

# Analysis on the Development of International Freight Forwarding Company - Taking Changbao International Freight Forwarding (Shanghai) Co., Ltd as an Example

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**Abstract:** Changbao International Freight Forwarding (Shanghai) Co., Ltd. is set up by a Indian businessmen and approved by the Ministry of Foreign Trade and Economic Cooperation for it establishment of the main import and export cargo transport agent of the freight forwarders, the company in March 2012 stationed in China's freight forwarding market. In recent years, due to the development of China's bonded policy very fast, the state vigorously support the development of bonded industry, committed to the establishment of China's first comprehensive international shipping center which provide a very good opportunity to the majority of logistics enterprises for development undoubtedly. Under such circumstances, it is necessary and valuable for the company to develop the next business development plan and strategy. Changbao International Freight Forwarding (Shanghai) Co., Ltd. is currently facing the main problem is what kind of business development strategy, can help the company in Shanghai freight forwarders on the market a firm footing in order to faster and more effective to seize the market to promote the company's development of. According to the advantages of the company's foreign head office background, get away the diversification of services and differentiation of the road. According to the problems existing in the development of the company, it has formulated the marketing strategy, perfected the internal organizational structure strategy, and promoted the service quality strategy and the human resource strategy. Through the Changbao International Freight Forwarding (Shanghai) Co., Ltd. international freight forwarders stationed in Shanghai international freight forwarding business development and research, in the research process of the proposed strategies and recommendations for other types of freight forwarders in the future development of certain Learn from.

**Keywords:** business development; international freight forwarding; environmental analysis

## 1. Introduction

### 1.1 Background and research objective

Since China's accession to the World Trade Organization, as well as the rise and development of modern logistics industry have a significant impact on the business environment of freight forwarding enterprises. At the same time since 2005 China canceled the freight forwarding industry market access restrictions. The strength of foreign counterparts more and more to enter China's freight forwarding market, while domestic and foreign shipping companies have set up their own freight forwarding enterprises, all kinds of factors makes our freight market competition is very intense. With the advent of the post-financial crisis era and the United States and other Western countries to reduce the credit rating

and the sustained development of China's economy, China's foreign international freight forwarding company's business and development also changed significantly. Due to the impact of the financial crisis, China's total import and export volume has been seriously affected, while China's international freight companies generally lack the global network, itself there is the concept, business, financial and other difficulties, making the original profit a lot of business increasingly Atrophy. Resulting in a large number of small and medium-sized freight forwarding companies out of the market, and those who have just entered the Chinese market, how to adapt to foreign-funded enterprises? This paper expects to provide detailed guidance for the small and medium-sized foreign freight forwarders who have just entered China by means of the specific analysis of Changbao International Freight Forwarding (Shanghai) Co., Ltd., and make a modest contribution to China's logistics business.

## **1.2 Purpose and meaning of study**

Changbao International Freight Forwarding (Shanghai) Co., Ltd. as a subsidiary of India under the Shanghai-based freight forwarders, bear the Indian company in India and other countries, the agency network resources, effective convergence of China's other outlets of the freight forwarders The rapid development of business, while able to follow the trend of the times, to achieve their own better development, to provide customers with more comprehensive, more comprehensive services. Through the discussion and research on the development and operation of Changbao International Freight Forwarding (Shanghai) Co., Ltd., we will broaden the scope of service of the Company, improve the company's operation network and establish the brand of the company, so as to obtain more customers' trust and improve the economic efficiency of the company. Changbao International Freight Forwarding (Shanghai) Co., Ltd. as one of the many freight forwarders, especially in the new set of small and medium-sized foreign freight forwarders in China, the typical change in this area can provide for other freight forwarders Can learn from the experience and lessons learned to promote the development of freight forwarding industry.

## **2. Research on International Freight Forwarding Theory**

### **2.1 The concept of international freight forwarders**

The term 'freight forwarder' is derived from the English 'Freight Forwarder' and the International Freight Forwarders Association (FITC) defines it as follows: The freight forwarder is based on the instructions of the customer and the person taking the goods for the benefit of the customer, He is not the carrier. June 6, 1995 the State Council approved the 'People's Republic of China International Freight Forwarding Industry Regulations,' Article 2 provides that 'the international transport of goods agency, is to accept the import and export consignee, consignor's commission to the client's Name or in their own name, for the principal for the international transport of goods and related business and receive compensation for the service industry.

### **2.2 International freight forwarding functions**

International freight forwarders have a wealth of international logistics knowledge, familiar with foreign trade control, and the existence of customs departments cut the business relationship, whether for the import and export of goods, consignor, or for the actual carrier and port, airport, fleet, warehouse, have an important role in the bridge and link. It can not only promote international trade and international transport business development and can create foreign exchange sources for the country, for the national economic development and the globalization of the world economy to promote the role. Its functions include: organization and coordination, professional services, communication control, consultants, reduce costs, capital integration.

International freight forwarders and the transport of goods, warehousing custodians, loading and unloading operations and banks, customs and other mutual understanding, close relationship, long-term cooperation with each other trust, international freight forwarders can replace the consignor to pay the relevant costs, taxes, In advance with the carrier, storage custodians, loading and unloading operators settlement costs, by virtue of their own strength and credibility to the carrier, storage custodians, loading and unloading operators, to the banks, customs departments to provide fees, tax guarantees or risk guarantees, can help The client finances the funds, reduces the capital occupation, and improves the capital utilization efficiency.

### **2.3 Types of China's import and export freight forwarding**

International freight forwarding business needed a strong knowledge, more business links, involving a wide range and the business focus of freight forwarding is not the same, we can see the complexity of its business and diversification, according to the size of these freight forwarders, Operating characteristics and business background, in general can be divided into the following five types.

(1) To Sinotrans company as the background of the freight forwarding business

Sinotrans company's assets of about 20 billion yuan, employees about 64 million people, with 200 million tons of self-fleet, more than 3,000 vehicles, 160 large and medium-sized warehouses, 60 bonded warehouses, warehousing total area of about 5.5 million square meters. Not only for the sea, land, air, multimodal transport, customs declaration, inspection, storage, transit, distribution and other freight forwarding business. It also operates liner, shipping, aviation express mail, container leasing, confidence consulting business. Is the largest, branch and its holding companies or joint ventures throughout the major cities at home and abroad, specialized, network, large-scale high degree of international freight forwarding business characteristics are: a business-based, diversified, Strong assets, and constantly open up domestic and foreign markets.

(2) Freight forwarding companies with shipping companies, airlines and railways

Such freight forwarding is representative of COSCO International Freight Co., Ltd., China Foreign Shipping Agency, China Shipping Group Holdings in the sea International Freight Co., Ltd., Tianjin Shipping Group Holdings Tianhai, Tianxin, Tianfu and other freight forwarding companies, China Railway Foreign Service Head office, and so on, its operating characteristics are: by virtue of tariff advantages, well-informed transport information to facilitate the owner, Lan take the source.

(3) To foreign trade companies, under the company's shipping department for the background set up by the freight forwarding enterprises

Such as COFCO, Minmetals, Zhongcheng, China Textile, Chinese and foreign animals, in the arts, in the machine, in the package, such as the system of the International Freight Co., Ltd. 'its operating characteristics are: in the source! Documents and to the bank for settlement and settlement and other aspects of other freight forwarding has obvious advantages, but the scale is small, the service function is not perfect, the lack of network operating conditions.

(4) To the storage industry as the background of the freight forwarding business

Such freight forwarding in Tianjin Bohai Petroleum Transportation Company, Shanghai International Exhibition Transport Co., Ltd., Beijing Association of international treasury freight services companies, etc. can be represented 'its operating characteristics are: to engage in the warehouse industry's semi-rich experience in the construction of special goods, Such as exhibits, treasures, Superman, overweight and bonded and other aspects of the agent is unique and long, and can take this pick up the source, won the trust of the owner.

(5) Sino-foreign joint ventures of freight forwarding enterprises

At present, China's foreign investment in the international freight forwarding industry there are restrictions, but in order to introduce advanced management methods to speed up with the international market, has allowed some foreign shipping companies, large freight forwarding, industrial companies and domestic foreign trade companies, Human transport companies jointly set up joint venture freight forwarding enterprises. Its operating characteristics are: strong capital, a higher level of management, better quality of service. Such as Shanghai Panjin International Freight Co., Ltd., Chase International Transport Company, Tianjin Central International Freight Forwarding Co., Ltd., its operating performance and service characteristics are the industry awareness.

### **3. Changbao International Freight Forwarders (Shanghai) Co., Ltd. Development status quo**

#### **3.1 Company Profile**

Changbao International Freight Forwarding (Shanghai) Co., Ltd., a wholly-owned Indian company, headquartered in India, has 15 branches in India, all over major cities and has offices in Malaysia, Korea, Singapore, Hong Kong and

Taiwan The Advantages: Asia's full range of maritime business, India line advantage is particularly evident, India / Singapore's maritime Pinxiang business, India / Africa / Middle East / Central and South America's air operations The

### **3.2 Business processes**

Changbao International Freight Forwarders (Shanghai) Co., Ltd. mainly engaged in import and export freight forwarders, the business process first.

### **3.3 The current market situation of the company**

The company's market positioning locked in the designated goods, that is, foreign trade activities, real consignor rather than peer. Changbao International Freight Forwarding (Shanghai) Co., Ltd. was originally established for the purpose of providing importers of India with a good source of service. Although in March 2012 has just entered the Chinese market, but the company has a large number of designated sources. Therefore, to be in Shanghai international freight forwarders in a competitive environment based on the initial. Designated goods customers will become the ideal goal, to become the focus of the company's services. First of all, they are less sensitive to the tariff than the peers, and through the trailer, warehousing, customs services, supporting services such as the integration of the profit margins of the whole business, and the co-ordination between the fares Profits generally only 50 dollars, and often do not involve supporting services without profit bonus. Secondly, when the designated customers recognize the customer service level for the company is better than their rivalry, the loyalty will be higher, they are affected by the impact of foreign buyers to replace the freight forwarding service costs higher. Company leaders have been advocating giving customers the best quality service: to help customers with the lowest freight choice for the best transport routes, timely feedback logistics progress, and actively deal with customer orders, etc., free of charge to provide customers with commodity inspection business inquiries, The positioning.

### **3.4 Company profitability**

The profit of Changbao International Freight Forwarding (Shanghai) Co., Ltd. is derived from the profit distribution of the specified goods, the profit attributable to the goods, the import and export derivative services and the invisible revenue. As most of the export designated goods are FOB terms of trade, that is, in the port of destination to pay the freight, although the cargo sea freight plus higher, but the company can only share part of the profit from the brothers. But with the freight market to enter the lower threshold, in recent years a large number of new companies to join the competition continue to lower prices, coupled with the continued appreciation of the renminbi led to the profits of exporters, they are increasingly sensitive to freight, Changbao international freight Acting (Shanghai) Co., Ltd. also had to transfer part of its profits to customers.

In addition, the company part of the profits derived from air operations, air export process is relatively simple in terms of shipping, but the profit level is often more than maritime business. According to the operation mode and profit means of normal air transport business, the amount of profit does not increase with the total amount of goods shipped, but higher than the total amount of goods transported. Because in the air transport business, in addition to the normal billing methods, there are additional hidden income, such as weight level differences, gross weight and billing weight differences caused by hidden income. These hidden incomes is a substantial increase in the amount of business development, and may even exceed the normal billing profits, which is a lot of air freight forwarding company real profit source.

## **4. Changbao International Freight Forwarders (Shanghai) Co., Ltd. Development environment analyses**

Through the analysis of the internal and external environment of Changbao International Freight Forwarding (Shanghai) Co., Ltd., Changbao International Freight Forwarding (Shanghai) Co., Ltd. is also facing a huge challenge: the domestic freight forwarding industry competition greatly strengthened, making freight forwarding industry surging, the company prospect is full of haze.

Through the internal environment analysis, we get in the same small and medium-sized freight forwarding enterprises, the company's advantages are: non-vessel carrier qualification, living in industrial clusters developed in Shanghai's regional advantages and the most important Sino-Indian route service capacity advantage. But also to see with the excellent freight forwarding enterprises, the company in the network size, marketing capabilities, information technology, supplier prices and human resources management disadvantage. At the same time as Changbao International Freight Forwarders (Shanghai) Co., Ltd. in Shanghai, the initial operation of the company within the organization is not perfect, the normal development of the company caused great harm. SWOT analysis table can clearly see the status of the company's internal environment.

So the company in the next development should highlight their own advantages, improve their own service level. In order to win a good reputation, try to avoid the threat of factors on the development of the company, and according to the existing opportunities in the stage, and actively adjust the company's business development direction to promote the rapid development of the company.

## **5. Changbao International Freight Forwarders (Shanghai) Co., Ltd. business development problems**

### **5.1 Weak core competitiveness**

The traditional freight forwarding business, including booking, storage, packaging; cargo monitoring and handling, container assembly devanning, distribution, transit and related short-distance transport services; agent declaration, insurance; Shanzhi relevant documents; Private goods and transit goods transport agents; international multimodal transport, Cargo; international express and its consulting and other business. At present, most of our foreign-controlled international freight forwarding companies originated from mergers and acquisitions, extending the backwardness of domestic corporate management, without subdivision and expanding market demand, unable to form the core competitiveness. Business scope is limited to Lanhua, booking, customs and other intermediary services, as well as import and export document operations, freight transport and other work, ignoring the logistics consulting, risk assessment and other value-added services, the main source of income by booking commission and the difference, and With the intensification of competition, tariffs are more open, customer information transparency increased, by earning high tariffs and high commission profits period has ended. If the foreign freight forwarding or through social relations and price advantage to carry out business, and did not form a modern marketing concept, once the market competition, its professional service level is low, poor customer stability, poor competitiveness and other shortcomings will become a fatal blow. The current global financial crisis led to the world economic recession, the appreciation of the renminbi, a substantial decline in international trade, a direct impact on the demand for freight. And Changbao International Freight Forwarders (Shanghai) Co., Ltd. is still in the early stages of development, it is difficult to calmly deal with the negative impact of fierce market competition.

### **5.2 Lack of high-quality international logistics talent**

In recent years, foreign-controlled international freight forwarding company practitioners have become the quality of enterprise development constraints. With the intensification of market competition, the theory is solid, familiar with laws and regulations, proficient in the operation and management of talent to become the main components of the core competitiveness of enterprises. At present, both the school graduates and the industry's existing practitioners, the vast majority of the overall quality of the lower level, only to stay in the practical operation of the mechanical level, cannot meet the needs of modern enterprise management. A small number of high academic qualifications, master the advanced international logistics concept and a high level of management of high-level talent distribution in a number of large freight forwarding enterprises, their working environment is good, high income, hunting and retain them is not easy, high cost. If the introduction of high-quality international logistics personnel from abroad, the same high-cost problems, but also not familiar with the domestic norms and laws and regulations. In short, the bottleneck has become the current foreign

holdings of international freight forwarders difficult to grow and develop one of the vital factors. Moreover, Changbao International Freight Forwarders (Shanghai) Co., Ltd. was established at the beginning of the company's main positions are through high salaries from other companies dug up, plus the beginning of the establishment of all aspects of the company are not sound, the company during the operation of some confusion Did not create the expected working environment for them, resulting in greater mobility of the company staff.

### **5.3 Internal organizational structures is incomplete**

From the internal environment analysis of the organizational structure analysis can be seen, Changbao International Freight Forwarders (Shanghai) Co., Ltd. organizational structure is very imperfect. The lack of human resources and the Department of Administration, so the management of employees on the lack of implementation, such as: (1) the lack of effective and continuous staff training system. Effective training can ensure that the staff's knowledge and skills to continue to improve and progress, the company in a competitive environment to adapt to new challenges, healthy survival and development. In the company's financial management information construction marketing management and quality management and many other aspects have exposed a lot of defects, cannot let the company management fully decentralized management, from the company's business development point of view, also hindered the company's business development and corporate development The (2) the lack of systematic transparency of the assessment and incentive system. The company's internal welfare and incentive levels are generally stronger than their competitors. Management is only based on their own inspection of each department and staff to reward and judge, and has the tendency of egalitarianism. You can imagine, in the company's business to further expand, increase in staff, the management of limited energy is not for each department and the staffs are aware of the situation, this complaint will increase the possibility of accumulation here, the key reason is the company lacks the system science's daily assessment and incentive system.

## **6. Changbao International Freight Forwarding (Shanghai) Co., Ltd. Business Development Planning and Implementation Strategy**

### **6.1 Changbao International Freight Forwarding (Shanghai) Co., Ltd. Business Development Plan**

#### **6.1.1 Services in differentiation strategy**

In the traditional freight forwarding industry, the so-called service differentiation is low. Almost all freight forwarders can provide services and methods are the same or similar. This is because the freight forwarding industry, the agency service content is relatively simple, almost all freight forwarding companies are using a unified concentration of capacity suppliers.

It is precisely because of this industry status quo, the implementation of service differentiation strategy is a jor breakthrough in the development of enterprises. In the service mode and content in a timely manner to comply with the pulse of policy and economic development, to provide customers with more attentive and thoughtful logistics

services to reflect a business decision-makers wisdom and ability to enable enterprises to successfully seize the market opportunities to gain a dominant position.

Differentiation strategy should first be reflected in the main line of the development strategy. Due to the unique geographical location of Shanghai Port, located in East Asia, in the north and south of China, and the history of its commercial and financial development has long been a long time, so Shanghai has always been famous import and export port and transit port. Also, most of the freight forwarding company distinguishes between single service Changbao international freight forwarders (Shanghai) by mainly engaged in Southeast Asia routes. In the full investigation of market demand for the development of new route combinations and expand the mode of multimodal transport. New policy situation and economic development is bound to guide the emergence of new forms of logistics and transport needs. Such as the

rapid growth of foreign ports under the new policy and form of import and export volume, in particular the operation of non-basic ports, or the development of different multimodal transport forms in the basic port. Changbao International Freight Forwarding (Shanghai) Co., Ltd. should increase market research efforts, and actively explore the economic rational and make up the market gap of differentiated service products to seek greater profit margins.

### **6.1.2 Services in diversification strategy**

In the development of Changbao International Freight Forwarders (Shanghai) Co., Ltd. on the basis of freight forwarding business, establish and improve the technology, information, consulting and service system, the development of third-party logistics services.

At present, the third party logistics service has become the leading logistics industry in the West, its proportion in the industry in the United States nearly 60% in Europe, 76%. China's logistics industry, although the late start, the development level is limited but the diversified direction of development is also a modern logistics requirements. With the further expansion of China's foreign trade volume, exchanges with foreign countries closer to the requirements of China's logistics industry and international standards, to achieve a wide range of integrated services is the requirements of the times. Especially in the current world economic development situation, the development of China's foreign trade industry is very favorable, and the government has also increased the policy of this tilt, which for China's third-party logistics development provides a good opportunity. Relying on policy advantages and national industry support, the development of diversified logistics operations, expand the scale of operation to improve operational efficiency, all logistics industry practitioners of the common direction of common development.

Therefore, in the current situation, Changbao International Freight Forwarding (Shanghai) Co., Ltd. in the traditional business on the basis of the development of diversified, professional, information, and systematic third-party logistics services is very necessary, but also enterprises in China Logistics The market to seek survival and development of the best choice.

## **6.2 Changbao International Freight Forwarding (Shanghai) Co., Ltd. operating development strategy**

### **6.2.1 Market strategy**

The current freight forwarding market conditions, despite the relevant laws and regulations, but overall there is still a lot of disorderly competition. Most of the freight forwarding companies is still in the traditional model, such as by virtue of their own relations and commissions and other means of equal competition to create profits. This is also due to the customer on the entire logistics supply chain can bring its benefits and convenience is not very understanding caused. Therefore, after analyzing the business data of Changbao International Freight Forwarding (Shanghai) Co., Ltd., the following suggestions are put forward for the marketing strategy.

1. wide and set the brand
2. Select the appropriate market research company to conduct customer satisfaction survey
3. with foreign branches and overseas agents to fully cooperate

### **6.2.2 Improve the internal organizational structure**

As soon as possible the establishment of human resources and administrative departments establish and improve the internal management system, performance appraisal system and staff recruitment and training.

The internal management system is sound, can make the internal management in an orderly manner, can the company's overall policy and policy in place to promote the company's stable and healthy development. Performance appraisal system of reasonable design will further mobilize the company's corporate identity and work enthusiasm.

At present, the company is generally the old and new, experience introduced the model, this way, the most prone to the problem is that the old staff to the bad idea to the new staff, so that new employees cannot meet the requirements of the company , But also to the new people caused unnecessary work pressure. In this case, full-time trainers are necessary, but in the professional knowledge of the staff training, but also enable employees to improve the work in the enthusiasm.

### **6.2.3 Improve the service quality of service strategy**

For the freight forwarding business operators in terms of the quality of service is to provide the accuracy of agency services and customer satisfaction to measure.

The accuracy of the service includes the process of completing the agency work and whether the results meet the requirements of the agent project, whether the time of delivery is timely, whether the goods are safe in transport. In general, the guarantee of service quality is generally ensured from the following aspects:

Firstly, the transport process design and line arrangement of professional, scientific and reasonable.

Secondly, to ensure that the entire transport and customs clearance documents are available

Thirdly, the operation is tight, the process design is reasonable.

Fourthly, strictly grasp the operating time.

Fifthly, information based from sharing systematization and logistics information synchronization feedback.

Sixth, the financial system is rigorous and transparent, the accounts are clear and the fees are reasonable.

Customer satisfaction is derived from the provision of agency services and customer expectations is high enough, the transport process and before and after the customer evaluation of the service process is good, whether the letter is accurate and timely feedback, service charges are transparent and so on.

### **6.2.4 Human Resources Strategy**

For the Changbao International Freight Forwarders (Shanghai) Co., Ltd. in terms of rational allocation of human resources, optimize the human resources structure is also an important issue facing enterprises. It is also a crucial factor for the operation of Changbao International Freight Forwarding (Shanghai) Co., Ltd. in Shanghai. It is also a very important factor in the operation of Shanghai Changbao International Freight Forwarding (Shanghai) Co., Ltd. in Shanghai. For the Shanghai Company's human resources structure, we should first in accordance with Shanghai's local business model and business needs to improve the original management structure, to determine the company's organizational structure and management framework. Second, determine the number and source of personnel for each target post.

The establishment of the new branch to the company's original management structure to hold up the backbone of the company's framework, the proposed branch management and important operational positions to the original company with the corresponding positions qualified personnel to play, the rest of the new staff to supplement the new The This mode of operation has maintained the company's original corporate culture business norms and operating system of transmission and consistency, but also in the selection of new employees in the configuration has a large flexible operating space, through the new members in the academic and business The choice of capacity to achieve the overall quality of the company personnel to enhance. One in the choice of old employees to adhere to the special post, due to the principle of application, pay attention to the reserve cadres to enhance and appoint, improve staff motivation and initiative. Both of the new employees to pay attention to the scientific analysis should be candidates for the practice. Select the overall quality of the higher staff to join the enterprise, enhance the overall quality of human resources. Of course, we should pay attention to strengthen the new business staff ability to develop and corporate culture penetration, to help them more quickly into

the corporate atmosphere, qualified to assume the professional role.

For the management of human resources, Changbao International Freight Forwarders (Shanghai) Co., Ltd. not only to uphold the practical and effective management measures and systems, but also should keep pace with the times, timely adjustment of management tools and strategies. With a good corporate culture to attract people; to rigorous and efficient style requirements of people: advanced professional experience to armed people; to a generous remuneration system to retain people, to avoid the frequent flow of the main staff is Changbao International Freight Forwarders (Shanghai) Co., Ltd. In the human resources management can learn from the better experience.

## Conclusions

This paper analyzes the internal and external environment of Changbao International Freight Forwarding (Shanghai) Co., Ltd., and draws the opinions and general directions of enterprise strategy development. Emphasis on the company should focus on service differentiation and diversified development ideas, pioneering and innovative, improve the existing scale of operation. By taking the Indian headquarter overall strategic planning on the basis for accelerating the pace of their own development. For the following business development strategy: the market strategy, improve the internal organizational structure strategy, enhance the operation of service quality strategy, human resources strategy.

The development of logistics industry in our country is in the ascendant, the country to increase development and policy support efforts to expand the opening up to further enhance international exchanges and business contacts. In this environment, this paper analyzes the actual situation of Changbao International Freight Forwarding (Shanghai) Co., Ltd. in Shanghai, which is of positive and instructive significance to the development of similar enterprises in this period. This is also the practical value of this paper. By trying to use scientific methods for the future development, enterprises should make planning. Of course, as Changbao International Freight Forwarders (Shanghai) Co., Ltd. itself and the current development of China's logistics industry is still in the exploratory stage, it cannot be fully in accordance with the international advanced and mature logistics enterprise strategic management theory to consider the development of business issues, must Combined with the current domestic and international political and economic situation, and the characteristics of enterprises and the stage of their own strategic planning and optimization of the design, so this article will have some limitations. At the same time as the impact of the Western financial crisis has not yet completely eliminated, in this context, the logistics and freight forwarding business development is facing a difficult test. In addition, Changbao International Freight Forwarders (Shanghai) Co., Ltd. in the future facing the impact of the long-term macro-environment remains to be seen, this also created a limited role in this article.

Because of the limitations of my knowledge, the limitations of competence, and the development of business development are multidisciplinary, multidimensional work, so in a short period of time, from the collection of materials to the argument of the paper, there will inevitably be many incomplete Specifically, this also gives me a space in the future work to further enrich the knowledge to improve the practical ability to solve.

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