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WORLD MARITIME UNIVERSITY

Shanghai, China

Process Optimization in Freight Forwarding Industry

By

Shi Xiaohua

China

A research paper submitted to the World Maritime University in partial fulfillment of the requirements for the award of the degree of

MASTER OF SCIENCE

In

INTERNATIONAL TRANSPORT AND LOGISTICS

2011

DECLARATION

I certify that all the material in this dissertation that is not my own work has been identified, and that no material is included for which a degree has previously been conferred on me.

The contents of this dissertation reflect my own personal views, and are not necessarily endorsed by the University.

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ACKNOWLEDGEMENT

I am deeply appreciative of my supervisor Professor Liu wei's help. He provided me with kindness and valuable guidance during my whole writing process. His structured working attitude enlightens me not only in this thesis but also in my future study.

Second, I would like to thank my parents and my husband Chen Sicong. No matter what difficulties I meet, they are always there to help me to overcome these troubles. They also do their best to support me a quiet environment for studying in the past two years.

Last but not least, I shall extend my thanks to my bosom friends, Ding Yutian, Shen Zhengle, Xu Yifan and Zheng Jiaojiao. It's my honor to know such great friends like them. I really appreciate the help and encouragement that they have given to me.

ABSTRACT

Title of Dissertation: Process optimization in freight forwarding industry

Degree: Master of Science in International Transport and Logistics

China's international freight forwarding industry is suffering from the impact of economic globalization, which requires its own freight forwarding business based on the characteristics of continuous improvement and open up the market to develop innovative services to the primary interests of customers, from traditional business to develop new value-added services. Only in this way China's freight forwarding business can develop under the influence of the economic globalization of the international freight forwarding logistics, and better meet the challenges and continue to grow and develop.

This paper analyzes the current operating process in the Chinese freight forwarding industry, especially the customs clearance process and seeks to find a path to the reformation of the customs organizations and service process to optimize the overall operation and output efficiency. The method used in this study is based on BPR. The advanced customs administration and risk theories are also used for reference. The orientation is to set up a comprehensive risk management system and to facilitate the law-abiding of enterprises. The following step is researching the requirements of modern customs development, integrating the system, information, function and HR resources in order to optimize the customs administration and realize the differentiation of customs clearance, centralization of parameter management, completion of risk control, as well as optimization of resource configuration at the next step. The ultimate aim is to find the approach to set up an intelligent customs through the forward-/backward-shift and outward-association of the operation process in freight forwarding system.

Key words: logistic; BPR; freight forwarding

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Chapter 1 Introduction

1.1 Background of the research

With economic globalization and information technology driven, modern logistics industry from the traditional transport services for the community, extending to modern technology, management and information technology as the pillar of the integrated logistics system. Currently, many countries and regions have formed a more mature concept of logistics management, advanced logistics technology and efficient logistics operations system. Logistics is the flow of referring to things, that material information from suppliers to those in need of physical movement, is to create the timing, place of the value of economic activity. Logistics is the study of material flow, personnel flow, information flow and energy flow Plan, regulate and control science. It has broad prospects for the 21st century. Logistics (Logistics) The term comes from the U.S. military during World War II material distribution logistics engineering (PD-Physical Distribution), later in Europe and Japan have also been widely used. Generalized modern logistics, its operation including packaging, handling, transportation, storage, distribution processing and information management, involving the raw materials, production and processing to final customers all processes. It consists of three phases: 1. Purchasing and Management (Purchase and management), to complete the procurement of raw materials from suppliers served manufacturing center after primary treatment (production plant), which is third-party logistics 3PL; 2. Material flow (Material Flow), the internal logistics, and its functions include storage, handling, waiting or delay, processing or assembly; 3. Material distribution (Physical Distribution) service users to the product, its features include distribution, storage, picking and sales. The contents of the logistics involved. John J. coyle (2000), Edward J. Bardi (2001) that logistics is to meet the needs of customers, from the beginning to the end of consumption (including purchase, delivery, enterprise and corporate foreign goods flow), the raw materials, semi-finished and

finished products, services and the flow and storage of relevant information Efficient and effective planning, implementation and control process. Logistics process for decision-making framework for a system, the organic combination of transportation, inventory level, storage level, storage space, material handling systems, packaging and other services, including cost analysis and related activities. CLM (Council of Logistics Management) latest definitions (1998) that, as part of a supply chain is to meet customer needs, planning, execution and control sites from the source to the consumer products, services and information related to positive , reverse flow and storage in order to achieve efficient, cost-purpose .

Around the logistics of research has focused on distribution channel management, e-commerce logistics chain in the electronic supply chain management (inventory management) and logistics and distribution of vehicle scheduling and other aspects. Dantzig and Ramser's logistics and distribution vehicle scheduling problem, commonly known as vehicle routing problem abroad or vehicle scheduling problem. Generally thought that, without regard to time requirements, only the placement of lines in the space referred to as vehicle line arrangements VRP; consider the time required to arrange for the vehicle scheduling problem called the time line VSP. Some scholars do not distinguish between the two, but with specific constraints attribute, for example, there will be time-vehicle scheduling problem called the vehicle routing problem with time windows, and so on. Logistics vehicle scheduling problems are generally defined as: for a loading point and (or) unloading point, the organization the right lane line, so that goods vehicles ordered through them, to meet certain constraints (such as cargo demand volume, delivery volume, delivery time of delivery, the vehicle capacity constraints, limited mileage, time limits, etc.) to achieve certain objectives (eg, shortest distance, least cost, time, as little as possible, using as little as possible the number of vehicles, etc.).

For enterprises, optimize logistics system, which will reduce total logistics costs, increase service quality, reduce inventory costs, reduce demand information distortion

amplification of a bullwhip effect, significantly reducing the cost of what-1 does not work. Rationalization of production and logistics processes, reduce costs of production, the process is no doubt that these businesses reduce costs and improve operational efficiency of the process. Production of the product must get on the market, to complete their mission. The reliable supply of the commodity markets must rely on their own or the Principal or the sale of logistics to complete. Without logistics, companies do not have raw materials and market. Logistics Outsourcing is an enterprise to outsource logistics to a professional logistics service companies that third-party logistics companies. In today's competition continues to increase and the social division of labor against the backdrop of increasingly refined, the logistics outsourcing (ie a third party logistics) has obvious advantages, companies can focus on their core business; reduce costs; reduce the investment in fixed assets; for customers to create more value and so on.

1.2 Research objectives

BPR is the most advanced theory of management. Its core idea is to reform the existing service process with the aid of IT so that the center of an enterprise can be shifted from function to process.

This paper analyzes the current customs clearance process in the Chinese customs system and seeks to find a path to the reformation of the customs organizations and service process based on BPR so as to optimize the overall operation and output efficiency. The advanced customs administration and risk theories are also used for reference. The orientation is to set up a comprehensive risk management system and to facilitate the law--abiding of enterprises. Following the requirements of the second step of modern customs development and integrating the system, information, function, and HR resources, we aim to optimize the customs administration to realize the differecialization of customs clearance, centralization of parameter management, completion of risk control, optimization of resource configuration. The ultimate aim is

to set up an intelligent customs through the forward-/backward-shift and outward-association of customs clearance.

1.3 Literature review

As in all the possible factors that drive the logistics outsourcing, enterprise globalization management by many scholars as the most prominent factors (Foster and Muller, 1990; Rao, et al., 1993; She Wu e, 1990; Trunick, 1989). The growing global market for logistics services continues to grow (Bovet, 1991; Cooper, 1993; Fawcett, et al; McCabe, 1990; Why bark, 1990). It leads to more complex supply chain (Bradley, 1994), involved in more international transportation logistics and warehousing services. For the target country and its infrastructure customers lack of knowledge prompted the company to seek third-party logistics providers of expert knowledge and technical assistance. Third-party logistics refers to a single contractor to provide comprehensive based on contract logistics services (Jon Africk, A. T. Keamey). They provide "at least two or more bundles or associated services, and has the responsibility to use obvious information system dedicated to the logistics process" (Bradley, 1994). However, it must be noted that outsourcing "can be a very narrow way," confined to one type of service (such as storage) (Lieb, et al., 1993). Tian Yu defines it as third-party logistics providers in a specific period of time according to the price of a particular demand for logistics services provided to the individual series of logistics services, this service is in the modern electronic resume Information technology based on the child, is the alliance between enterprises. Provide third-party logistics service is not necessarily a single contractor, it can be a number of enterprises, and generally tend to be more than third-party logistics providers, logistics service for the same demand-side services.

Third-party logistics providers can enhance value creation for business, quality customer service through fast so that customers more competitive and profitable (Daugherty and Pittman, 1995). Third-party logistics providers is one of the most

important reason is that they can provide customers with expertise and knowledge, professional skills and knowledge which is difficult to obtain, or the high cost of self-employed (Byrne, 1993). Third-party logistics providers and their customers work through the knowledge gained so that they and other users to compare companies, which may be found to use this reduce costs and improve customer services. JIT Growing popularity of the concept of third-party logistics companies are also promoting other major factors (Goldberg, 1990). The operation of the steering JIT, inventory control and logistics is in terms of manufacturing and distribution operations even more critical. In the JIT environment, the complexity and cost of the operation prompted many potential adopters of JIT to use its corporate structure outside resources to supplement the resources required for their organization and expertise. According to Goldsmith (1989) point of view, public warehousing services, logistics outsourcing is the oldest form. Later, Richardson (1992) on this list increased marketing, packaging, transportation, distribution, import And exports. It is only natural, because the third party does have to decide where to store the goods, how goods packaging and transportation, and select the goods to the customer the best model (Hill, 1994). Because third-party providers are increasingly being used to complete the value added activities such as assembly and quality control (Fawcett, et al., 1993), the list is still expanding. Some companies simply do not participate in cargo handling, they only sell software or consulting services (the article said China's current number of such companies as the Fourth). Other companies, such as customers pay for processing and tracking of transportation costs and other debris. Many Third Party logistics company providing information systems such as logistics, transportation, warehouse management and operations, carrier selection, freight rate negotiations, fleet management operations, returns processing and other services (Lieb and Randall, 1996). Muller (1993) first proposed the two third-party logistics provide the basic types, which is based on the operation and information-based third party logistics providers. Then, Muller (1993) J repair themselves in this classification under the proposed third-party logistics providers, the following four types: (1) provider based on fixed assets. These enterprises mainly through the use of their own

assets to provide logistics services, typically a warehouse truck fleet or a group or both. (2) Based on management provider. Information systems and consulting services through the provision of logistics management services, usually play a role as a general contractor for a client some or all of the business sector services. These companies do not have their own transport or storage assets. (3) Mixed type of provider. The company has assets, typically such as trucks, warehouses, or both. They are not limited to the use of these fixed assets, also based on the need to contract with other subcontractors. (4) provider-based administration. These enterprises mainly provide administrative services, such as payment of freight.

This classification is similar to the Afri'ick and Calkins (1994) proposed the classification, they proposed the main asset and non asset-based third party logistics provider types, there is a third type is mixed. Mixed provider of asset-based third party logistics providers, affiliates, they use some of the parent company (asset-based third party logistics providers) to provide logistics services to third-party logistics sub-specializes in providing services. Select assets of third-party logistics providers has many advantages (Africk and Calkins, 1994). These providers have treatment and maintenance of equipment, facilities and practical operation of the knowledge and experience for the customer cost savings, but also help Reconstruction of operational processes to help customers to improve efficiency, reduce costs and provide services. Chinese scholars have done in this area a lot of research. Haoju Min (2002) in accordance with resource integration, service content, service area is divided into eight third-party logistics enterprise model: the first two is a theoretical model, theoretical model II, integrated logistics model, integrated agency model, functional logistics model, functional agency model, centralized logistics model, the gap logistics model. BUSINESS AND (2004) in dozens of visits to research advanced logistics business, master of business operation of a large number of first-hand information based on the summary of the eight views with reference Defined pattern. The extended model of logistics services, trade logistics service mode, project logistics service mode, mode of customized logistics services, logistics consulting

service mode, output mode logistics management, logistics chain business model, the logistics strategic alliance; Mengxiang Ru (2007) in the third logistics enterprises are divided into asset and non asset based on the type of classification, in turn divided into the traditional outsourcing of asset-based mode of operation and strategic alliance-based mode of operation: non-asset based third party logistics enterprises are divided into operational mode and integrated logistics software agent technology and information service mode of operation.

Freight forwarding company is responsible for the goods transportation business, which is not only domestic but also foreign trade. An agent can direct the company in the air or sea or rail companies booking, two have only one booking, so the formation of international freight forwarding industry, is an international commodity circulation inevitable product of the process, international trade an integral part of, and as such, the industry has been recognized as the world's freight forwarding business in international trade. The English name FORWARDERS, and for the establishment of the international organizations, namely, "International Federation of Freight Forwarders Associations ", the English abbreviation for "FIATA . "International freight forwarding business operator as an independent business in international freight forwarding, they received the goods out of the consignee or consignor or his agent's commission, the issue of transport documents, to perform the contract and payment of freight and transport service charge behavior. Freight forwarding industry in the international freight market, is between the shipper and the carrier to accept the owner commissioned a charter agent, booking, distribution, versions and related documents, customs declaration, inspection, insurance, container transport, dismantling boxes, issue bills of lading, settlement charges, and even presented for negotiation and settlement. The wide range of working contacts, links and more, is the freight business is very complex international trade work for the relative concentration, coordination, co-ordination, straightening out relations, to enhance its professional, technical and policy. The formation of international freight forwarding industry, is an international commodity circulation inevitable product of the process is

indispensable in international trade component, and as such, the industry has been recognized as the world's freight forwarding business in international trade. The English name FORWARDERS, and for the establishment of the international organizations, namely, "International Federation of Freight Forwarders Associations ", the English abbreviation for "FIATA". Its member States has grown to more than 130 countries and regions, with more than 3,500 international freight forwarding company, has reached 800 employees Million people, China's Shanghai, Tianjin, Qingdao, Dalian, Jiangsu and Shenzhen have established the International Freight Forwarders Association, the Ministry of Foreign Trade and Economic Cooperation is to build the China International Cargo Agencies Association, the Association will lead the country and to join international organizations to become members.

International freight forwarding business as an agent in international freight forwarding business is international freight forwarding companies to accept the goods out of the consignee or consignor or his agent's commission, the client or their own name for the business, agency fees charged to or commission of the act. International freight forwarding companies can import and export goods as the consignee or consignor's agent and also as an independent operator, engaged in international freight forwarding business. International freight forwarding business as an agent engaged in international freight forwarding business, is an international import and export freight forwarding companies to accept the consignee or consignor or his agent's commission, the principal name or the name of their own to handle the business, receive the behavior of agent fees or commission. International freight forwarding companies as independent business operators engaged in international freight forwarding, international freight forwarding business is import and export goods accepted the consignee or consignor or his agent's commission, the issue of transport documents, to perform the contract of carriage and freight charges and service fees behavior. International freight forwarding business as an agent or independent operators engages in business activities. Its business scope includes: 1. Canvassing, booking (including charter, charter flights, including tanks), shipping, warehousing, packaging;

2. Conduct supervision of loading and unloading, container loading devanning, distribution, transit and related short-distance transport services; 3. declaration, inspection, insurance; 4. Issue the documents, delivery of freight, clearing and delivery charges; 5. International exhibits, personal articles and goods in transit agents, 6. International multimodal transport, Cargo (including container consolidation); 7. International Express (including private letters); 8. consultancy and other international freight forwarding business. International freight forwarding business as an agent entrusted with handling the business of import and export should be the consignee, the shipper sign a written commission agreement. Business dispute between the two parties shall sign a written agreement with the Department, to help them improve their foreign exchange balance of payments position. International freight forwarder with the relevant agencies, such as port authorities, shipping agents, truck operators, rail operators, insurers, banks and other commercial activities play a coordinating role. Not only customers, but also customs and other import and export trade and transport-related public authorities, are very useful. The performance of the role are: First, the role of organization and coordination of international freight forwarders to use the most modern communication equipment (including data processing), to promote international trade procedures simplified. International freight forwarding is "transport designer" and "door to door" transport organizer and coordinator. Second, open up control action International freight forwarders not only organize and coordinate the transportation, but also affect the creation of a new mode of transport, the development of new transport routes, the development of new transport rates and the market development of new products. Over the years, China's international freight forwarders in the world to build a customer base of trade, some to establish a branch, it can control the entire transport of goods. Third, the intermediary role International freight forwarding as a "middleman goods", both the consignor or consignee agent, the name can be time booking agent, negotiate a fair rate for the goods at the appropriate time to submit; also the name of the client and the carrier Results clean freight, and to provide effective services to the carrier. Fourth, the consultant role in international freight forwarding enterprise consultant, he was able to

freight, packaging, import and export business of the necessary documents, finance, customs, consular requirements to provide advice, but also on foreign markets and foreign markets, the possibility of selling recommendations. Fifth, to provide professional services A variety of international freight forwarding services are professional. He was a complex import and export business, land, sea and air transport, on the settlement, collection transportation, warehousing, container transport, dangerous goods transport, insurance, etc., have specialized knowledge. In particular, frequently changing domestic and international understanding of customs procedures, shipping and freight rebates, the business practices of ports and airports, sea and air cargo container transport organizations, as well as export packing and loading and unloading of goods. Sometimes, it is also on behalf of the application for inspection and to receive payments from foreign customers. Sixth, to provide special services To provide international freight forwarding services to a variety of special projects. For example: the concentration of small quantities of goods into the whole group of goods, which the people engaged in export trade of great value. All customers can benefit from this particular service, especially for those small, but it is no export and transport capacity of the enterprise even more so. VII, competitive fees and services Supervision of international freight forwarders freight in the proportion of the price of goods to the customers the fastest and most recommended mode of transport in the province. In several ways and many of the carrier transport among the tariffs on key issues of choice, selecting those who carried out the most competitive carriers. In this respect, he do better than the cargo and the carrier. Because this is not single shipping company can do, the carrier is to use the principles of their huge profits transportation equipment.

Chapter 2 the basic theory of process optimization concept

2.1 The concept of international freight forwarder

Freight forwarding company is responsible for the goods transportation business in both domestic and foreign trade. International Freight Forwarders Ltd is divided into first level, as well as secondary and three and so on. The first grade agent can direct the booking company in air or sea or rail. Secondary level International Freight Forwarders can only book from the first level companies, So the formation of international freight forwarding industry is an international commodity circulation inevitable product of the process. It is an integral part of international trade. In this occasion, the industry has been recognized as the world's freight forwarding business in international trade. The English name FORWARDERS. And for the establishment of the international organizations, the English abbreviation is "FIATA".

International freight forwarding business operator is as an independent business in international freight forwarding. International freight forwarding companies received the goods out of the consignee or consignor or his agent's commission and the issue of transport documents to perform the contract and payment of freight and transport service charge behavior is the whole process of service.

Freight forwarding industry in the international freight market, is between the shipper and the carrier to accept the owner commissioned a charter agent, booking, distribution, versions and related documents, customs declaration, inspection, insurance, container transport, dismantling boxes, issue bills of lading, settlement charges, and even presented for negotiation and settlement. The work has wide range of working contacts. So the freight business is very complex for the relative concentration of international trade work. Through co-ordination and straightening out relations, it can enhance its professional, technical and policy.

The international freight forwarding industry has been recognized as the world's freight forwarding business in international trade. The English name FORWARDERS, and for the establishment of the international organizations, namely, the English abbreviation is "FIATA". Its member States has grown to more than 130 countries and

regions, with more than 3,500 international freight forwarding company, which has reached 800 employees Million people. China's Shanghai, Tianjin, Qingdao, Dalian, Jiangsu and Shenzhen have established the International Freight Forwarders Association. The Ministry of Foreign Trade and Economic Cooperation is to build the China International Cargo Agencies Association. The Association will lead the country and to join international organizations to become members. International freight forwarding business as an agent in international freight forwarding business is international freight forwarding companies to accept the goods out of the consignee or consignor or his agent's commission, the client or their own name for the business, agency fees charged to or commission of the act.

2.2 The business scope of international freight forwarder

International freight forwarding companies can import and export goods as the consignee or consignor's agent and also as an independent operator, engaged in international freight forwarding business. International freight forwarding business is as an agent engaged in international freight forwarding business. It is an international import and export freight forwarding companies to accept the consignee or consignor or his agent's commission, the principal name or the name of their own to handle the business, receive the behavior of agent fees or commission. International freight forwarding companies are as independent business operators engaged in international freight forwarding. International freight forwarding business is import and export goods accepted the consignee or consignor or his agent's commission, the issue of transport documents, to perform the contract of carriage and freight charges and service fees behavior. Its business scope includes: 1. Canvassing, booking (including charter, charter flights, including tanks), shipping, warehousing, packaging; 2. Conduct supervision of loading and unloading, container loading, distribution, transit and related short-distance transport services; 3. Conduct declaration, inspection, insurance; 4. Issue the documents, delivery of freight, clearing and delivery charges; 5. International exhibits, personal articles and goods in transit agents, 6. Conduct

international multimodal transport of Cargo (including container consolidation); 7. Provide international Express (including private letters); 8. Provide consultancy and other international freight forwarding business. International freight forwarding business as an agent entrusted with handling the business of import and export should be the consignee, the shipper sign a written commission agreement. Business dispute between the two parties shall sign a written agreement with the Department, to help them improve their foreign exchange balance of payments position. International freight forwarder with the relevant agencies, such as port authorities, shipping agents, truck operators, rail operators, insurers, banks and other commercial activities play a coordinating role. Not only customers, but also customs and other import and export trade and transport-related public authorities, are very useful.

The performances of the role are:

First, the role of organization and coordination of international freight forwarders to use the most modern communication equipment (including data processing) and to promote international trade procedures simplified. International freight forwarding is "transport designer" and "door to door" transport organizer and coordinator.

Second, open up control action International freight forwarders not only organize and coordinate the transportation, but also affect the creation of a new mode of transport, the development of new transport routes, the development of new transport rates and the market development of new products. Over the years, China's international freight forwarders in the world have built a customer base of trade. Some of them have established a branch. It can control the entire transport of goods.

Third, the intermediary role International freight forwarding as a "middleman goods", both the consignor or consignee agent, the name can be time booking agent, negotiate a fair rate for the goods at the appropriate time to submit; also the name of the client and the carrier Results clean freight, and to provide effective services to the carrier.

Fourth, the consultant role of the international freight forwarding enterprise consultant, he was able to freight, packaging, import and export business of the necessary documents, finance, customs, consular requirements to provide advice, but also on foreign markets and foreign markets, the possibility of selling recommendations.

Fifth, provide professional services. The international freight forwarding services are professional. They have a complex import and export business, land, sea and air transport, on the settlement, collection transportation, warehousing, container transport, dangerous goods transport, insurance, etc., have specialized knowledge. In particular, frequently changing domestic and international understanding of customs procedures, shipping and freight rebates, the business practices of ports and airports, sea and air cargo container transport organizations and the packaging and export of goods loading and unloading. Sometimes, they are also on behalf of the application for inspection and to receive payments from foreign customers.

Sixth, provide special services. For example: the concentration of small quantities of goods into the whole group of goods, which the people engaged in export trade of great value. All customers can benefit from this particular service, especially for those small, but it is no export and transport capacity of the enterprise even more so.

Seventh, competitive fees and services Supervision of international freight forwarders freight in the proportion of the price of goods to the customers the fastest and most recommended mode of transport in the province. In several ways and many of the carrier transport among the tariffs on key issues of choice, selecting those who carried out the most competitive carriers. In this respect, they do better than the cargo and the carrier. Because this is not what a shipping company can do, the carrier is to use the principles of their huge profits transportation equipment.

2.3 The types of international freight forwarder

With the acceleration of global economic integration, information technology development and increasing customer demand, the international freight forwarding is from a "middleman" as an independent service provider, through the possession of such facilities and expanding services to obtain business value, or "additional income", so that the nature of traditional international freight forwarding changes. Its business has also undergone a change. At this stage, international freight forwarding business focuses in the following three main types:

1. The traditional international freight forwarding business which is different from the traditional international freight forwarding business refers to the goods from the owner or client to the carrier, then the practice of commission, international freight forwarding since here the intermediary role is simple, that is understood by the general freight forwarding business.

2. The international multimodal transport operations "United Nations Convention on the international multimodal cargo," General Provisions on international multimodal made out a more comprehensive definition: "in accordance with international multimodal contract, at least two different input methods, by the multimodal cargo operators will accept the goods within a country where the goods to another place designated border. "international cargo Management companies to carry out this business if there are three options: First, as the owner of the management, and multimodal transport operators to enter into the contract, the second is associated as a multi-type person reasons, and the owner signed the transportation contract. Third, it is as a multimodal contractor who lost the contract signed with the owner, assumes full responsibility for lost goods, obligations and risks.

3. Logistics business, logistics development experience of the budding stage of finished product distribution, inventory management, logistics management focusing on the transmission phase, and then to the current provision of a combined third and even fourth party logistics services, logistics management stage. It is a continuous

integration, also a revolutionary breakthrough in transmission mode. Covers a wide range of logistics services, and the owner of the business integration degree, attempts to provide such services on the international cargo management requirements of article than their own, most small and medium industry, international cargo management difficult together provide a comprehensive range of logistics services. In general, small and medium enterprises in the logistics management of international cargo business is mainly large-scale third-party logistics companies for the country to provide the region's cargo management services, while integrating some storage, collection goods , distribution and other business equipment unpacking, it is difficult for independent The person who the third party logistics global supply chain integration services. These three type of business is international freight forwarding business in the upgrade process.

Three type of business does not exist, which were in addition to its own hardware and software factors in the international freight forwarding companies, but also to the country and even the geographical location where the level of economic development, technological level and industrial structure and other factors related. Generally developed in the current economy, the logistics business gradually master a leading position, but simply a very low proportion of traditional business, profit margins disappear; in the less developed economic regions are three types of business could coexist, even traditional businesses are multimodal is the dominant business, and logistics was in its infancy. With the global economic development and the application of modern information tools, more and more directly to the carrier the consignee or consignor, the traditional international freight forwarding business has been difficult to sustain the survival and development. Behalf of the international advanced level in major international freight forwarding companies, international freight forwarding business has long been the traditional is not brilliant, international multimodal transport, air express mail special delivery and third-party logistics services will gradually become the industry leading business.

2.4 The theory about business process optimization

Almost process optimization includes four key words, namely: "process", "fundamental" and "totally", and "significant." "Process" is the order to delivery or providing services for the focus of a string of operational activities, the more the boundaries of different functions and departments, the overall process, to consider the perspective of global optimization and analysis problems, identify value-added processes and non-value-added business activities, excluding non-value added activities, re-combined value-added activities and optimize operating processes, shorten the delivery cycle. Process management model emphasizes the management of targeted business processes, the so-called process is for a series of interrelated, Some to be a common enterprise input into output, and together create value for the customer. Biography of the company, processes distributed in various sectors, sector boundaries are separated, and process management theory suggests that it is business process efficiency distributed generated species source of the problem, only the entire process treated as a whole and the whole management, to mention only a large industry can, therefore, emphasize the process as the goal process management, process-oriented framework to design while the continuous business process reengineering and innovation, holding the vitality of enterprises. "Fundamental" is to break the old way of thinking, to break the inherent management practices, to return to zero of new ideas and ways of thinking, existing processes and systems for comprehensive analysis and overall consideration, to avoid thinking confined to the existing processes, systems framework to structure and knowledge to obtain the optimal process design objectives. "Thoroughness" is in "fundamental 'under the premise of thinking, get rid of the shackles of the existing system, the design process, resulting in a major breakthrough in management thinking and management style of the revolutionary changes. It is not revised on the basis of the previous fix complement, but the thoroughness of the change, the pursuit of fundamental solution to the problem. "Significant" means thinking through the fundamental processes and find the overall performance of the enterprise to improve the various aspects and

factors. Through a thorough redesign of to reduce costs, save time, enhance the competitiveness of enterprises, which makes the management of enterprise and means, the overall operation of the enterprise to achieve a qualitative leap effect, reflecting the high efficiency and high return. BPR theory is the development of the world economy which changes in the social environment, science and technology, new technology and new methods of application as well as greatly improvement of the quality of people as inseparable from. The main reason can be summarized as followings: Information technology development and application of BPR The emergence of theory provides a strong support. Effective use of information technology can help companies implement BPR Such as modeling and simulation tools can use business process re-engineering; use of computer networks, databases and multimedia technology to build enterprise-class, regional and global level network, to speed up information transfer, information sharing, the result is the traditional serial work into a parallel way, the level of the organizational structure of enterprises from vertical to horizontal, so that enterprises become the organization of work; use of expert systems and decision support system, so that the original only by professional and technical personnel and leaders play the role of into the general staff can also play and so on. Information technology in the 80 United States 1 Trillion U.S. dollars for information technology equipment, in 1993 and set off a wave of the future information industry, infrastructure, building an information highway boom, to the computer network of domestic enterprises in 1995, up to 90%, a solid technical foundation for enterprise to be in the United States 90 BPR implementation theory as the guiding ideology to change, and get immediate results. Advanced manufacturing technology, improving management, are which the BPR creates the conditions for implementation. Such as flexible manufacturing system, is one to high efficiency and high quality multi-species, small-volume automated processing system variable, use it to produce products respond to market changes quickly to meet the diverse and individual needs of customers. Some modern management models, such as the excellent production, on-time manufacturing and total quality management, promoting customer-focused, group work, self-responsible, value-added first and

quality first principle, the enterprise in the implementation of BPR, you can creatively use these principles, the restructuring activities carried out better.

Within a certain range in the best order, actual or potential problems and to develop common rules for re-use activities, this is known as standardization. It includes the development, dissemination and implementation of the standards process. The importance of standardization is to improve products, processes and services, applicability, to prevent trade barriers, promote technical cooperation.

The basic principle of standardization usually refers to the unity of principle, simplified theory, coordination theory and optimization theory.

Unified theory is to permit the development of the necessary things in order and efficiency, the formation of things, functions or features, will be suitable for a certain period and certain articles of the same specification and is the kind of consistent standards and be taken to achieve functionally equivalent objects. Contains the main points of a principle: First, the object to be a consistent standard, its purpose is to permit the necessary things in order and efficiency; ② the principle of a functional equivalent of a select object set the same standards should be included is taken to be functions of available objects; ③ One relative, given the same specification applies only to a certain period and certain articles, articles over time and change the old one by the new one will for.

Simplified principle is to effectively meet the economic needs of the object on the standardized structure, type, size or performance of filter extraction, which remove redundant, inefficient, replaceable part, refined and set out to meet the needs of the performance side of the link, who constitute a streamlining of the whole reasonable, so that the functional efficiency of the best. Simplify the theory contains Following points: The purpose is to simplify the economy to make it more effective to meet the needs; ② the principle of simplification is to meet the full needs, streamlining the

overall composition of support is reasonable, so that the function of the efficiency of the . So-called functional efficiency means the ability to function to meet the comprehensive needs; ③ the basic method is to simplify the natural state of the object in the selection of science extraction, remove them redundant, inefficient, and can be replaced by part, fine the performance to meet the full needs of the links; ④ real simplification is not simple but refined, and its fruit is not Less for more, but to win with fewer.

Compatibility principle is to make the best overall function of the standard, and produce practical results, must pass an effective way to coordinate the Department of the relationship between internal and external factors, as and consistent support to adapt to or required of balance bar. Compatibility principle include the main points: the purpose of coordination is to make the overall function of the standard system the best and produce the same effect; ② Coordination Department of the object is relevant factors associated with the external relations and the Department of Factors; ③ required between the relevant factors Consistent relationship (connection size), mutual adaptation between (supply and exchange of articles), the balance between each other (technical economic tender balance, the balance of conflicting interests), this should Article; ④ coordinated and effective way: the consensus on various aspects, the combined effect of multi-factor optimization of a combined multi-factor balancing contradictions. In accordance with the specific goal, to a certain limit under Article, the standard relationship between the Department and its components selection, design or adjust so as to achieve optimal results, like the principle of standardization, which is mentioned as an optimization principle.

Basic features include the standardization of the following aspects: ① abstract; ② technical; ③ economy; ④ continuity, also known as inheritance; ⑤ binding; ⑥ policy.

The main role of standardization organizations an important means of modern

production and the necessary conditions; it is the rational development of product variety, the premise of specialized production organization; is the company to achieve the scientific management and modern management basis; is to improve product quality and ensure safety, health, technical assurance ; it is the rational use of national resources, energy conservation and effective way to save raw materials; is the promotion of new materials, new technologies, new scientific research of the bridge; it is to eliminate trade barriers and promote the development of international trade passes. Now the next ten specific areas are the functions of standardization: ① the standardized and scientific management laid the foundation for the so-called scientific management, the development of production technology is based on objective economic laws and laws on corporate governance, and various forms of scientific management system, all standard-based; ② comprehensive economic development, provide economic benefits. Standardization used in scientific research, to avoid duplication in research; used in product design, can shorten the design cycle; used in production, can produce a scientific and orderly based on ; applied to management, The coordination and efficiency; ③ standardization scientific research, production, use between the three beams. A Research, once incorporated into the relevant standards, will be able to get the promotion and application speed. Therefore, the standardization of new technology and new research results can be used widely, and technical steps; ④ With the development of science and technology, increasing the degree of social production, the scale of production increasingly The larger and more complex technical requirements, points more and more, producing more and more extensive collaboration to be through the development and use of standards, to permit the activities of the various production sectors, a degree of technical support and coordination, so that normal production; by, I said standardization is Created the precondition of production; ⑤ the rational use of Ziranziyuan, holding the ecological balance, protect human society the interests of current and long; ⑥ rational development of product variety, provided corporate response capabilities to better meet the needs of society; ⑦ Certificate of product quality, protecting the interests of consumers; ⑧ part in the coordination between the social production into common

followed criteria, stable order; ⑨ in the elimination of trade barriers, international technology exchange and trade development, to mention products in the international market Ability to compete with the major role; ⑩ impaired physical health and safety, a large number of ring standards, health standards and safety standards is published, with law enforcement in the form of impaired health of the people and has a major role in the lives and property.

2.5 The researches about business process optimization

Only when the system combined with business process reengineering, as a systems engineering to understand and operate it possible to enhance their adaptability and competitiveness, and address the sustainable development issues. Therefore, during the process optimization, BPR must have a comprehensive knowledge and understanding. (1) BPR is not the prerogative of enterprises in developed countries, the same for China's enterprises and various organizations. Indeed, China's enterprises and the U.S. and European companies are very different, in the information level, management level and quality of staff there is still a big gap. However, not because of backwardness to a standstill, the opposite, because behind it to catch up. Any emphasis on the special situation of China's enterprises to delay "business process reengineering" process, the views and practices will enable our businesses are missing opportunities and thrown into passivity. (2) BPR does not necessarily require large capital investment. For most businesses do not need all the processes of reconstruction, but only diagnosed the core processes and bottlenecks, appropriate investments can be implemented as business processes and organizational structure optimization. (3) the implementation of BPR, is not equivalent to increase the problem of laid-off workers. China is the largest country in population, employment pressure. How to solve the problem of re-employment of laid-off current and future years has become a top priority of economic development goals and tasks. In this case, if the wrong understanding and implementation of BPR Purely to replace labor with capital, technology substitution of labor, resulting in a large number of laid off

workers, which will not only contrary to the wish of the people, and contrary to the purpose of reform, but also contrary to the ideological content with the BPR. BPR is to optimize business processes and organizations is to improve work efficiency, through the process of innovation, coordination between the staff and agile organization, the efficient operation of enterprises.

In the knowledge economy, the changes of the business environment of enterprise have taken place: the changing customer needs, accelerating technological innovation, product life cycles continue to shorten the increasingly competitive market. All forms of existence and development of the modern enterprise has three forces: the customer (Customer), competition (Competition) and change (Change) (referred to as 3C). Era of industrial economy of the business rules and the "bureaucratic" system management mode is not to enable enterprises to adapt to the 3C Characterized by the external environment, or even seriously affect the survival of the enterprise. The key is not the work itself and work, but in the whole process of the structure and focus of business development, business process reengineering imperative.

Business Process Optimization (or called business process reengineering, business process reengineering) BPR (Business Process Reengineering) reached a peak in the nineties as a management thinking. It emphasizes the transformation of business process objects and centers to care about customer needs and satisfaction as the goal, the existing business processes fundamental rethinking and radical redesign, the use of advanced manufacturing technology, information technology and modern management tools to maximize the functional integration of technical and management functions of integration, in order to break the traditional functional organization structure ((Function - Organization), the process of establishing a new organizational structure (Process - Oriented Organization), In order to achieve business cost, quality, service and speed and other aspects of dramatic improvement. Its restructuring model are: processes as the center, break the pyramid-shaped structure, so that enterprises can adapt to the information society with high efficiency

and fast-paced, for employees involved in business management, to achieve effective internal communication up and down, with more strong resilience and greater flexibility.

Process optimization is a continuous development of communication, which can improve and optimize business processes, with holding companies competitive advantage strategy. In the process design and implementation process, the process should be constantly on the change of the best results. It should be sorting out the existing workflow, improve and reform process, known as process optimization. Process optimization does not refer to immediate things, including how to do these things now. It is to address the new business environment, the transfer functions of the management issues arising under the required business process re-engineering. With the reflection on the nature of the business process, the complete redesign of business processes will be in effect when the key measure (such as quality, cost, speed, service) on breakthrough changes.

The purpose of BPR includes the following aspects.

1. Increase organizational operational efficiency and lower overall operating costs;
2. Break the barriers between departments to enhance horizontal collaboration;
3. Effectively monitor and control the overall operation of enterprises; Ensure the effective implementation of corporate strategies to support the strategy implementation.

As businesses expand, organizations and institutions will be gradually large. The division of labor will be more detailed as the company has also increased the degree of bureaucracy. The biggest problem facing this time is inefficient, that is, the low efficiency. These enterprises are usually will show the following characteristics: a complete organization, and even large and also have a written job description, system processes, but there will be poor collaboration, cross-departmental work processes and inefficient, making for a long time. The system process did not to achieve the

degree of refinement, and process execution is not in place and so on. A significant proportion of enterprises have also passed the ISO9001 which is complete system of certification or process system. The characteristics of the enterprises with the general inflation rate are after some large-scale private enterprises and some state-owned enterprises. Relative stability of its business model, and is usually quite fast business development. In a stage companies need to address the problem how to provide business efficiency and speed of response. Commonly used method is to evaluate the effectiveness of existing processes, identify the key missing links and the need to improve the link, the link for the process under the four angles can be Analysis: Activities are complex. There is the possibility of streamlining the forms of activity. If you can use to achieve more efficient activities, activities with the logic of relations: relations between the various aspects of the sequence can be adjusted to change the target.

Activities bearers: whether through changes in the activities of stakeholders to make the process more efficient and simplified through the existing process, integration, increase, adjustment, etc. to improve process efficiency, Tong Ming process owners (process owner) In the form to monitor the overall performance of the process, thus avoiding the problem of inter Selection Committee. When carrying out process optimization general concern is the relatively low level of process efficiency and cost which can use some methods and tools for improvement of existing processes, while emphasizing the effective implementation of the process is generally not related to large organizations change and process change, this time from there to better solve a problem.

Abdolvand, N., and Kurnia, S, (2005) researched the process of BPR. It includes the following steps.

First is the reality research. Business Process Improvement group's main task is, in-depth understanding of corporate profit model and management system, corporate strategic objectives with the successful experience of advanced enterprises,

enterprises existing problems, and information technology application. The gap between business process optimization is the object, which is the business reality of the management and recycling needs. The formation of the above is as research report followed by the management of diagnosis. Small and enterprise business process optimization at all levels of staff consultation on the research report and is, for the management and recycling requirements into the analysis and research, and propose solutions for each problem. The formation of a diagnostic report is on the content.

Finally, business process optimization is the final task. Small business process optimization and enterprise content negotiation on the diagnostic report and is, and of the solution. Specific business process optimization is the function of the total enterprise system; description of each function, namely the formation of business process status map; that the business process or problem situation combined application of information technology can change the contents; together the various issues that information technology solutions, business process optimization proposed thinking; would think the specific business process optimization, the formation of optimized business processes Fig.

2.6 the related researches about Chinese market

Fixed assets investment plays an important role in the course of Chinese fast economic development. The fixed assets investment of the whole society increased by 20% annually, exceeding the speed of 15% of total retail sales. The fast increase in fixed asset investment inevitably leads to structural imbalance in the economic development, which is expressed in the following two aspects: first is white-hot investment in real estate development and imbalanced house supply, which resulted in soaring housing price.

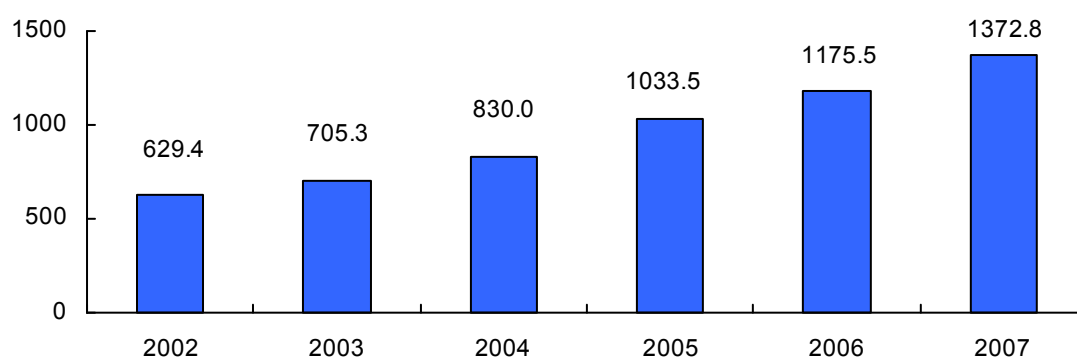
China's economic growth has been relying heavily on export. In the past decade, China's export volume has kept a rapid growth rate and its proportion to the total GDP

value is always around 20%, so export has underpinned the rapid economic development. As a result, ups and downs in the world economy, in particular that happen in China's major trade partners, exerts unprecedented impact on China's GDP. For example, The frequent China-US trade disputes in recent years have affected the growth rate of China's economy in varying degrees. In 2007, when the RMB exchange rate against the USD climbed steadily, China's export has been greatly affected, resulting in bankruptcies of many processing-led corporations in the coastal areas.

Relationship between GDP and China's National Consumption

Comparatively speaking, consumption contributes little to China's GDP. To remove reliance on investment and export, the Chinese government has successively adopted policies to increase people's income (especially peasants). As a result, the purchasing power of society is rising and the total retail sales have grown. This can be demonstrated by the chart below:

Bar chart 2.1.1.2: 2002-2007 Chinese total volume of retail sales Unit: billion AUDs



The bar chart above shows that in 2002 the total volume of retail sales amounted to 629.4 billion AUDs, and in 2007 this figure increased by 16.8% and reached 1,372.8 billion AUDs, Comparative analysis between urban and rural as the table below.

Bar chart 2.1.1.2: 2007 total volume of retail sales Unit: billion AUDs

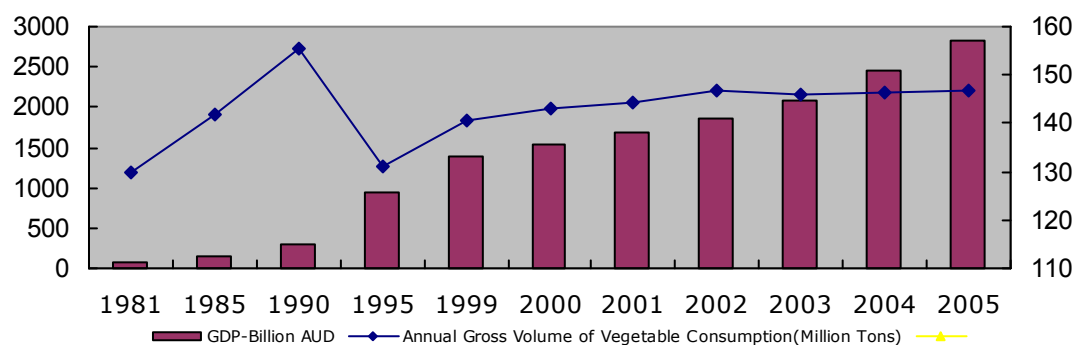
2007 total volume of retail sales(billion AUDs)		Year-on-year Growth -%
total volume in cities	929.7	17.2%
total volume in counties and subordinate	443.1	15.8%
2007 total volume	1,372.8	16.8%

Definition: the commodities retail rate refers to the total of commodities that various trades in national economy sell to the urban and rural residents as well as social groups. It reflects the amount of consumable commodities that various industries supply the residents and social groups through various channels, and is a significant index for studying the market change for domestic sales and for researching the economic status.

(Source: National Bureau of Statistics of China)

Relationship between GDP and China's Vegetable Consumption Amount

Bar Chart 2.1.1.3: China's GDP for Certain Years (unit: billion AUDs) And Corresponding Consumption Amount of Vegetables (million tons)



The chart above lists the contrast between the China's GDP in some past years (according to the price in a given year) and the total consumption of vegetables. Compared to the rapid growth of GDP, the vegetable consumption in China grows much slower, and also before 1995, the number fluctuated a lot, while after 1995, the

national vegetable consumption generally rises at a stable rate, although slower since 2000.

The rural reforms in 1978 heralded the rapid development of China's agriculture. In the past two decades, in the framework of market-driven collectivism, Chinese rural reforms have shattered the fetters of traditional systems and created new models of collective economy against the background of market economy. Reforms have benefited farmers, developed the rural economy, promoted agriculture, especially grain production, to grow rapidly and optimized the agricultural structure. The notable achievements of China's agriculture are as follows:

Firstly, the comprehensive agricultural productivity has been greatly improved. The long-term shortage of agricultural products has been replaced by a supply-demand balance and food sufficiency in a year of good harvest.

The productivity of grain and other agricultural products has been improved a lot. The total volume of many major agricultural products is among the highest the world and the per capita volume has exceeded world's average level. The market supply is abundant and overall shortage is now history. The grain output increased from 113.18 million tons in 1949 to 450 million tons in 1993 and reached 501.5 million tons in 2006.

Cash crops and aquaculture output have grown and is in abundant supply. Now China tops the world in productions of cotton, oil-bearing crops, fruits, vegetable, meat, egg, poultry and aquatic products, and in per capita terms they have reached or exceeded world average level.

Agricultural science and technology have made historical progress, with much advanced agricultural equipment. The gap between Chinese agricultural technology and the world's advanced ones is being narrowed.

Secondly, agricultural technology has yielded positive results. Especially the developments of basic research and high and new technologies is rapid. Breakthroughs have also been made in genetic engineering, plant cell and tissue culture, haploid breeding and application research. Researches of space breeding, hybrid rice and cole, animal disease, genetic vaccines, animal and plant nutrition and metabolism, bioreactor and other aspects have reached or approached the international advanced level.

Agricultural high-tech industrialization has made a good start. China has established more than 400 agricultural high-tech demonstration zones, used for high-tech industrialized developments of transgenic crop cultivation and application, seedling tissue culture, factory cultivation and breeding, facility agriculture and genetic engineering vaccine.

Agricultural and rural economic structure has been continuously optimized. The overall quality and competitiveness have been markedly enhanced. In particular, the development of township enterprises and small towns pioneers a path of rural modernization with Chinese characteristics.

After several decades of development, China's agriculture and rural economic structure has undergone profound changes. The crop production structure has transformed from a food-led model to the overall development of food crops, cash crops and fodder crops. The inner structure of agriculture changed from a plant-based pattern to the overall development of planting industry, forestry, animal husbandry and fishing industry.

The rural economic structure changed from agriculture-oriented to coordinated development of agriculture and non-agricultural industries. The regional comparative advantages and scale advantages of agriculture have been gradually utilized. The restructuring and optimization of agriculture and rural economy greatly improved the overall qualities and competitiveness of the rural economy.

2.7 other related researches

De Wit, B and Meyer, R (2004) figured out that strategic management is to determine the corporate mission, according to business and internal operating elements of the external environment to determine business goals and ensure the correct implementation of the objectives of corporate mission and to finally achieve a dynamic process. This research pointed out strategic management refers to a business or organization in a certain period of global, long-term development direction, goals, tasks and policies. The overall development plan is very important. Enterprise is a number of interrelated and constitutes the whole of local interaction. Locally localized problems, overall there is an overall problem, the problem is not isolated problems of integrity and, with localized issues are essentially different. The development of overall enterprises face many problems, such as significant changes in response to environmental issues, resource development, utilization and integration issues, factors of production and business activities of the balance, straighten out the relationship between the various basic issues.

Anderson, P. (1999) thinks that Customer Relationship Management (CRM) is a designed to improve the relationship between businesses and customers a new management mechanism. It can implemented an enterprise marketing, sales, service and technical support and customer-related fields, require enterprises from the "product-centric "approach to" customer-centric "model transfer, that is, companies should focus shifted to the internal operation of the customer relationship up. Customer Relationship Management (CRM) is a management software and technology that will conduct best business practices and data mining, data warehouse, one to one marketing, sales automation, and other information technology work closely together, as the company's sales, customer service and decision support and other areas of a business automation solutions that enable companies have a customer-facing e-commerce based on the leading edge, which smoothly from the traditional business models into e-commerce model based on the transformation of

modern enterprise. CRM's goal is to one by providing good quality services more quickly and to attract and retain more customers; the other hand through the overall management of business processes to reduce business costs. Well-designed CRM solutions can help companies develop new sources of income in the same time, improve communication with existing customers.

CRM mainly contains the following major areas (referred to 7P): Customer Profile Analysis (Profiling), including the level of customer risk, hobbies, habits, etc.; customer loyalty analysis (Persistency) refers to the customer a product or a business degree of loyalty, persistence, changes, etc.; customer profitability analysis (Profitability) refers to the different customers consume the products the edge of the profit, total profit, net profit, etc.; Customer Performance (Performance) refers to the different customers consume the products by type, channel, sales by location and other indicators; customers future analysis (Prospecting), including the number of customers, category, etc. The future development trend of the means for customers includes customer product analysis (Product) including product design, relevance, and the supply chain; customer sales analysis (Promotion), including advertising, publicity and other promotional activities management.

Jay Barney referring to Daft (1983) says: "...firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc; controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Daft,1983)."

The link of service quality and customer satisfaction is the service quality will influence the perceived quality. And the perceived quality is one of the influencing factors of customer satisfaction.

The so-called customer perceived quality is to obtain the subjective evaluation through the relevant information on a product or services by use of the product since

the purpose of and demand conditions and market-analysis of various formal or informal channels. Every customer before a purchase will more or less to understand some of the information related to the product, the more expensive or large goods, customers consider the longer, the more information collected. Therefore, during the enterprise marketing activities, the most important task is to pass a variety of ways to provide customer perception of product quality.

CRM focuses on communication with customers, the business is customer-centric, rather than the traditional product-or market centre. Global surplus of products and product homogeneity, so that the dominant factor in the development of enterprises shift from product value to customer demand, customers become the company's core resources.

Personalized service is a powerful weapon for enhancing competitiveness. CRM is a customer-focused and provide the most appropriate services. Remember the names of customers and their preferences, transaction characteristics, according to different customers with different content, the possibility of customers to buy again will be greatly increased. CRM can increase customer loyalty and improve the buy ratio, so that each customer's purchase needs to produce more and more time needs and improve customer satisfaction.

As the market changes, competition in the market focus has shifted from the competitive brand product competition, competition and customer service competition, especially with customers who can establish and maintain a long-term good relations of cooperation, master client resources, to win customer confidence, the correct analysis of customer needs, who can develop the scientific enterprise business strategy and marketing strategy, production of marketable products, provide satisfactory customer service, to quickly increase market share, to maximize profits, increase core competitiveness.

The development of CRM depends on enterprise applications market. It has the following influencing factors: the market changes the competitive environment; WTO's impact on the market; to promote government reform and the government's policy in the information; internal management the maturity of information technology; a competitive professional manufacturer involvement; product improvement; existing customer applications; community of public opinion.

Quality of service is to meet the requirements and service features and characteristics of potential demand for the sum. It is the service to meet the needs of service providers was the extent. In order to target the enterprise to provide the lowest customer satisfaction level of service, but also to maintain the scheduled service business continuity level.

Marketing Services is a service base, while service quality is the core of marketing services. Whether business is the production of tangible products, services, quality of service are business key to success in the fight. Quality of service content and quality of the content of a physical difference between the evaluation of quality of service consumers do not have to consider the service results, but also to involve the service process. Quality of service should be recognized by consumers, consumer acceptance is the quality. Quality of service elements, the formation process, based on assessment, evaluation Standard has its meaning is different from tangible products. Service quality is the product or service to meet the service requirements or potential requirements (or need) the sum of features and characteristics. Distinguishing feature is the use of different types of products or services shall, as human nature tourism in the mold characteristics of human pleasure, the hotel has to provide rest and sleep characteristics. Distinguishing feature is the similar services with different specifications, time, taste almost. Content of the layer quality of service should include the security services, applicability, effectiveness and economy of the other general requirements. Quality of service that is expected to Customer services provided by the service companies are expected satisfaction. Perceived service quality

is the customer service business for the services provided by the actual level of perception. If the perceived level of customer service or to its expected level of compliance, then the customer to obtain more satisfaction, and that the company has more quality of service, on the contrary, it is assumed that the enterprise lower quality of service. A point of view, the expected service quality is the customer perception of service quality with its quality of service comparison.

Quality of service is expected to affect customer perceptions of overall service quality an important prerequisite. If the expected quality is too high, unrealistic, even if in some objective sense the level of service they receive is very high, they would still consider a lower quality of service enterprises. Expected quality by four factors: namely, marketing communications, corporate image, customer word of mouth and customer needs. 1) Marketing communications including advertising, direct mail, public relations and promotional activities, directly under the control of the enterprise. These aspects of the impact of the expected quality of service are obvious. For example, in advertising, some companies exaggerate their products and services provided, resulting in high customer expectations of quality feel, however, when enterprises are found in contact with the customer once the quality of its services not as advertised, as this so that customers perceived service quality of its greatly reduced. 2) Corporate image and customer word of mouth can only be indirectly controlled by, although these factors affected by many external conditions, but the basic performance of a function with business performance. 3) The customer demand is the business of uncontrollable factors. The ever-changing customer needs and spending habits, consumer preferences of different factors that determine the expected service quality of the tremendous impact.

In view of the customer service involved in the transaction process and the inseparability of production and consumption, quality of service must be approved by the customer, identified by the customer. The connotation of quality of service should include the following: Customer service quality is perceived object; quality of service

we must have an objective to develop and measure, according to more subjective understanding of the customer to measure and test; service quality in service production and transaction process; service quality is the service business and customer transactions in the real moment of realization; service quality improvement requires an effective internal management and support systems. 1. Is not necessarily a good level of service is the highest level of service quality, managers must first identify the company to pursue the level of service. As a service to meet the expectations of its target customers, service quality can be considered to achieve the fine level. 2. Target customers are those that target customers because of their expectations or needs a certain level of service requirements of people. With economic development and the market becomes more mature, more and more detailed delineation of the market, resulting in each service have to face different needs. Enterprises should be based on each of the products and services, choose a different target customers. 3. Coherence is one of the basic requirements of quality of service. It requires service providers at any time, any place to maintain the same excellent service. Service standards is the most difficult to manage the implementation of the quality of service problems. For an enterprise, the more dispersed distribution network services, the middle part of the more consistent service levels to maintain the more difficult.

Customer needs and spiritual needs can be divided into two parts, material needs, evaluate the quality of services, from being service providers of the material and spiritual demands, can be summarized in the following six aspects of the quality features: 1) functional features of the enterprise with the services provided by the role and performance characteristics, quality of service features is the most fundamental one. 2) the economy is the way that service providers were to get certain services required in the costs are reasonable. Lane said the cost is in the process of receiving services in the whole cost of that service cycle costs. It is relative to the economy of the service received in terms of quality. That is the economic nature and function, safety, timeliness, comfort and other closely related. 3) Security refers to the process

of certification services business customers, the users from hazards to life, health and mental harm, the goods are not subject to loss. Security also includes both material and spiritual, to improve the security focus is material. 4) Timing service for the timing is intended to explain whether the Moon in time By service providers meet the needs of the timing includes a timely, on time and saving three areas. 5) comfort to meet the functional, economic, security and other needs and the timing of the cases, the service provider expected service process comfortable. 6) civilization of the process of civilization of a service to meet the spiritual needs of the quality characteristics. Service providers expect to be a free, friendly, respectful, friendly, natural and understanding of the atmosphere. These have a harmonious relationship.

Michael Porter proposed porter's five forces to measure the development of the companies.

1. The bargaining power of suppliers Supply-side factors, mainly through the increased input prices and lower unit value of the quality of the ability to influence industry profitability of existing enterprises and product competitiveness. Supply-side forces depends on how they provide to the buyer what input factors, as suppliers of inputs provided by the buyer of the value of products constitute a large proportion of the total cost of the production process is very important to the buyer, or seriously affect the quality of the product when the buyer, the supplier of the potential bargaining power for buyers is greatly enhanced. In general, satisfy the following conditions for the side more powerful groups will have bargaining power: - Supply-side industry for a number of relatively strong market position with a market keen competition from companies under the control of plague, many buyers of their products, so that each individual buyer can not become a major supplier customers. - For each side of the company's products have certain characteristics, so that the buyer is difficult to convert or conversion costs are too high, or very difficult to find companies with products to compete with supply-side alternatives. - Suppliers can be easily implemented prior to the association or integration, and the buyer or to the joint after the difficult integration. (Note: A simple statement by China, Diandaqike) 2. The

bargaining power of buyers Buyers, primarily through its lower prices and higher required the ability of the product or service quality, to influence the industry, the profitability of existing enterprises. In general, buyers meet the following conditions may have strong bargaining power: - less the total number of buyers and each buyer purchases a larger sales volume accounted for a large proportion of the seller. - Vendor Industry by the large number of relatively small-scale enterprises formed. - Buyers are buying is essentially a standardized product, and buy products from multiple vendors is also economically feasible. - Buyers have the ability to achieve backward integration, while the seller can not be prior to integration. 3. The threat of new entrants (threat of new entrants) New entrants to the industry to bring in new production capacity, new resources, will want to have been carved up existing enterprises to win a place in the market, which may occur with the existing business and market share of raw materials, competition, eventually led to the current level of corporate profits in the industry reduced the worst case, may also jeopardize the survival of these enterprises. Competition into the seriousness of the threat depends on two factors, which is the size of the new barriers to the field for existing businesses with the expected reactions of those who entered. Barriers to entry include economies of scale, product Differences, capital requirements, switching costs, sales channel development, government and policy (such as a national co-balanced set of petrochemical enterprises), free from domination of the cost disadvantage of scale (such as trade secrets, products supply and marketing relationships, learning and experience curve effects, etc.), natural resources (such as metallurgical industry, mineral ownership), geography (such as shipyards only city in the sea), etc., some obstacles difficult to copy or imitate the way through to a breakthrough. Into the existing business is expected of those reactions, mainly to take revenge the possibility of moving the size depends on the financial situation of companies, retaliation records, fixed assets, industry growth rate and so on. In short, the new business into the possibility of an industry size, depending on the subjective estimates into the can into the potential benefits, the price and the cost required to bear the risk of the three The relative size of the situation. 4. Threat of substitutes in the same industry or the two

different industry companies, may be because the products are each other for goods, and in its fight between each other is, species for products derived from various forms of competition will Industry competition strategy of existing enterprises. First, existing enterprise product prices and profit potential of the mentioned, there will be as easy for users to accept for the goods are limited; Second, as the producer for the intrusion of chemicals, making existing enterprises shall provide the product quality or reduce costs through lower prices, or make their products unique, otherwise its sales and profit growth is likely to frustration; third, from for goods producers compete intensity, low switching costs by product of the buyer. In short, the price for the goods The lower grid, the better the quality, the lower the switching costs users, and its pressure can produce strong competition; and types of goods from producers compete for the intensity of the pressure may be specific sales growth for the goods pass inspection, product manufacturers for the expansion of production capacity and profitability to increase the situation described. Valuable commodity 5. Level of competition the competitors Most industry companies, mutual interests are closely linked, as part of their overall strategy of the competitive strategy, aimed at both making their own enterprises to obtain the advantage relative to competitors, so in implementation is bound to the phenomenon of conflict and confrontation, conflict and confrontation which constitute the existing competition among enterprises. Competition among existing enterprises is often reflected in pricing, advertising, products, service and other aspects, the competitive strength of many factors. In general, there would mean to industry under the existing enterprises The intensification of competition, is: industry into the barriers lower, more evenly matched rival, fight a wide range of participants; markets mature, slow growth in product demand; war tried to sales by price cuts and other means; struggle to provide almost the same product or service, the user is very low switching costs; a strategic move, if successful, their income is considerable; business outside the company received a strong weakness of the industry enterprises, launched offensive action, the fruit makes the company had just been received by the market's main contention; exit barriers than that fight than quit Price competition is more involved. In, the exit

barriers is mainly affected by economic, strategic, emotional, and social and political relations considerations impact, including: asset specificity, out of the fixed costs of mutual strategic restraint, the situation difficult to accept on the government and society's restrictions. Industry more or less every business must deal with the threat posed by these forces, and customers will face a competitor in each of the industry's move. Except that direct confrontation is necessary and beneficial, such as asking for a large market share, or customers can set up barriers to entry, including the differentiation and switching costs to protect themselves. When a customer to determine its advantages and disadvantages (see the SWOT Analysis), the customer must be positioned to capitalize on the trend, rather than anticipated changes in environmental damage, such as product life cycle, the industry growth rate, etc., and then protect yourself and be prepared to effectively act on other business to respond. According to the above discussion of the five competitive forces, businesses can take as much as possible to their operations and cut off from competitive forces, and strive to benefit from the needs of their own rules of competition in the industry, the first re-occupation of a favorable market position to attack competition action and other means to deal with the five competitive forces to enhance their market position and competitive strength.

Every year, there are many well-known brands getting out of the market, in the same time, there also has many new brands which are born. When one company is in the fall when people start thinking about why companies collapse, what the reason to ruin the business is, and how the business can eternity. If business is as a living body, and its sustainable development should be sought, it is necessary to realize its value through the creation of the meaning of life to obtain the basis for the existence and development, and coordination of various systems through its own operations in a long time to maintain sustainable competitive advantage so that life of companies can long continue.

The enterprise's internal environment is a living system, which includes: human

resources, decision-making, implementation, product, financial, organizational, culture, innovation, brand and so on. The external environment is the enterprise ecosystem, which includes: suppliers, vendors, customers, competitors, community, government, media and policy change, industrial transformation, social and cultural, social responsibility, emergency and supply chain.

The groups and organizations are the subjects of the behaviors. If we classified the factors which influence the groups, we can simply find that internal and external environment of enterprises is divided into internal staff and external public. In the field of public relations, public refers to a particular issue whose concept of the existence of the same organization or interest group of people. For an enterprise, in order to steady its long-term development, it must coordinate the internal systems and external environment. Only when the enterprise's internal systems can be well adapted to the external state of the environment, local conditions, and the times and constantly adjust their internal life of the system to adapt to changes in the external environment, in this occasion, it can really allow enterprises to survive long-term development.

Public relation is the communication between the organization and its public administration. The aim is to establish a mutual trust with the public relationship. In many companies, they all have a special responsibility to contact the public and external public relations department or departments with similar functions, and its main task is responsible for communication with the public, releasing information and communication, to establish a good reputation.

Public relations as a management function, it is not for product management, financial, technical or sales networks, and other tangible assets, but "information" and "relationship", "public opinion", "image" of these intangible assets. Its management tools are not technical, economic, administrative or legal means, but the spread of modern information society means of communication. Its management goal is not directly increase productivity, boost sales, profits, but adjustments between the

organization and the public to optimize the relationship between the living environment of the organization to enhance organizational value of intangible assets so that the organization's overall asset value.

In the society of the information technology, from individuals to organizations, the computerized join operation is very frequent messages from the network. People can spill over in a very short period of time, GTE Corporation send five hundred of the novel describes only within two second through the network. It can save huge costs of transmission, which makes the enterprise Industry Information dissemination becomes more extensive, in-depth and fast and low cost. Both beneficial or unhelpful, and even malicious messages are extremely easy to spread, people uphold share the convenience of information, but also to be an opportunity malicious messages, thereby causing a powerful destructive crisis. The crisis is also vulnerable to the negative impact of the proliferation of serious post fruit. Therefore, preceded by a warning system is essential. In this system, this can imagine what kind of business may be a crisis, and in which to do what preventive preparation. With this system, companies can face unexpected network crises machine in an orderly manner out of coping strategies and make every effort to avoid corporate crisis. This enables organizations to quickly overcome the crisis, though, and can not eliminate completely the damage caused by the crisis harm, but can greatly reduce the damage in order to achieve the key result of the rapid reaction elements, so that interested parties (stakeholders) good impression of the organization. Fortune 500 of the IBM, the most basic experience of the crisis public relations fall into seven words: "Say the truth in a short time." It may be a shortcut through the internet PR companies. As to how effective crisis prevention, crisis management is to manage the crisis, recently it has been the focus of many scholars think, occurred in the network. The crisis is the same way when the network appeared signs of a crisis. The companies should discover in time in order to improve and continue to monitor. If the crisis can not be avoided, is there a crisis management contingency plan or contingency measures in response to them is quite important.

“Globalization refers to the continuous expansion of global linkages, based on a global scale development and the rise of global consciousness. The links between countries in political, economic and trade are closer than before. Globalization can also be interpreted as compression and view the world as a whole part.

Globalization has the following impacts.

- * Worldwide growth in the number of common standards, such as: copyright law*
- * The growth of international trade in world economic growth faster than the*
- * controlled by the multinational growth of shares of the world economy*
- * The development of the global financial system*
- * More international cultural influence, for example through the export of Hollywood*
- * Cultural Diversity to reduce*
- * Development of international tourism*
- * A variety of cultures integration and innovation*
- * The growth of immigrants, including illegal immigrants*

Enterprise internationalization strategy is the development of geography strategies of the enterprise in addition to products and services strategy. With the growing strength of enterprises and the gradual saturation of the domestic market, far-sighted entrepreneurs are beginning to look toward the world outside China as their overseas markets.

Enterprise internationalization strategy is the company's international business development planning process for the growth of multinational companies in order to track into an ordered. It continuously enhances the competitiveness and environmental adaptability and the development of a series of decisions in general. International business strategy will largely affect the process of internationalization, deciding the future of international development trend.

Internationalization strategy of enterprises can be divided into three kinds of strategies, including local central strategy, multi-center center strategies and global strategies.

1, local central strategy

In the interests of the parent company and the value judgments, this strategy aimed at

take the initiative in international competition and gain a competitive advantage with the image of a highly integrated and power. This strategy is characterized by a parent company focused on product design, development, production and sales coordination, highly centralized management, management decision-making power by the parent control. This strategy has the advantage of centralized management which can save a lot of the costs. On the other hand, the disadvantage is that the ability to adapt to local market differences is lower.

2, multi-center strategy

In the unified business under the guidance of the principles and objectives, this strategy means to conduct the production and management in accordance with local conditions. The parent company is mainly responsible for overall strategy development and business goal decomposition, the implementation of the objectives of overseas subsidiaries control and financial supervision. Overseas subsidiaries have a larger business decision-making power which can be made according to the local rapid response to market changes. This strategy has the advantage of the higher ability to adapt to local market needs. The disadvantage is the increased difficulty in coordination between the subsidiaries and affiliates.

3, the Global Center Strategic

The global center strategy takes the world as a global unified market in the world to obtain the best within the resources and sell their products in the world. Global center business strategy adopts a global decision-making system to link the various subsidiaries. The companies conduct the acquisition and product sales through a global business network of resources. This strategy takes consideration not only the specific needs of the host country differences, but also the overall interests of multinational corporations. International strategy has become the main trend. But this strategy also has shortcomings. It has the requirements for high levels of corporate management and large capital investment.”

The culture conflict refers to two or cultural contact with each other on the war and confrontation. A culture is based on the human life experience and life experience.

Living in a closed environment, is to produce some things in common tribal or village culture base. With the development of history, between tribes or villages who are growing variety of contact, closed state will gradually be broken. The cultural conflict is a culture of "congenital" or determined by the nature of culture is culture in the inevitable process of continuous development of a natural phenomenon.

The individualist culture pays more attention on the development of individual. They encourage people to pursue freedom and democracy. The personal wealth and happiness are considered to be the most important thing. America and Europe are the typical individualist cultures. On the other hand, people in collectivist culture live and think for the community. People are encouraged to give up some of the personal interest for the collectivist goal. Japan and China are the typical collectivist cultures. Western cultures are mostly individualist cultures while eastern cultures are generally collectivist cultures.

East and West each has a unique ethnic and cultural background and social psychological structure, production methods and different levels of development, reflected in the thinking, knowledge and style on the way there are significant differences. So the manager should learn more about the thinking methods and customs of collectivist culture in order to avoid the misunderstanding in communication.

Firstly, individualist culture and collectivist culture have different understanding of concept of family. Western humanism is generated background in theology. Therefore, the western turns to personal moral responsibility to personal struggle. The Chinese is family-based. Home in Chinese is the head of the universe and a haven of life. So when the manager wants to give praises to his staff. In the collectivist culture, sometimes they will be touched if the manager cares of their family members. For example, if the manager gives a birthday present to the family members, they will consider this is a great honor for their works.

In a globalizing economy, firms deal with business in a circumstance of diverse cultures. While people from different countries appear to share the similar viewpoint, they differ in many respects, defined by cultures. Though they converse in same language, they still see things dissimilarly. (Cellich and Jain, 2004) Cellich and Jain (2004) defined culture involves every behavior and value that is transferred through joint experiences to a person's own life in a community. Brett (2001) grouped cultures into two categories: psychological factors and social structural factors. Psychological factors are commonly known as shared beliefs, values, norms and standpoints. Social structural factors constitute the "economic, social, political, and religious institutions that are the context for social interaction". (p.7)

The widely studied cultural values are individualism and collectivism. In individualist culture, people are self-centered and rarely dependent on others. The attainment of their target is more important than the one of group's target. People of individualist culture tend to be competitive and have little devotion to the company where they work. On the contrary, people from collectivist culture tend to be interdependent on one another and preserve group concord by pursuing joint adaptation.

Overall, they have high devotion to their groups or companies and a high willingness to involve in decision making.

Business negotiation is activities between two companies with aim of coming to agreements to offer financial gain (Dupont, 2002; Cellich and Jain, 2004) Furthermore, when companies they encounter are not of same countries, it is said to be international business negotiation. Cellich and Jain (2004) argued that the number of companies aggressively devoted to global business is going up, which leads to a great number of negotiations needed to make contracts done between exporters and importers from different cultures, together with a growing competition both in local and overseas markets.

Kotler (2003) defines brand as "a name, term, sign, symbol, or design, or a combination of these, in order to define individuals or groups of products or services, and separates from the competition." In short word, if an organization or product can be described with clear, concise words, symbols to express their characteristics and positioning, it is for brand building. Brand is a symbol of quality, there are brands, this product can be advertised his product is not the same place, a quality assurance means that consumers have a choice of the basis for the time of purchase.

American Marketing Association (AMA, 1960) has defined the brand as: "it is a name, term, mark, symbol, or design, or it is their combined use which is used to identify a group of sellers of products or services to competitors of the products or services with differentiated."

Chernatny & McWilliam (1989) from four areas illustrates the meaning of the brand's function:

First, it is a recognition tool, and hope with competitors' difference.

Second, it is the quality and consistency of commitment and guarantee.

Third, it is the self-image projection, the customer to compare yourself with others symbol.

Fourth, it is a group of relative positioning on the product for the customer purchase decision-making aids and cues.

Chen Yujun (2003) pointed out the brand will be divided into two dimensions of physical and abstract, which refers to an entity with a special name, terminology, symbols, logos, designs complex, is a feeling, you can see with the product related functions or services; abstract represents an organization or social culture, the memory integrated in the customer experience in mind, the company is intangible, the customer on which to distinguish the difference with the other competitors.

The economic attributes, characteristics and classification of brand

A crown (2003) summarized the views of experts on the proposed brand implications are threefold:

First, the brand is visible, to distinguish different products or services of competitors.

Second, the brand is intangible, a customer of the product or service of memory, feelings of trust and the sum of the above experience, the customer has a special meaning and feeling, the benefits of self-expression, etc., and also reflects a culture the user a status symbol or image.

Third, the brand is a contract, the reaction to give the product manufacturer or value of ideas, also reflect the thought processes of business, strategy and commitment to show customers and manufacturing (provided) by the relationship.

Lin Jia Jun (2004) defined brand as a name, term, mark, symbol or design, the products or services offered by other competitors, separates, and into consumer products on the use of mental image generation commitment to a comprehensive experience or experience, can shorten the distance of communication with customers.

Pengjian Zhang and Lu Wang Kun (2005) pointed out that the brand not just a trademark, an advertisement, or a marketing activity, but the consumer management and the basis of cognitive function produced by the harvest, after all the impressions of the aggregate within. And on the "geographical location" arising from the unique position to be under all the member benefits between customers and all people (management business, distributors and external professionals) to efforts, including the quality of products and services, property now, passenger Cheng, Satisfaction and the feeling of the overall evaluation of the brand. Brand is abstract, is cut the consumer experience the product of a sum of the consumer if the product can not be

established a close relationship to the brand can not be called.

Ross (2010) argued that the brand should include both concrete and abstract level. The former is seen to experience the specific product attributes, quality, use, function or service, including names, symbols, designs, logos, design, physical form, to distinguish the products of other competitors; which is in the consumer The value of psychological feelings and impressions generated, including the emotions and the relationship between customer and manufacturer, can supply both quality and value-added customer benefits.

Brand strategy is the organization through the analysis to take brand strategy and implementation, the development of a difference, full of quality products and services, which shapes the organization's brand equity, and as market positioning and marketing (Chernat0ny & McWilliam, 1989).

Doyle (1990) pointed out that the brand strategy is based on product quality, service, innovation and differentiation, and build up from the successful brand, create a stable differential advantage, the effect can be reflected in the asset book value.

Kapferer (1992) that the brand strategy is the organization through the brand image identity is established, the strategic brand management of processes, development of marketing strategy plans to promote the product or service quality, to reach the target market segments, the segmentation task, increase the book assets.

Aaker and J0achimsthaler (2000) pointed out that the brand strategy, including brand identity establishing, developing and executing brand plans, with integrated marketing communication tools such as interactive media (interactive media), direct marketing (direct resp0nse), promotion (pr0m0ti0n) the use of tools such as the last measure brand equity, brand strategy strategic synergy of a flow.

Parry (2010) figured out brand with building and marketing strategy combination, brand strategy is the enterprise or organization and the brand in each other's core interests, location benefits and value of benefits among the three priority ranking and each link, the formation of organizations of market segmentation, brand recognition and customer loyalty strategies to maintain the activity (Lin Yi Xuan translation, 2002).

Guru Marc Gobe researched on brand strategy and gave the definition: the emotional brand strategy, strategy to create customer perceptual experience, and strengthen enterprise or organization and the consumer emotional connection, and then the tree establish civic brand responsibility, and strengthen the brand of strategic value (high-Ren Jun translation , 2004).

To sum up the brand strategy, it can be summarized in the analysis for the business or organization internal and external environment, through strategic brand management course, brand strategy execution strategy, access to customer brand recognition, increase customer loyalty and promote the emotional experience and so on.

Knapp (2000) also pointed out that the assessment method of brand development: analysis of the overall operating environment, marketing research and consumer behavior analysis, competitor analysis, self-analysis, market structure, segmentation, target market and really establish the brand positioning (Yuanshi Pei, Huang Jiahui translation, 2001). According to their order of implementation are as follows:

(a) Of the overall operating environment

Many environmental factors influence the market such as political legal, economic, social, cultural, science and technology, organizations must put into the market who want to conduct the external analysis of the overall environmental aspects and dimensions variable according to the information analysis within the organization as a combination of ministries resources, such as financial resources, human resources,

production operations, marketing resources, develop marketing strategy and implementation plan based on the reference (Shyh-Rong Fang translation, 2004).

(B) marketing research and analysis of consumer behavior

Consumer behavior (consumer behavior) analysis is a marketing research (marketing research) is very popular as a research area, the organization entered the market before there must be adequate customer information analysis, competitor analysis and marketing plan development and execution of consumer who conduct investigations of the decision.

Consumer behavior of the dimensions involved in order to philosophical, social, psychological, sexual and other issues, through marketing research used qualitative and quantitative research, and explore the market characteristics (size or type), products and labor services to buyers and potential amount and location of the number of consumers and their purchasing power, needs and preferences, as the addition to market analysis, competitor analysis, market segmentation and brand positioning of the foundation. (Lee Maohsing, Shen Meng Yi translation, 2002).

Moreover, Aaker (1996) pointed out that the analysis of the consumer should include: the main segment of consumers, the real motive of the customer, and so on.

(C) the competitors analysis

In competitor analysis, Porter (1985) proposed strategic planning organization, the available five forces (Five - Force) conducting industry analysis to understand the source of competition .

(D) Self-analysis

End of the customers, conducting analysis, competitor analysis and positioning analysis, then the environment will have to view the organizations themselves to find competitive advantage, since the brand plans to support implementation. Porter (1985)

proposed the value chain (value chain) analysis, enabling organizations to understand what operational initiatives can create value. The organization can be used to identify and assess the resources and ability of the structure. Organization can value chain analysis, to understand their costs and confirmation strategies can be used to promote various methods of execution. Brand culture is the core brand for the business organization to uphold an organizational culture. Robbins (1994) figured that organizational culture is present in every character within the organization itself. Schein (1985) that organizational culture can be divided into three levels: first level is the organization's most significant and easily see the level, including construction, language, technology, products, clothing, creative works, talked, and the organization of the legend, myth, story ... and so on, but this level are classified in this study to the brand identity design and marketing portfolio in the discussion; this stage focuses on the values of the second layer, refers to an organization outside advertised in the strategy, objectives, philosophy, how can internalize in the minds of employees, employee behavior exon, with the third level of basic assumptions (basic assumpti0n), The formation of a long-term attitudes, beliefs, belief or value.

Knapp also pointed out that the formation of customers the perfect brand image of the brand through the organizational culture of the results of the operation of the information exchange process (Yuanshi Pei, Huang Jiahui translation, 2001). Therefore, the brand strategy implementation, the shape of the importance of good organizational culture can be seen. Brand culture must also keep up with constantly changing customer needs and expectations, he proposed a building brand culture, processes, and stressed the brand culture to be able to successfully formed, each member of the organization must understand and accept the brand promise, and let This promises to be the consistent elements of organizational culture, leading organizational decision.

Brand is an intangible, not with the entity name, term, symbol, design, or the sum of the above were used to identify products or services between firms, and then with

competitors the difference of their products, is the most real, is also the most valuable asset market (Aaker, 1991).

Brand Equity refers to assets minus liabilities and the net asset value. Brand equity is the brand to give the product added value is attached to the brand's unique marketing effect (Farquhar, 1990).

Brand equity is a brand name and symbol which is linked to the assets and liabilities, you can increase or decrease a product or service the value of customer experience (Aaker, 1991). Furthermore, also available from the competitors point of view, brand equity is compared with the general competition arising from the price premium (Mullen & Mainz, 1989). From the utility point of view, such as incremental view, brand equity is given by the brand name value physical products (Kamakura & Russell, 1993). Therefore, the brand equity from the consumer brand associations, and brand association are from the brand recognition (Aaker, 1991).

Srivastava and Shocker (1991) figured out that the brand equity is that from the brand and brand value; Blackston (1992) proposed brand equity will be divided into two types, one for basic rights, such as price, packaging, and brand image through road; another is the added value benefits. Therefore, brand strategy and brand equity should be derived after the brand value. Brand equity is through the level to measure the effectiveness of brand strategy.

Chapter 3 Research methodology

3.1 Introduction

The methodology is the core of a research article. The methodologies and methods used in an article, the interviewees taken part in the study, the techniques used in the

data collection and data analysis process and the logics used in the research process will have great influences on the research results. The methodology is a plan of collecting, organizing and integrating collected data so that an end result can be reached (Merriam 1998). In this chapter, we will introduce how we designed this research. This chapter is to introduce the research question, research subjects, research methods, data collection methods and quality control methods and so on. The research design was descriptive.

In this part, we will introduce how we designed this research. The methodology is a plan of collecting, organizing and integrating collected data so that an end result can be reached (Merriam 1998). In this section we will explain the specific research methodology, research logic, the methods of sampling and the ways of analyzing data in this research, and the quality of research will also be discussed in this chapter. As a scientific research, this research uses lots of important methods of research. These methods are used to find out the Smoking legislation on F&B establishments in Hong Kong.

Collis and Hussey (2003, 10) classified differing types of research according to four variables (Collis, J. and Hussey, R. (2003) Business Research: A practical guide for undergraduate and postgraduate students, 2nd edition, Hampshire, Palgrave MacMillan.):

“The purpose of the research- the reason for conducting it: the exploratory, descriptive, analytical or predictive research.

The process of the research- the way for collecting and analyzing data: qualitative and quantitative research

The logic of the research- whether you are moving from the general to the specific or vice versa: deductive and inductive research

The outcome of the research- whether you are trying to solve a particular problem or make a general contribution to knowledge: applied or basic research”

3.2 Research subjects

The researcher of this research is an on-service manager in a big logistics international company. This research takes place in this logistics company and some other related companies. The participants are the stuff of these companies.

3.3 The method of research

Generally speaking, the research methods used in this research are the questionnaires and face to face interview.

On top of that, quantitative data will be collected to achieve the other three objectives, because this research will conduct the attitudes of the employees towards the knowledge sharing in the logistic companies.

When it comes down to qualitative approach, interviews and secondary data will be combined to fulfil the first two objectives. The objective is to describe the attitudes of the employees towards the knowledge sharing in knowledge intensive companies.

In terms of interaction, the research interview will be conducted on a one-to-one basis. Face-to-face interviews will be organized as the main interview method since the sample is accessible easily, although Saunders et al (2007) listed many advantages of telephone interview, eg, it saves times and costs compared with face-to-face interview and focus-group interview.

3.4 Data collection

The data collection methods mean the way of collecting data. There are normally two data collection methods: quantitative data and qualitative data. Quantitative data collection instruments are questionnaires, ad hoc rating scales or observation schedules, while qualitative data collection instruments refer to personal interviews and secondary words information gathering. Punch (2001) stressed disadvantages of qualitative data collection instrument as both more contentious and more difficult to summarize. Furthermore, Collis and Hussey (2003,163) said that qualitative data collection methods can be expensive and time-consuming, although qualitative data offer a more "real" basis for analysis and interpretation than quantitative data. In this research, both these two methods will be employed.

3.5 Quality control

To have a successful research the quality of it must be high, to ensure that the "validity" and "reliability" should be under attentive consideration.

(1) Validity Consideration

Validity is the level of a study that correctly reflects or assesses the specific concept that the researcher is attempting to measure (Malhotra and Birks, 2006). To ensure the validity, this research will be conducted by the researcher directly.

(2) Reliability Consideration

This is an important way to guarantee the reliability of this research. Reliability concerns the issue of consistent results of the study if it was replicated. Reliability relates the degree of an experiment, test yielding the same result on repeated trials (Malhotra and Birks, 2006). To protect the reliability, this research will design the questionnaires carefully. While designing this research, the researcher has made sure that the questions in the questionnaires are divided into different fields.

In this research, we also used Validity Consideration and Reliability Consideration to ensure the quality. Besides these two methods, because of the patients and the careful works of the researcher, the quality of this research can be ensured.

Ethical issues relevant to this study were connected with keeping an good relationship with the respondents. One of the ethical issues that were followed by the informed consent. This was very crucial to this research. This is also quite crucial to the respondents so that there is promotion of voluntary participation. This also helped avoid coercion of possible respondents. Another ethical issue is that no harm was caused to the participants. This included both physical and emotional harm. Harm may cause insecurity to the respondents hence, spoil the study.

Anonymity and confidentiality is another ethical issue that was observed. This applied to the data collected from the respondents and the fact that it cannot be traced to them in the report. Normally respondents do not prefer their names to be attached to information given out especially dealing with the issues of the attitudes of the employees towards the knowledge sharing in the knowledge intensive firms. During this study the participants were treated with high respect. The time schedule was adhered to in order to be ethical. This made the participants to have trust on this research and the interview. It was very important that the participants were told that about the true nature of study because people need to know why they were being asked questions. This was done through conformity to contract with the participants. With the above schedule and methods, the participants in this research are all willing to take part in this research and have very good perform whiling answering the research questions.

Chapter 4 Analysis and discussion

4.1 The situations of international freight forwarder

China's sustained rapid development led the development of freight forwarding and logistics. It is marked by significant companies into the industry growing. In 1983, Sinotrans is China's only an international freight forwarding company. By November 2003, the Ministry of Commerce approved international freight forwarding have been 4100. The world has more than 40,000 international freight forwarding companies, employing over 800 million -1000 million of the public. Currently, about 80% of the world's air cargo, 70% of the container transport of goods, 75% of the cargo transportation business, are controlled in the hands of international freight forwarders. The development of China's market economy has left everywhere the traces of the planned economy. Freight forwarding and logistics industry is no exception. Currently, freight forwarding and logistics, government administration can be described as "administrative compartmentalization, market own interest, departmental interests in Planning". This situation is called "the absence of market order."

4.2 The business process of international freight forwarding industry-taking company W as example

4.2.1 The source of profit is single. As small value-added services, it is difficult to provide differentiated services

Current, W The scope of the company is still in business just to stay in the booking, customs declaration, inspection and other agency services, the main source of income by booking commission and eat the difference, very little independent value-added services, customer relationship difficult to achieve closely interdependent the extent, or even rely on commission refund of interests that are not normal, it is easily replaced. The face of rapidly changing trends in international logistics, once the inherent profit model is under attack, by shipping companies or airlines aside, agent for the loss of the relationship with the owner will also be difficult to maintain. Shipping companies have taken the strategic extension of this trend has been revealed by the inevitable. UPS Breaking up with Sinotrans, Federal Express acquired field

operations, network operations to be plundered for many years, massive customer data to be stuck with UPS and FEDEX account, over the years for others, brand management lessons for others to make the wedding dress, wake-up call for us .

4.2.2 Due to the intense market competition, defending of the right to speak the local supply is difficult

More and more shipping companies are keen to set up their own freight forwarding subsidiary, directly from the market canvassing, and large the owner of direct contracts, competition for customers and freight forwarding resources; a large number of foreign companies and joint ventures to enter the competition stronger, improve the international network, especially in the competition for foreign customers, and FOB Cargo, an advantage, to bring great pressure on local businesses. Mainly relies on the local freight forwarding operations exported goods, import capacity is not strong to do, nothing in the foreign market competitiveness. Even if exports from foreign buyers have accounted for the goods specified in the FOB more than 80%, FOB the trend of more and more goods, the loss of market share is quite serious. Some local companies cooperate with foreign agents, as the next home to help partners are agents of goods FOB object booking, charge a little fee, little profit. Most other companies, and only go to the market desperately canvassing.

Thus, C City of freight forwarding companies although many, but most of the initiative is in the hands of foreigners, the face of the shipping companies do not have much right to speak. With the foreign companies and shipping companies compete for dominance, W freight forwarding and other logistics companies have a long way to go.

4.2.3 W forwarding is lack of core competitiveness. The future development is unknown

Traditional trade in services are freight forwarding industry, the industry itself is not strong professional, rely mainly on experience and supply, the threshold is low, services simple, shell companies and more, did not form their own core strengths, competitive nature is not strong. Difficult for SMEs and large freight forwarding and logistics companies to compete in order to survive, will be dragged into a price war the industry's morass.

At the same time, the lack of a unique core business, not in any aspect of the weapons to defeat the enemy in the direction of future development on the issue becomes very own projects.

4.2.4 Supply is insufficient to support the global network of pioneering

To obtain a shipping company a cost advantage on a route, or an airline to get accommodation and advantages of fixed prices, the volume of talk must take their own shipping company or airline negotiations, to which all people know the truth freight forwarding . Not have their own advantages routes and volume, it is difficult to support an international network of agents. In addition, lack of talent and experience, but also an extremely problem to be solved. W enterprises do not establish effective international networks, it is difficult to provide full service international freight and profit generation of space is very narrow, too simplistic to provide services.

4.2.5 The information technology capabilities are still insufficient

Although many companies have introduced or developed its own information platform, but the lack of customer-facing interface is still basically do not realize the integration throughout the supply chain information control, it is difficult to achieve throughout the entire supply chain information management.

4.3 The solution of business process optimization of international freight

forwarding industry-taking company W as example

4.3.1 Manage the related recourses well to provide qualified services

Whether large or small and medium enterprises, specialization is leading the future development of China's freight forwarding business the only way, "specialization is to develop core competitiveness of freight forwarding business the necessary requirements. The company's core competence is best at business enterprise brand, the main industry, strength, innovation and other comprehensive resources for externalization. " Specialization is to develop and enhance core competitiveness of enterprises an important way. From the management point of view, "the connotation of specialized business requirements of small and medium sized freight forwarding companies are based on changes in the environment, reduce the scope of business, the concentration of forces, the development of specialized and differentiated services, the purpose of achieving a surprise move." Economics point of view, is how to pass sub-collaboration, and in some business or part of an appropriate size to engage business, reduce costs and transaction costs, problem of optimal allocation of resources. Marketing point of view, is based on the value chain and core competitiveness and other ideas, how to use market share of the marketing principles and focus on the strategic point of contention, some business to do the fine chain, find the value added, whereas the cargo business competitiveness. Specifically, the specialized camp is in the air and sea cargo and storage distribution business, exhibitions, customs and other business operations may be extensive in scope, to seize the market, or to seize one of the most energy gap reflect their own Value of the business as the main industry, the sub-markets, customers, products, market development, the team set up, business as, management and other centralized marketing, dynamic development. Thus, W international freight forwarding freight forwarding companies need to build their own team, coordinate the company's resources.

Improve the logistics facilities and advanced logistics technology is the direction of freight forwarding to modern logistics development base, but also to provide first-class service guarantee. For example, using bar code technology to dynamically manage and track the goods; the use of advanced material handling equipment and identification system to improve handling efficiency, reduce damage, cargo and poor, the enterprise should be developed according to customer demand logistics services, a reasonable allocation of resources. Appropriate to the customers through cost savings, quality and services for the first solutions that enable businesses and consumers satisfaction of both parties.

4.3.2 conduct the market segments, use competitive strategy to take the appropriate development and improvement

Small and medium sized freight forwarding companies can target our customers in the freight forwarding services, based on a lower level of service charges to provide high value-added services, such as giving advice and other logistics solutions, based on domestic and win the market.

4.3.3 use logistics information system, strengthen the core competitiveness of enterprises

The wave of global information for the enterprise's survival, development has brought a great challenge and a rare opportunity. In the wave of information technology situation, as the transfer of cargo management services --- are facing dramatic changes in business model. "Information processing capacity is changing in the value chain and its related aspects of the relations in a way, whether it is the private sector, the public sector, business models are going to change" , as in a number of re-building the management structure and operational procedures, and the company's business, development strategies and objectives of information systems together Will be business to be prerequisite for the survival and development. W freight forwarding

companies need to improve their business management system, effective deployment of resources.

Science and technology makes the transport of goods in the supply chain becomes more and more "visual." Global positioning system (GPS), electronic switching technology (EDI), intelligent transportation systems-systems (ITS) can greatly improve the efficiency of logistics operations. For the freight forwarding business, information includes not only simple and transport, packaging, handling, storage and other activities related to information, including distribution activities with other information such as commodity trading information and market information. Only by fully grasp the information, freight forwarding companies can use the information on the various activities of the logistics process for effective planning, control, coordination and management.

4.3.4 increase investment in personnel training and management of the implementation of the scale management

Fundamental in terms of competition between enterprises is the quality of corporate members dispute is the talent competition. For the cargo business, the nature of a thing for the business would be required to have extensive input on international trade expertise, extensive experimental and excellent work skills, familiar with a variety of transmission methods, transmission tools, transmission lines, transmission hand and a variety of different social economic system, legal regulations, practices, etc. , proficient in all aspects of international cargo transportation in all kinds of business. With domestic and foreign institutions such as customs, commodity inspection, silver, insurance, Storage, packaging, various contractors and various managers, etc. who have extensive contacts and close relations.

Chapter 5 Conclusion and recommendations

China's international freight forwarding industry is suffering from the impact of economic globalization, which requires its own freight forwarding business based on the characteristics of continuous improvement and open up the market to develop innovative services to the primary interests of customers, from traditional business to develop new value-added services. Only in this way China's freight forwarding business can develop under the influence of the economic globalization of the international freight forwarding logistics, and better meet the challenges and continue to grow and develop.

Restrict the efficiency of customs clearance is the development of port logistics in China. It is a key factor to improve China's customs clearance of goods, although the efficiency of a series of reforms, however, it does not systematically affect the efficiency of customs clearance analysis of the factors, together with the customs during the institutions without a corresponding set of quantitative optimization model of support. The reform is ineffective, and there is still a gap between china and the developed countries.

In this paper, W freight forwarding industry, city status, survival and development background, and C Foreign Trade of the new situation and new changes, the W Freight forwarding companies to analyze the current approach to development and put forward some useful proposals or programs, formulating development strategies for small and medium freight forwarders have a certain reference value; small and medium sized freight forwarding companies also put forward the guiding ideology of information technology, and freight forwarding business for small and medium , the establishment of a more practical evaluation index system of customer value and made an example of the analysis, the results will help to moderate the scale of enterprise information technology and customer segmentation and classification management to improve customer relationship management capacity and market competitiveness.

The early course of the study authors, attempts to customer relationships of more sub-index system and in-depth, research on information system construction for a more professional description and analysis, such as: customer satisfaction, customer lifetime value, customer life cycle and related strategies, information systems specific construction steps and so on. But taking into account the object of study is the small freight forwarding business, in-depth does not meet the current conditions and a simple, scientific and practical principles, and ultimately on the relevant indicators were simplified in order to have the actual operational.

In terms of customs clearance to the status of the actual level of management, based on the premise gradually increase to build a simple but key grip mathematical model of complex methods do not have the practical operation, would prefer discarded. Shenzhen after the current industrial development for the new situation presented to supplement the analysis and put forward some suggestions to get some conclusions of the paper a better combination of practical applications.

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Appendix:

Questionnaire 1

1.Whether you have a Chinese freight forwarder at present?(If No, please go on from 5) A.Yes () ; B.No () 。

2.How many Chinese freight forwarders do you have? A.1 () ; B.2-3 () ; C.4-6 () ; D.more than 6 () 。

3.Do you want to change your present Chinese freight forwarders? A.Yes () ;
B.No () 。

4.What's your main ways of seeking for Chinese freight forwarders? A.Introced
by friends() ; B.Participating related organizations() ; C.Internet search engine
() ; D.Various conferences () 。 E、 others

**5.Do you have the requirement of finding a Chinese freight forwarder?(If No,
please go on from 13)** A.Yes () ; B.No () 。

**6.What are you most concerned about while looking for Chinese freight
forwarders?** A.Credibility() ; B.Specialty() ; C.Scale() 。 D、 othes:

7.Which organizations does your company belong to? A.WCA () ; B.FIATA
() ; C.CCA () ; D.FFSI () ; E.None () 。 F、 others:

**8.If JCtrans could provide you with professional service on finding Chinese
freight forwarders, would you like to have a try?** A.Yes () ; B.No () 。

**9.While looking for Chinese freight forwarders, which of following services are
necessary in your mind?** A.Evaluation on its credibility and qualification () ;
B.Proper matching with oversea agent () ; C.Financial guarantee () ;
D.Consultancy service () 。 E、 others:

**10.What are the difficulties you may or have met with during the process of
looking for Chinese freight forwarders?** A.Channel Bottleneck() ; B.High Cost
() ; C.Low Efficiency() ; D.No Professional Staff() ; E.No Requirement
() 。 F、 others:

**11.If you are looking for Chinese freight forwarders, what services do you expect
to get from JCtrans.net?**

12.What are the advantages of having an oversea agent?

13.If you have other suggestions, please note here.

14.Your Company Name

15.Your Company Category A.Freight Forwarder() ; B.Shipping Agency() ;
C.Ship Owner () ; D.Others () 。

16.Country

17.City

18.Employee Number A.Less than 5 () ; B.6-10 people () ; C.11-30 people () ; D.More than 30 () 。

19.Your Name

20.Your Position

21.E-mail

22.Your Telephone