, Wenshu in the middle, Tiantai Xihui, Qingyan flower Hui, Baoguang Puzhao and other humanities. Nowadays, people pay more and more attention to cultural life and spiritual life, the development of cultural environment plays an important role, and the development of regional characteristic culture attracts a large number of tourists. AY Airport undertakes the transportation task, and its service quality will have an important impact on the development of Chengdu's tourism.

Table 5 Income and expenditure situation of urban and rural residents in Chengdu in 2022

Per capita income and expenditure	2022 year	growth(%)
Per capita Disposable Income of urban residents (Yuan)	35902	7.20%
Per capita Disposable Income of rural residents (Yuan)	18605	6.20%

Per capita building area of urban residents (square meters)	36.4	–
Per capita building area of rural residents (square meters)	53.4	–

Data source: Sichuan Statistical Yearbook

Technology

With the development of civil aviation technology, passengers will receive more quality and efficient services, and the overall competitiveness of civil aviation will be enhanced. Countries have made a lot of investment and preparation in technology. Most airports have realized automated operation and can release platform information through cloud technology and Internet functions. Introduce development system in marketing mode, make full use of resources, achieve the purpose of cost saving; The International Air Transport Association has identified that the future direction of the aviation industry is to simplify business models, reduce costs for airlines and promote electronic ticketing, which can save direct costs; Self-service check-in is convenient for customers; Rfid baggage tags, replacing current bar code tags with RFID tags, and working with airports to develop this baggage handling technology. The application of technological development in air traffic control will improve the operation capacity of the airport, the on-time rate of aircraft has been improved, and the operation efficiency of the airport has been guaranteed. With the development of the airport, the increase of facilities and equipment and the update of technology, passengers will gain more convenience.

3.3.2 Analysis of industry competition environment

Bargaining power of suppliers

Airport suppliers on the one hand represent the aviation ground service projects of the airlines and on the other hand represent the water, electricity and other energy supply units. The collection of airport ground agent service charges is realized through long-term agreements between enterprises. This also determines that AY Airport will have a great incentive to introduce new airlines and further reduce service costs. In addition, the airport installs, updates and maintains various safety facilities and equipment in strict accordance with relevant regulations.

Threat from potential competitors

The threat posed by new entrants may lead to increased competition and it is national policy that can have an impact on civil aviation operators. The construction and investment of the new airport need the approval of the National Development and Reform Commission, and after strategic

planning and target analysis, the industry entry threshold is relatively high, it is impossible to realize the construction of Chengdu large airport in the short term. AY Airport faces potential entrants that are unlikely to have an impact on the airport's development in the short term.

The experience of the same industry

The airport monopoly is mainly reflected in this aspect. The airport construction area is large, and generally only one airport is built in a certain area, which provides conditions for the monopoly. However, for AY Airport, it should still learn from the excellent service projects of advanced airports at home and abroad. The service process of famous airports at home and abroad is relatively complete and comprehensive, and other resources can help AY airport expand service projects and increase experience by learning from advanced passenger service experience of domestic and foreign airports. Therefore, this section mainly selects personalized services and outstanding innovative services of various airports to illustrate, and learns from services suitable for AY Airport through comparison. Improve the quality of passenger service at AY Airport.

First, passenger service experience in foreign airports

Singapore Changi International Airport is an important Asian aviation hub with four terminals, complete security system and convenient transportation. It undertakes flight missions to many countries, with a passenger throughput of 62.22 million in 2023. Airports pay attention to diversified services, provide differentiated services for different passengers, attach importance to the feelings of customers, and build a lasting, close and exciting emotional connection between stakeholders and brands. Changi Airport's most prominent advantage is in the design of the process, emphasizing high efficiency, aiming to provide customers with fast and comfortable service. In the service regulations made clear instructions: each passenger check-in service is not more than 10 minutes, and the border inspection time is reduced to 8 minutes; The disembarkation service is also highly efficient, with all packages being delivered to the conveyor belt within half an hour and customers arriving at the passenger-only area within five minutes. Compared with the international standard time of 45 minutes, this series of time compression service is fully 10 minutes lower. It not only saves the waiting time for passengers, but also provides convenience for the airport's overall arrangement and orderly evacuation. Meanwhile, in order to provide better service for customers, Changi Airport outsources its ground service to Swissport Airport and focuses on other service links for passengers, which plays an important role in improving customer satisfaction.

Second, passenger service experience in domestic airports

Guangzhou Baiyun Airport has advantageous geographical location, convenient transportation and natural geographical advantages. In recent years, it has developed rapidly and become the main

force in the south of the three major hubs in China. Despite these advantages, Baiyun Airport still creates high-quality service projects, especially in the details. It has launched a series of detailed service items, including reserved parking service for special passengers, special security channel for women, special car service for respecting the elderly and caring for the young, and emergency boarding channel service. Launch an extreme weather lounge service to protect passengers' comfort after flight delays; Improve the speed of wireless network to meet the needs of passenger inquiry and office, which is not fully covered in many airports; In combination with regional characteristics and according to the economic theme of "The Belt and Road", different cultural activities are carried out to emphasize regional characteristics and enhance customers' subjective feelings and travel experience.(Study on countermeasures to improve passenger service quality at Guangzhou Baiyun International Airport)

3.4 Analysis of the internal environment of AY Airport service enhancement

The internal environment of enterprises is the chip that enterprises can compete with. An analysis of an enterprise's own conditions will help it to clarify its own resources and capabilities, accurately find out the competitiveness of AY Airport in terms of service, and thus formulate strategies for improving passenger service.

3.4.1 SWOT analysis of internal environment

Strengths

The new terminal opened in 2001 with a comprehensive emergency rescue system in accordance with international standards. There are only 1024 fire and explosion detectors, 45 sound and light alarms, 6 gas fire control panels and 86 infrared radiation detectors. At the same time, install fire shutter doors in the terminal building. Excellent physical conditions and regular emergency drills provide the airport with a solid and effective emergency support capability. Since the establishment of the airport, it has successfully organized and carried out nearly 100 emergency missions, such as aircraft torsional arm breakage, oil leakage of hydraulic system, engine parking and aircraft landing runway. The rescue guarantee rate reached 100%.

Weaknesses

The passenger service development of AY Airport lacks strategic management, long-term planning and layout. Especially in recent years, with the further increase of passenger flow, how to meet the development needs of real business, strategic layout becomes particularly important. A clear understanding of the position and role of strategic management and active improvement of strategic management layout can not only help enterprises solve small-scale affairs, but also

quantify the goals to be achieved. The realization of strategic vision requires service personnel to implement in every link of work, so the formulation of vision and implementation rules appear to be very important. The details are not specific enough.

Opportunities

During the 13th Five-Year Plan period, China's civil aviation related service industry maintained a good growth momentum, and the tourism market expanded further. Civil aviation, tourism, trade and logistics complement and promote each other, and air transport has a good prospect. In 2012, The State Council issued the "Several Opinions of The State Council on Promoting the Development of the Civil Aviation Industry" : By 2020, the total volume of transportation will reach 170 billion tons, with an average annual growth rate of 12.2%. Economic and social benefits will be more prominent, and air services will reach 90% of the country's population. From 2019 to 2022, AY Airport's passenger throughput continued to maintain a growth rate of more than 10 percent, reaching nearly 50 million in 2022.

Threats

Chengdu AY Airport is located in the southwest economic circle, and while developing itself, it has great competition from the same industry. The nearest Chongqing Airport has become the main competitor. As Chongqing is located directly under the Central Government, it has strong competitiveness in terms of geographical location, business layout, operation level and marketing ability, and passengers are more likely to choose it as a transfer station. In this way, part of the customers are taken away, and we also face a huge threat to the comprehensive competitiveness of the airport.

3.4.2 Selection of passenger service promotion strategies

Table 6 SWOT analysis diagram

<p>Twist strategy (WO)</p> <p>It is suitable for enterprises with insufficient conditions and more external opportunities</p>	<p>Growth strategy (SO)</p> <p>Enterprises that adapt to sufficient internal and external conditions can increase investment and expand production</p>
<p>Defensive strategy (WT)</p> <p>Adapt to the enterprise existing internal concerns (lack of their own conditions) from the outside</p> <p>An enterprise with problems (facing external threats)</p>	<p>Diversification Strategy (ST)</p> <p>Adapt to have their own advantages, but at the same time faced with external strictness</p> <p>Steep challenge enterprise, should pay attention to risk avoidance</p>

Through the above SWOT analysis, we can see that AY Airport gets development opportunities under the policy trend, but also faces many challenges from other advanced airports. The development of local tourism economy, the increasingly diversified needs of the people, and the superior local cultural environment are all favorable opportunities to promote the development of airports. Although the passenger management inside AY Airport is still lagging behind, with low management efficiency and vague service concept. However, if the airport can seize the opportunity, make use of the growth strategy, based on the aviation industry in the future, constantly improve the professional service level, strive to build AY aviation service brand, and make service become the core competitiveness of the airport development.

4 Investigation and analysis of passenger service satisfaction in AY Airport

Based on the previous analysis of the internal and external environment of AY Airport, this chapter makes a detailed assessment and analysis of passenger satisfaction at the airport. More accurate satisfaction data were obtained by comparing the results of all passenger assessments with those of high-frequency travellers. The shortcomings of AY Airport in passenger transport were found, which set the standard for improving passenger service.

4.1 Survey on passenger service quality at AY Airport

4.1.1 Design the passenger service quality satisfaction questionnaire

Theoretical framework of the questionnaire

The questionnaire design of this study follows the service quality improvement model constructed in this paper, which not only focuses on the quality of results, process quality, image quality and environmental quality from the perspective of function. The five-dimensional model for service quality measurement is used to more accurately assess the passenger satisfaction of service quality of AY airport through the assessment of reliability, assurance, tangible, sympathetic and responsive. Based on SERVQUAL scale, some items and terms are adjusted according to the operation characteristics of AY Airport. Among them, this paper believes that "security" is a factor that can fully reflect the attention and satisfaction of passengers, so the dimension is expanded to six, and in the tangible dimension, the question "airport can provide attractive passenger transport, airline and other services" is added. In the dimension of empathy, the question "Airport pays attention to the service quality of frequent fliers" was added.

Questionnaire design

Through questionnaire survey, we can understand the shortcomings and existing resources of passenger service management of AY Airport. The survey measured passenger satisfaction in six areas: safety, tangibility, reliability, responsiveness, assurance and empathy. The questionnaire objects were randomly selected 200 passengers of AY Airport (including flight and arrival passengers), and then summarized. The survey adopts the form of sampling survey and questionnaire survey: the questionnaire is filled out by the respondents themselves. A 5-level Likenscale was used to evaluate the service quality equivalent, namely, very satisfied, relatively satisfied, average, less satisfied and very dissatisfied. See Appendix for the questionnaire.

Questionnaire content

In the first part, the basic information of the passengers involved in the investigation is to understand the main service objects of AY Airport. The second part of the questionnaire is the scale, through the sorting and analysis of these items, can obviously assess the quality of the place; The third part is that passengers are free to express their opinions and suggestions on airport services. (Reliability and validity analysis of clinical expert questionnaire for coronary heart disease)

4.1.2 Statistics of survey data

Analysis of basic passenger information

A total of 200 questionnaires were sent out in this survey, among which 156 were valid, with an effective recovery rate of 78%. Female passengers accounted for 33% and male passengers accounted for 67%. 71% of the samples visited AY airport for the first or second time, and 21% of the passengers visited AY Airport more than 5 times; Forty-nine percent of travelers went on travel and 18 percent went on business.

Gender ratio analysis of passengers

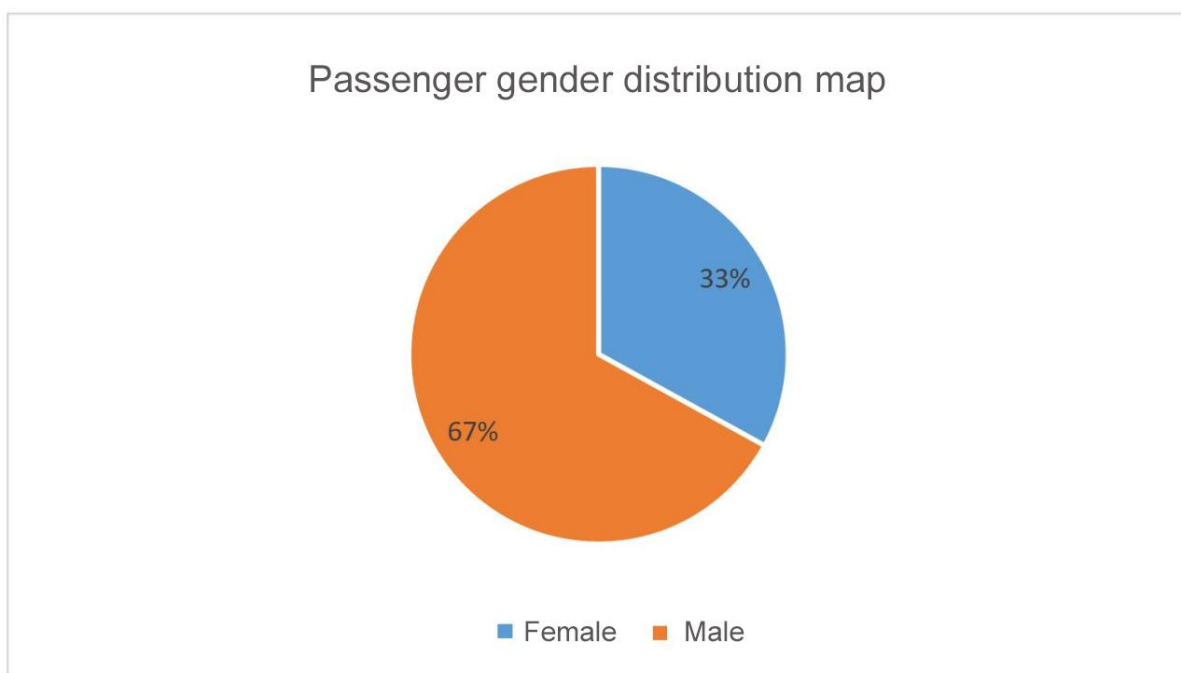


Figure 4 Sex ratio distribution of passengers

Like the overall situation, AY Airport also has a large proportion of male tourist passengers, twice as many as women. Therefore, in terms of related software and hardware Settings, airports should

give more consideration to the travel experience of male customers to improve satisfaction. At the same time, facilities such as mother and baby rooms are also important.

Analysis of age distribution of passengers

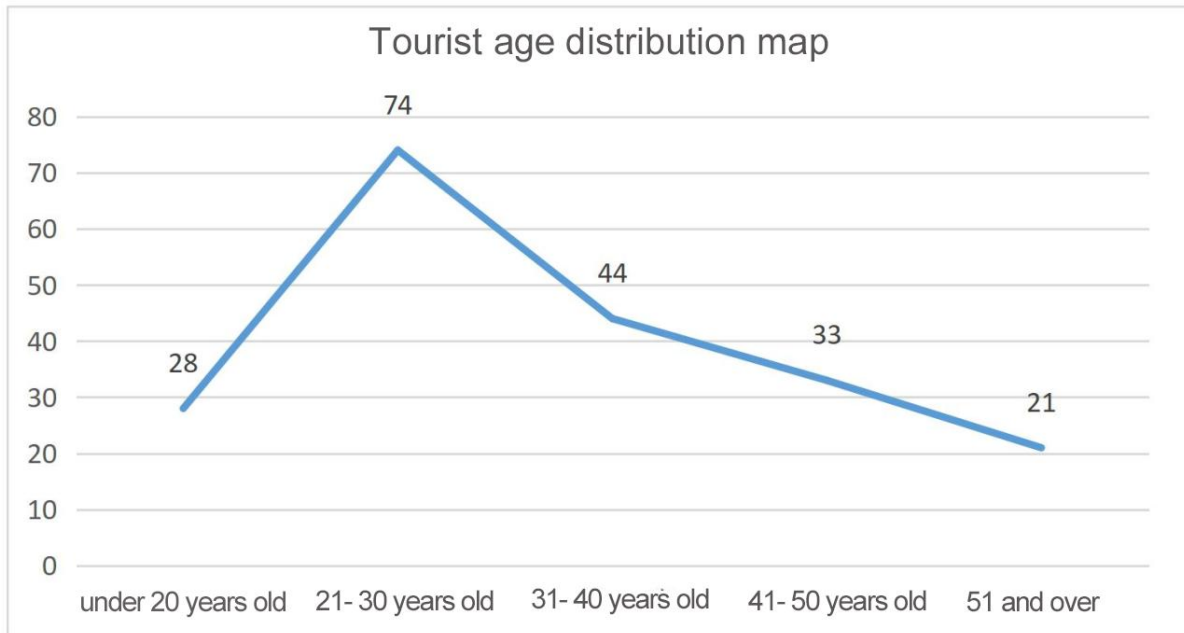


Figure 5 Age distribution of passengers

As can be seen from the figure, the proportion of passengers between 21 and 40 years old who travel is the largest, about 59%; Customers aged 41 to 50 accounted for 16.5% of the total; That compares with about 14 percent of customers younger than 20. It can be seen that the age of travelers is mainly between 21 and 40 years old. AY Airport should pay more attention to the service and satisfaction of these passengers.

Analysis of educational distribution of passengers

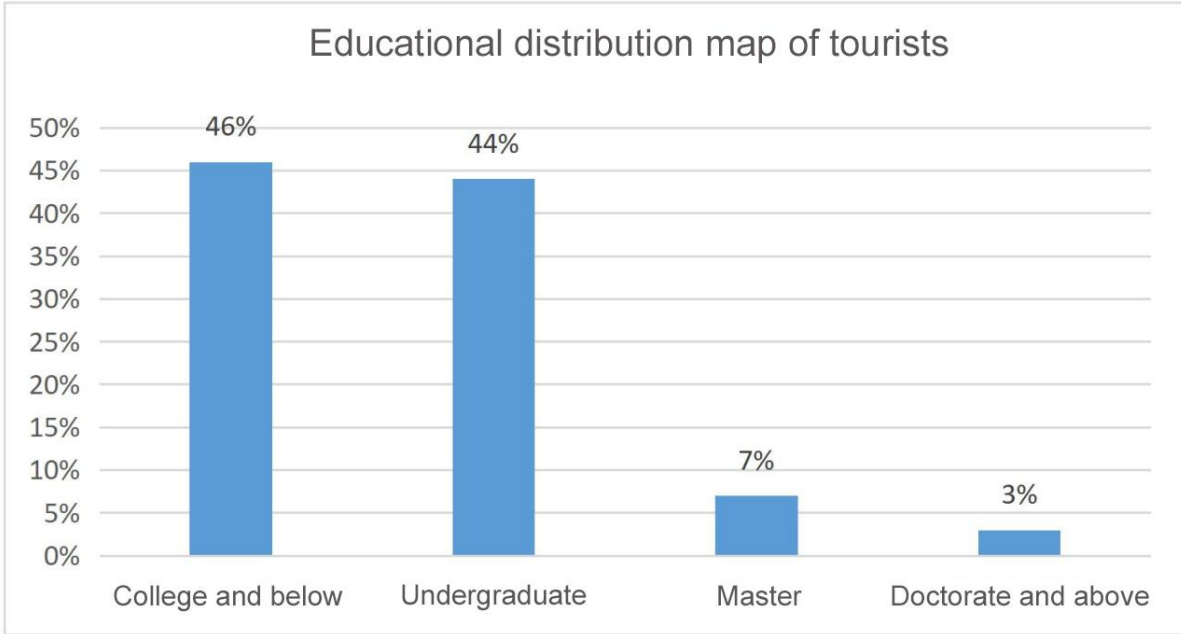


Figure 6 Education distribution of passengers

From the passenger education distribution map, the main passengers of AY Airport have bachelor's degree or below, accounting for 90% of the valid survey. Therefore, paying attention to the preferences of this group and having a detailed understanding of their travel requirements and habits will have a significant impact on improving the quality of service.

Analysis of the number of passenger visits to the airport

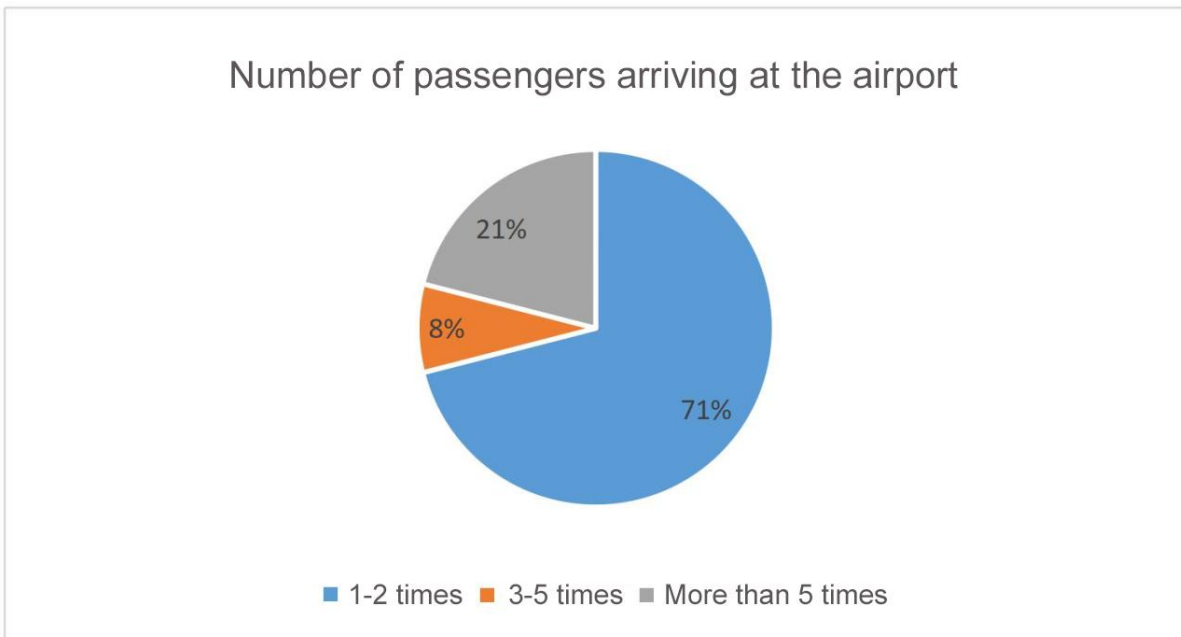


Figure 7 Distribution of passenger visits to the airport

图 7 旅客到机场次数分布图

As can be seen from the figure, most passengers arrive at the airport less often. The impression and evaluation of these passengers on the airport service is particularly important, and the airport should pay attention to the service of these passengers.

Analysis of passenger travel purpose

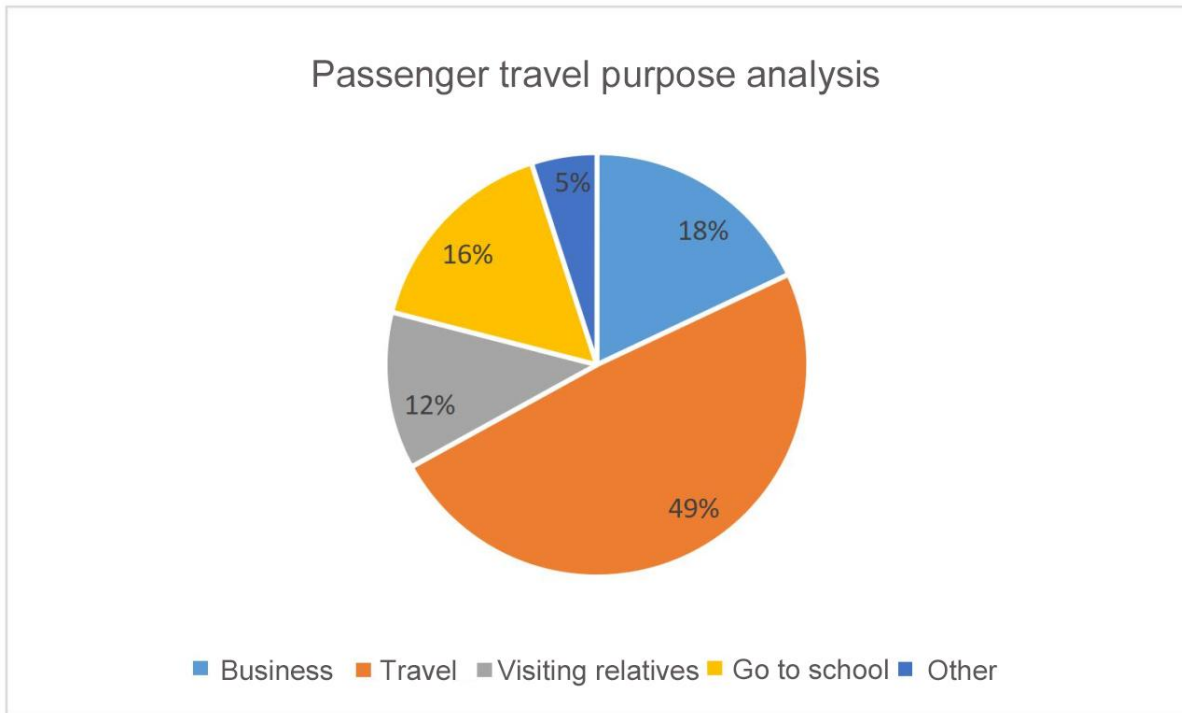


Figure 8 Passenger travel destination distribution

It can be seen from the proportion distribution in the figure that nearly half of the passengers arrive at the airport for travel purposes. Combined with the number of passenger trips, it can be seen that the number of travelers who arrive at the airport for travel purposes is less, and there are more scenic spots in Chengdu and even Sichuan. Passenger satisfaction is not only related to the development of the airport, but also related to the development of tourism economy in southwest China.

4.1.3 Passenger service quality satisfaction analysis

According to the SERVQUAL Scale, a "safety" dimension was added to the questionnaire satisfaction survey section, which consisted of 25 items. Specific survey results are as follows:

Table 7 Results of questionnaire on passenger satisfaction of main service at AY Airport

element	item	Very satisfied	Relatively satisfied	In general	Less satisfied	Very dissatisfied	Expected value
security	The security check equipment is complete and the security check process is meticulous	44%	40%	13%	2%	1%	84%
	Flight area, terminal, boarding bridge and other safe and reliable without damage	45%	35%	18%	1%	1%	80%
	Fire protection, monitoring, access control and other security facilities are effective	36%	33%	26%	3%	2%	69%
tangibility	Airport staff service is orderly and excellent	53%	36%	10%	0%	1%	89%
	The airport has convenient transportation and reasonable flight routes	52%	41%	6%	1%	0%	93%
	The airport signs are eye-catching and the environment is clean	53%	38%	9%	0%	0%	91%
	Advanced and supporting service facilities	49%	40%	10%	1%	0%	89%
	The airport provides efficient, fast and convenient procedures for check-in, boarding and baggage claim	46%	37%	17%	0%	0%	83%
reliability	Airports are trustworthy and reliable for passengers	40%	42%	18%	0%	0%	82%
	The services can be accurately implemented to the actual place	43%	42%	15%	0%	0%	85%
	Customer needs as the first purpose	38%	33%	21%	6%	2%	71%
	Airport services can be efficiently completed	41%	34%	22%	2%	1%	75%
	When passengers are in trouble, the airport can show concern and help	37%	33%	26%	2%	2%	70%
responsiveness	Airport staff are willing to help passengers and patient	44%	41%	14%	1%	0%	85%
	Airport staff were too busy to provide immediate services to meet passenger demand	27%	34%	25%	10%	4%	61%
	The exact hours at which the airport can provide services to passengers	56%	31%	12%	0%	1%	87%
	The airport provides efficient and speedy service	49%	39%	12%	0%	0%	88%

assurance	Airport staff are polite	46%	47%	4%	2%	1%	93%
	Employees have the flexibility to provide better service	37%	46%	13%	3%	1%	83%
	The airport staff is competent	50%	44%	3%	2%	1%	94%
	Passengers feel safe and assured about the service processes and activities at the airport	51%	34%	13%	1%	1%	85%
	The airport provides reasonable service hours and covers passenger needs	51%	33%	15%	1%	0%	84%
	Airports can offer passengers more quality in special circumstances service	36%	27%	25%	11%	1%	63%
	Airport service products are comprehensive and personalized	27%	19%	29%	19%	6%	46%
	Airport staff to protect the interests of passengers	35%	42%	20%	2%	1%	77%

Passengers' expectations of airport service can be expressed as "very satisfied" and "satisfactory" results. As can be seen from the survey data in the table, the proportion of items in the six elements is "very satisfied", and "satisfied" is basically 80%. The two factors of assurance and response are relatively high. Secondly, passengers' satisfaction with airport service level, boarding and security service comprehensive evaluation is higher, and the result quality is higher. Airport service products, timely meeting passenger service needs and service satisfaction under special circumstances are the lowest, which shows that airports have more improvements in increasing the diversity of service products and improving the quality of service environment.

In addition, the quality of airport extension services will also affect customer satisfaction, but the airport does not provide these services, but they are part of the airport management, customers will subconsciously attribute these services to the airport services, so this part of services also need to conduct customer satisfaction survey and corresponding analysis, the specific survey results are as follows:

Table 8 Passenger satisfaction survey results of AY Airport extended service

Extended service content	Very satisfied	Relatively satisfied	In general	Less satisfied	Very dissatisfied	Expected value
Able to provide a variety of food and beverage service	22%	33%	38%	5%	2%	55%

Freight services are relatively sound	13%	24%	56%	4%	3%	37%
All kinds of advertising signs are eye-catching	44%	27%	25%	3%	1%	71%
The interior of the airport is clean	45%	30%	22%	3%	0%	75%
Travel agency services are more comprehensive	30%	24%	42%	2%	2%	54%
Timely supply of seasonal fruits, duty-free goods, etc	50%	26%	20%	2%	2%	76%
The packing service is convenient	33%	26%	39%	1%	1%	59%

It can be seen from the survey results that customers' expectations are basically in the middle position, with high satisfaction on advertising, airport cleanliness and shopping, but low satisfaction on other services. On the one hand, it may be that passengers pay more attention to the immediate services, but do not know much about freight services, or do not pay much attention to hotel services. On the other hand, passengers have a big dispute over the speed and quality of packing. These aspects will affect customers' overall evaluation of the airport.

4.2 Analysis of existing problems of AY Airport

4.2.1 Poor service concept

When implementing the service, the airport pays too much attention to the personal behavior of the staff, which is mainly limited to asking what they should or should not do, ignoring the emotional problems at the psychological level of the staff, which cannot be a good democratic management. Employee service ideology is rigid. Unlike safety and efficiency, which can be quantified and evaluated, service quality is intangible and difficult to measure. The "productivity" generated by it is also invisible and intangible, so many managers do not pay enough attention to service work. I just want to work hard, not safe, not hard, get good grades.

4.2.2 Relatively insufficient service personnel

Although some airport services can be self-service, but some processes still need staff and customers face to face communication, such as: check-in desk, information counter, personal inspection, luggage packing and handling, these aspects also achieve unmanned management. In

addition, especially at regional airports, due to the small number of daily flights, multiple jobs and overtime are often required if there are more passengers and cargo. Reasonable arrangement and improvement of the utilization rate of existing human resources is the key to solve the problem.

It's harder for employees to get support from airports. Airport managers pay more attention to economies of scale, such as increasing the number of passengers, while ignoring the importance of service quality. This kind of management idea does not grasp the key points, manage broadly, and there is no special department to evaluate and control the quality. At the same time, management measures are not in place and supervision is not enough, which makes it difficult for customers to implement service quality standards.

4.2.3 Lack of employee incentives

The first is the wide disparity in pay. There are differences in the timing of airport construction and project implementation, and there are also different forms of recruitment: permanent, contract and short-term work. Due to the lack of uniform treatment, it is not conducive to the sense of belonging of employees and motivate new employees. Secondly, it is post-evaluation, salary and benefits, job promotion, evaluation, rewards and punishments, etc. The inspection standard only starts from the cost and internal efficiency of the enterprise, ignoring the difficulty of the service of the employees at the bottom and examining the quality through the work efficiency unilaterally, which is not only inconsistent with the idea of service, but also not conducive to the motivation of employees. In addition, the culture and atmosphere of the enterprise also have a more profound impact on the employees. The working atmosphere of the enterprise is poor, the evaluation concept is backward, and the employees may only see the service as a task rather than internalizing it. Of course, the service quality of employees is not very high, and the quality of individuals is inevitably related.

4.2.4 Work procedures and service standards are not detailed enough

The work process of airport service is not detailed and service error events occur. What's more, passengers hate the occurrence of flights that can't take off on time or other special circumstances, which have a serious impact on passengers' personal travel plans. For some frequent abnormal situations, the airport should have and improve the special flight handling measures, from the perspective of passengers to develop more perfect service procedures. Only in this way can we provide quality service in emergency situations.

As a company with high security requirements, service program standards are relatively good. Multiple security departments of AY airport have not formulated corresponding service quality standards according to the actual situation, and also lack process standards and environmental

quality of service quality. For example, there are no clear standards for terminal facilities, catering prices and airport entertainment services.

5 Research on countermeasures of airport to improve customer service quality

5.1 Improve the service management system, establish advanced service quality concept

Improving service consciousness is the premise of improving service quality. At present, the work of airport service agencies is not in place, the hardware facilities are not perfect, and the problem rectification has not been reflected. The embodiment and improvement of staff's service consciousness need comprehensive quality management. Through quality and efficiency, we will find new impetus and turn service cost into service efficiency and service revenue. One of the specific actions should be implemented in all departments, do a good job in the connection and connection between departments, shorten the communication time, and accelerate the transmission of information between different departments; Departments should collaborate on innovation, pooling intelligence to provide innovative services and products, optimize brand value, reduce expenses; Write service awareness into the employee handbook, including how to smile, how to be patient, how to be warm, how to be polite and dignified, to provide quality service to customers from the source.

5.2 Strengthen the introduction, training and use of talents

At present, the recruitment of staff in AY Airport is basically too limited, which is usually for college students, family members of cadres, etc., which makes the enterprise miss a lot of talents. The enterprise should broaden the recruitment scope and open to the society and overseas talents. During the internship, I will give one-to-one guidance and record the work situation. If a few times do not meet the requirements of the work standard, I can continue to investigate until I meet the requirements. If I still do not meet the requirements within the time limit, I will hire others.

Employees are the most important human resources of AY Airport, and the quality of employees is related to the operation and subsequent healthy development of the airport. Without the cooperation of staff at all levels and the implementation of the program, the quality of service is difficult to achieve. Therefore, airport personnel selection should pay attention to professional ability, communication skills, attitude towards people and other aspects, give full play to the advantages and specialties of employees, people with different abilities and characteristics cooperate and complement each other.

5.3 Establish an incentive mechanism for employees to strengthen their awareness of active service

Airport services are intended to achieve two things: Internal employees work actively and are satisfied with the current situation, while external customers are highly praised. The design of a good salary system can solve these problems. By combining employees' contribution and customers' evaluation, and paying attention to employees' salary expectations, it is clear whether staff care about training mechanism, salary level or development space, and match their respective requirements with actual work performance. Take into account the compensation system.

The rationality of the design is also reflected in the payment method, which adopts the basic salary plus performance salary model commonly used by most companies. The fixed salary is distributed according to the position level of the staff, and it should be transparent and open. The main aspects of performance are more comprehensive, including the professional quality, personal special skills, innovation in work and so on. This part of salary can fully mobilize the enthusiasm of employees and enhance the awareness of service.

5.4 Establish a standardized service management system

The service inside the airport is relatively specific and intuitive, but according to different customers' different understanding, the evaluation is also mixed. For example, customers have different interpretations of guidance signs and misinterpretations of arrows, which can't solve problems quickly, so it's important to get the details right. First of all, the airport can segment the target customers, which customers need what kind of services; Secondly, flexible provision of services, not rigid dogma, flexible response to the needs of passengers; Finally, we should pay more attention and patience to the special groups whose actions remain the same, and provide detailed services in every corner of the airport.

Airport service processes and links are more complex, and the similarity between each service item is low, but this does not prevent the development of service standards for each link. The current service standard is set from the perspective of the airport, the defect is that less consideration of customer needs. Certain fixed standard items, such as security standards, contraband standards, are set according to the regulations of the industry, and can be improved in the specific service, such as staff etiquette, posture, etc., can be timely adjusted. Face-to-face communication between staff and customers can improve service quality. AY Airport should pay attention to the reference and implementation of advanced service standards, do a good job in staff quality training, and formulate detailed rules of staff service standards.

6 Conclusion

AY Airport has always been committed to providing high-quality and satisfactory service to passengers. The discussion and research in this paper can provide some practical suggestions for AY Airport and play a certain role in improving its service quality. AY Airport has developed rapidly in recent years, and its scale is constantly expanding. It is also constantly exploring and improving how to occupy market share and advantageous position in the competition in the same industry. It hopes that in the future work process, it can improve the management system and process more, and build a first-class advanced airport in China.

There are still many shortcomings in this paper. First of all, the theoretical research is not deep enough. The theory of airport service is closely connected with other disciplines, and the research on systematical aspects and practical suggestions is insufficient. The second is the investigation of the evaluation system. The statistical research is insufficient and the data processing is rough. In the future, the questionnaire dimension can be further expanded.

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Appendices

Passenger service questionnaire of Chengdu AY International Airport

Hello, we are now doing a questionnaire survey on airport satisfaction. The content you filled in will not be disclosed to the public. It will take up your precious time to fill in the questionnaire.

I. Personal basic information

1. Your gender, male female

2. Your age: 17 and under 18-28 29-39 40-49 50-59 60 and above

3. Your education: high school and college above master of master of undergraduate course

4. Your travel reason: working tourism visit other schooling other

II . Please comment on the following airport services:

number	content	Very satisfied	Relatively satisfied	In general	Less satisfied	Very dissatisfied
1	The airport has adequate and reasonable security inspection equipment and facilities as well as efficient and meticulous security procedures					
2	The flight area, terminal, boarding bridge and other hardware facilities of the airport are safe, reliable, without damage or failure					
3	The airport has adequate and effective fire protection, monitoring, access control and other security facilities					
4	The airport is well - marked and has a clean and orderly environment					
5	The airport has modern service facilities and trade supporting services					

6	This airport is worthy of your trust and reliance					
7	The airport can accurately provide you with the promised services					
8	Our airport always puts your needs at the forefront					
9	We can provide you with the exact time of service					
10	Our airport can provide you with efficient and prompt service					
11	The staff of this airport have clean service and appearance					
12	The airport offers attractive passenger traffic, flight routes and other services					
13	Our airport can provide you with an efficient, fast and convenient check-in, boarding and baggage claim process					
14	The airport promises you things that can be done promptly and efficiently					
15	When you are in trouble, we can show you care and help you					
16	Our airport staff can get proper support from the company to provide better service					
17	The airport understands the different needs of passengers and provides personalized service products					
18	Our airport staff are motivated to help achieve the best interests of our customers					

19	Our service hours can meet your needs					
20	Our airport is able to identify frequent fliers and provide them with better and better service					
21	Our airport staff are always willing to help passengers					
22	Staff at the airport are too busy to provide immediate service to meet passenger demand					
23	The staff at the airport have demonstrated a wealth of professional knowledge and excellent working ability					
24	You feel safe and assured about our service processes and activities					
25	The staff at this airport are polite to you					

III Your general comments and suggestions on the passenger service of the Airport?