

Operation and Management Transformation Strategy of Large Civil Aviation

Airport of China

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Abstract: With the rapid development of China's economy in recent years, aircraft transportation is also becoming more and more popular. As a result, the operation and management of the airport has gradually attracted widespread public attention. This paper analyzes the operation and management model of large-scale civil aviation airports of China in detail and combines their existing management shortcomings. It discusses in depth the development direction and management strategy of large-scale civil aviation airport operation and management of China, hoping to manage the current large-scale civil aviation airports of China bring some help.

Keywords: large aviation airport, operation and management, transformation strategy.

1. INTRODUCTION

With the current increase in air passenger traffic, the original aviation operation management system has been unable to meet the current market demand. In order to allow large civil aviation airports to adapt to the current market economy development model, large civil aviation airport operations the transition of management is a matter of no delay. Therefore, the article discusses this in detail from following aspects.

At present, China's large civil aviation airport operations and management models mainly include the following four, including the group management model; the government authorized management model, the financing construction management model, the integrated management model, and the listed and transported management model. The specific meanings of these four modes of operation management will be elaborated in the following and will be briefly analyzed.

2. LARGE DOMESTIC CIVIL AIRPORT OPERATION MANAGEMENT MODE

2.1 Group management mode

Capital International Airport uses a group management model. The Capital International Airport is controlled by the Civil Aviation Administration. Currently, it has participated in the control of many domestic airports. It can be said that it already occupies a large part of the civil aviation airport. The number of passengers carried by the airport has reached 30% of the total number of passengers in the country. Capital International Airport has established its own management standards and services

based on its own brand and corresponding management experience, and have attracted many domestic airlines to take off and land at Capital International Airport. This group-based management approach not only helps the integration of different local resources, but also greatly reduces the pressure on the government. However, the disadvantage of such a management model is that it reduces the opportunities for cooperation between local governments and airports [1].

2.2 Government authorized management mode

Shanghai Airport adopts a model of direct government authorization and management. It is directly authorized by the Shanghai Municipal Government to directly manage Pudong Airport and Hongqiao Airport. After the unified reforms at the airport, the Shanghai Municipal Government has established corresponding management associations to conduct unified management and coordination of these two airports. Since the last century, Shanghai has begun to implement certain decentralized management and granted some airport management rights to the airport itself. The airport group then carries out unified daily management to facilitate the integration of the airport and the economic development of the region and promote regional economic development [2].

2.3 Financing construction management mode

Guangdong Airport currently implements a mode of operation and management jointly managed by the province and the city. At present, the controlling shareholder of Guangdong Airport is mainly composed of the provincial government and the municipal government. Therefore, both the construction and management of the airport require the joint participation of both parties. The government gave a certain amount of financial support during the airport construction process. Then the government attracted more foreign-funded enterprises to join the airport construction through corresponding tax exemption policies. Of course, there are also many listed companies financing, many investors' shares, and reduced airports. The burden of the group, which helps the group to operate through the government and the market, can quickly get the airport on track.

2.4 Integrated management mode

In Yunnan, due to the development of regional characteristics, the Yunnan airport is widely distributed. Therefore, the level of development between airports is not consistent. In order to better manage the airport in Yunnan Province, airport management in Yunnan Province is mainly integrated. Management, that is to say, focusing on the Yunnan Airport Group, carries out the operation management of its subordinates, and manages the entire construction, operation, service, and resources of the airport as a unified whole, and then makes reasonable resources for the entire province[3]. Division, establishes a unified planning standard, and coordinates the development of the province. This can not only play a certain clustering effect, but also promote the combination of airport construction and regional economic development, in line with the current Western development plan.

2.5 Listed intermodal management mode

With the help of the Group's shares, the Airport Group will be listed to gain the impetus to develop the airport. At the same time, it will be able to use the unique location information to carry out modern airline intermodal transport. This is the main operation and management mode of the current Shenzhen Airport. Furthermore, in order to further strengthen the management of the airport, the Shenzhen municipal government has proposed corresponding management methods and established corresponding office units to conduct certain supervision and management of the overall development and construction of the airport construction. In addition, in order to promote the further development of airport freight, the Shenzhen Municipal Government has also set up special support funds.

3. DIRECTION OF TRANSFORMATION OF OPERATION AND MANAGEMENT OF LARGE CIVIL AVIATION AIRPORTS OF CHINA

3.1 Administrative authorization

At present, looking at the airport operation and management models of developed countries in the world, it is mostly the proportion of the government's market [4]. Many countries will delegate the management responsibilities to a special agency, namely the airport itself, to properly manage the airport, so that the agency can formulate a plan that meets the future development of the airport, and ultimately improve the efficiency of airport operations and management. And overall service level. From the above management model, we can find that the management model of domestic Shanghai airport is this type. Therefore, relevant agencies should participate in it as soon as possible, and actively introduce relevant authorization policies, granting the airport more autonomy, letting the airport embark on the road to management, and at the same time relying on the authorization of the government to establish a professional management team and using its own The foundation will set up advantages and resources to provide more quality services to the general public and improve the overall operational efficiency of the airport.

3.2 Franchising and franchise

In view of the advantages of resources in different regions, the airport is rationally managed. At the same time, it promotes two operating methods: franchise and franchising, giving full play to regional characteristics, stimulating regional economic development, and further improving resource utilization efficiency. Consolidate resources in the region, re-create industrial chains in all sectors, and integrate resources as the focus of production process design. In addition, we will further integrate the regional sideline industries, introduce relevant market mechanisms in air transport, and intensify the development of various industrial sectors. We will fundamentally realize the combination of the main and auxiliary industries and expand the actual revenue of the airport. After doing a proper integration of resources, we must draw on the current popular franchising and franchise management model, and then clearly define the actual land use area and managerial status of the airport, and accurately divide the airport's allowable business projects so that we have a good grasp of basic information. Afterwards, it carried out corresponding franchising and franchise. Using this business model to carry out orderly management of some of the airport's business projects, and

then the airport's business management personnel will charge certain part of the franchise business facilities site costs, and at the same time its unified and standardized management, in order to expand the airport's The source of income will eventually realize the transition from the airport's business model to the management model.

3.3 Government support

Many airports need to invest large amounts of capital during the initial phase of plant construction, and gradually recover their operations in the later period of time. This kind of construction investment model has certain difficulties for the maintenance of small airports. In view of this situation, the government should provide appropriate financial support, and do a good job of planning and arranging early, so as to form a stable investment and growth mechanism in the future. Therefore, the government should be encouraged to actively participate in the construction of the airport so that the small airport can better carry out the construction and development of the later period. For the current government investment, it can mainly start from the following two aspects: First, increase the proportion of government investment in airport construction. The government has dominated the operation and construction of airports in increasing investment in airport construction. Second, the government can provide long-term tax exemption and subsidy policies. For small airports with poor operating efficiency, the government can appropriately provide corresponding subsidies. Third, the diversified investment is introduced. The government can relax the regulations, expand the scope of investment, attract more social investors to actively participate in the construction of civil aviation investment, and expand the scope of construction investment.

Strategies for the transformation of operation and management of large civil aviation airports of China.

3.4 Learning from domestic and foreign operations management experience

With the continuous development of economic globalization, the gaps between countries in the world are gradually narrowing. To promote the continuous development of civil aviation in the country, we must first recognize our own deficiencies, and then learn from foreign developed countries. In China, we constantly sum up experience, find our own problems, learn from the management methods of developed countries, apply them properly in the development of our aviation industry, and continuously upgrade ourselves in the integration of the two to find suitable domestic civil aviation operations. The management approach promotes the rapid development of civil aviation of China.

3.5 Introducing a new management model

After analyzing the operation and management modes of major airports in the country, we learned that in order to adapt the civil aviation airport to current consumer demand, it is necessary to change the existing operation and management model and convert the original management model to management. In order to better implement the management operation, the first thing to do is to fully understand the management model and understand the basic characteristics and main contents of the management model. The management model mainly refers to the airport also has to get rid of the original operator identity, return to the status of the airport manager again, within the limited special

operating rights of the airport, in line with the basic principle of fairness, do not engage in the business of the airport Business, but as a commissioner to provide service business. Transfer business operations to professional service companies to efficiently manage airport missions. The specific operations are: First, change the traditional airport self-operating model, rationally allocate limited airport resources, promote healthy competition in the airport market, and further improve the efficiency of actual management; Second, refine the division of labor in airport management. As an airport manager, we must stand in a global perspective, understand the problems existing in airport management in all aspects, and refine the division of labor in airport management. At the same time, it will continue to guide its progress in the right direction. It will not panic and follow blindly in actual management, thereby gradually improving the overall service quality of the airport.

3.6 Introduction of new technologies

With the advent of the information age, the development of all walks of life is inseparable from the computer technology. In the actual airport operation and management, the traditional management methods have become increasingly difficult to meet the current market demand, so the current airport management In order to gradually introduce new technologies, such as big data. With big data, not only can managers reduce their workload, but they can also use equipment monitoring to help optimize work processes and further improve airport service levels. Moreover, with the current increase in passenger flow, the airport's data information is also increasing. More and more, the traditional data analysis system has been unable to meet the current needs of airport operations and management, but with the help of big data, much flight information can be stored in a certain data system, and then use data mining and other technologies. Data analysis, regular updates to the flight information on the screen, to ensure the accuracy of flight information, improve the speed of flight information updates. Finally, the use of big data technology to analyze the passenger flow at the airport, intelligent analysis of the collection of customer information, understanding of equipment operation, airport service conditions, so that managers can arrive at the scene the first time to solve customer problems and provide customers with high Quality of service, making operational management easier. With the arrival of the information age, the more intelligence, the more people will pay attention to it, so as to understand the customer's needs faster and bring more and better services to customers.

4. CONCLUSION

In summary, with the continuous development of the country, it is believed that domestic civil aviation airports will also have new development. Based on the analysis of the current civil aviation airport operation and management model, there are still many drawbacks. It is necessary for the government and relevant departments to make constant adjustments. It is believed that under the conditions of continuous learning and improvement, domestic civil aviation airports will usher in a new spring. In order to further promote the reform of the operation and management of civil aviation airports, domestic airports continue to learn and learn on the basis of continuous learning of foreign experience. They learn to introduce advanced technologies to improve the current operation and management environment, and ultimately help civil aviation airports to change their current

operations and management models. To promote the rapid development of civil aviation airports, accelerate the development of national aviation, and promote the continuous development of civil aviation.

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