

This file has been cleaned of potential threats.

If you confirm that the file is coming from a trusted source, you can send the following SHA-256 hash value to your admin for the original file.

1633a68d54667c32ff0e2a4f15f69ed8ce597d33b0aee2cd32a6406abc09ba82

To view the reconstructed contents, please SCROLL DOWN to next page.

Air Freight improvement strategy, A case study of Thai Air Asia Co.,Ltd

Palita Kamkhwan^{1*}, Punya Heedjun², and Nutnicha Lekburut³

^{1,2}College of Logistics and Supply Chain, Suan Sunandha Rajabhat University , Thailand

³Bachelor of Communication Arts Program in Digital Communication Arts (DCBTU)

Bangkok Thonburi University , Thailand

*Corresponding author

E-mail:¹palita.ka@ssru.ac.th ² punya.he@ssru.ac.th ³ nutnicha.lek@bkkthon.ac.th

Abstract.

Data by primary and secondary methods and data analyzed using content analysis. The results showed that the objectives of this research were 1) to study the problem conditions of air cargo transportation of Thai AirAsia Public Company Limited, 2) to analyze the internal and external environmental factors of Thai AirAsia Public Company Limited, and 3) to analyze the improvement of air cargo strategies. Thai AirAsia Public Company Limited. Using a qualitative research model, the main information was marketing, customer service, export, and human resources, with a total of 9 people. Select the sample in a specific way. The tools used in the research were interviews and collections.

The results of the analysis in terms of freight transportation problems include 1) limitations in transportation space, 2) the use of cargo tracking technology, 3) economic and political uncertainties, and the nature of internal and external factors. Because personnel still lack the skills to learn new jobs in real time.

SWOT Analysis results for the ability to provide fast and highly reliable services. The opportunity is to help in the fastest and most efficient transportation for long-distance journeys or the transportation of goods that require fast delivery. The main obstacle to air transportation is safety. If personnel do not follow established procedures or standards, it can cause unexpected incidents.

Keywords: Marketing Strategy, Transportation Improvement, Air Cargo

1. Introduction

Inventory, warehousing, moving, packaging, each process works in harmony. Factors affecting the development of the logistics system. More fierce competition The needs of customers are more complex than ever. Development and adoption of information systems is increasing the Global Session in business. The overview of air transport 2024 is classified as a type of infrastructure that plays an important role in the economy. It has the advantages of speed, reduces travel time and can reach rural areas where other modes of transportation are difficult to do, and it is the safest mode of travel to reach the destination on time, so it is becoming more and more popular in all regions of the world. Reflected by the continuous development of modern commercial airports. Building large and high-performance aircraft to carry more passengers and cargo. The development of modern transportation tools as well as the expansion and renovation of warehouses at the airport area to facilitate and increase the

transportation efficiency of the business (Krungsri Research Institute, 2024). In addition, the opportunities of the transportation business group have been introduced in various innovations in management, making the competition in the market high as well. However, there are also many market opportunities for airline operators to improve and increase the quality of services to increase customer satisfaction. Because nowadays, consumer behavior has changed. Therefore, airlines must also have a point that can attract users to build and expand the base of more efficient service providers. (Waiyawuththanapoom., P. & Mangwaen., W. (2023)

Due to problems during the monsoon season or during weather changes. Flights may be cancelled or postponed from original schedule. Thailand is one of the countries that has experienced several natural disasters over the years, including giant waves, tsunamis and floods. If the Company cancels flights or postpones the original schedule due to inclement weather, the Company's revenue and profit will decrease. Therefore, the Safety Management System (SMS) has been implemented to develop and support the organization. and control the risk to an acceptable level. (Thai AirAsia Public Company Limited, 2022)

The researcher that the study of the company's air cargo efficiency improvement strategy Thai AirAsia Public Company Limited. This study can be used as a guide to promote or develop for those who are interested in expanding their knowledge.

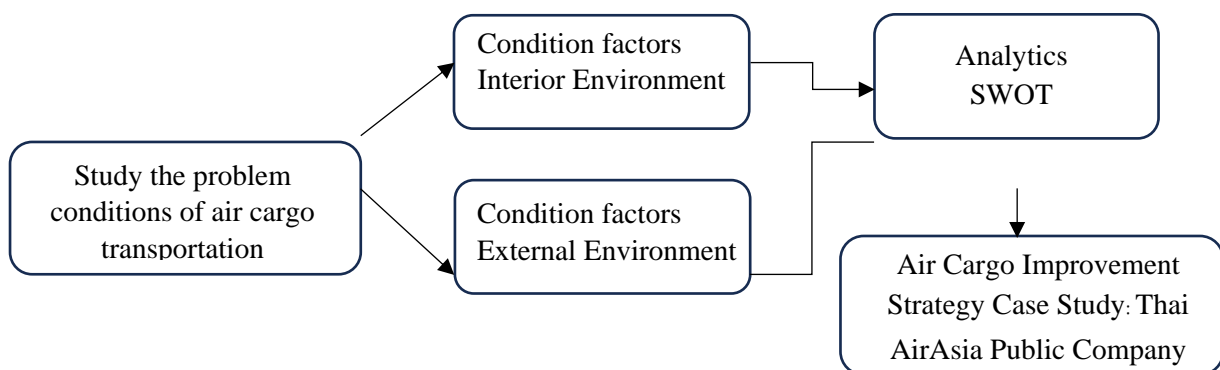
1.2 Research Objective

1. To study the problem conditions of air cargo transportation of Thai AirAsia Public Company Limited.
2. To analyze internal and external environmental factors, Thai AirAsia Public Company Limited.
3. To analyze the improvement of air cargo strategies Thai AirAsia Public Company Limited.

1.3 Research Conceptual Framework

According to a study on the strategy of improving air cargo transportation. Case Study of Thai AirAsia Public Company Limited The researcher works from relevant documents and theoretical concepts both domestically and internationally. From textbooks and related research such as the variables used in the study. As follows:

Figure 1: Research Conceptual Framework



2. Literature review

2.1 Concepts and theories about marketing strategies

Kotler (1997) said that the concept of the marketing mix is that the study of marketing stimuli that companies can control and is considered an important element of purchasing decisions. The marketing mix is divided into 4 groups, which are generally understood as "4Ps", namely Product, Place, Price, and Promotion.

1. Product is an indication of the ownership of the product or service. Offer to sell to consumers. This can be either a tangible product or a service that is an intangible product. Intangible Products or Tangible Products are often developed to respond to the needs of consumers. Where the sales presenter can present strategies such as taste, These factors may have an impact on buying behavior. It can affect the consumer buying process, or it is an option to consider before making a purchase decision

2. Price is the element that causes competition in the market. MoneyThe value of money that a customer needs to pay for a product or service that the business owner has. It is a measure to determine the value of the product as well as the standard of the product or service, which will make consumers compare products and services and make decisions by evaluating to make a purchase decision depending on the consumer's needs to evaluate the suitability of the product.

3. Place or Distribution Channel is a type of channel used by the offeror as a channel to sell products or services so that consumers can conveniently and quickly buy products. The service is easy for the manufacturer to evaluate and analyze the target consumer group. In order for products to be distributed to consumers in accordance with the target.

4. Promotion is a form of communication to present to consumers. Recognize product information to enable manufacturers to communicate the purpose of presenting products to target consumers, which is to introduce substances that affect consumer behavior at every stage of the purchasing process.

5. People are the people. Employees who work for the benefit of the organization Lower levels of management Mid-level service providers, high-level executives Business owner General employees, and personnel are considered an important marketing mix because they are the people who drive both the concept. Planning and operations so that the organization can progress in the direction set by the strategy.

6. Physical evidence is what consumers experience whether they use a product or service, as a way to present outstanding and different qualities, such as the decoration of drinks, store interiors, etc. Employee dress code Gentle and polite staff speech.

7. Process is a form of activity related to methodology and service practice that is presented to service users to deliver services quickly and accurately

2.2 Concepts and theories about business environment factors

Nattakarn Jongvimansin (2021) said that the working environment of the organization It is another important thing because it is something that surrounds a person that affects the behavior and feelings of that person.

Worat Suphamongkolchai (2022) said that the external environment is a factor that the organization or entrepreneur cannot directly control and manage, but these factors greatly affect

the operation and the achievement of the organization's goals. These impacts will create a competitive advantage in the business, thus allowing executives to understand and be aware of external environmental factors. To analyze the impact on the organization and use it in the next operation.

Soraya Supaporn et al. (2019) said that the external environment It can cause both positive and negative effects on the current and future operations, which is a factor that the organization cannot control. Organizations must constantly analyze the external environment. In order to be used in the analysis. Plan together with work

1. Political Factors come from various government policies, laws, regulations, and taxes, which are social requirements that organizations must comply with. The tendency to change politics and laws to be used in making decisions in planning operational strategies. Chanongkorn Kuntalbutr (2020)

2. Economic Factors: The economic aspect is related to the country's economic system. It is an indicator of the amount of resources used and drives business processes both internally and within the organization. Unemployment, consumer purchasing power Currency exchange rate and other factors Sutisa Rattanavicha (2022)

3. Social and Cultural Factors: The socio-cultural aspects are related to the socio-cultural characteristics of each area, which will be different, including the lifestyle of people in society. Values, Attitudes, Needs Characteristics of people in society Rattanawongsawat et al. (2021)

4. Technology Factor: Technology is constantly changing and advancing, which has affected the operation of the organization in many aspects. Equipment used in operation Chanongkorn Kuntalbutr (2020)

2.3 Conceptual Concepts and Theories of Air Cargo Transport

Nattapong Chantachlobol (2017) said that air transport refers to all activities of transporting passengers, goods, parcels and postal items related to the use of aircraft flights.

Santichai Kacharin (2017) said that air freight is the movement of goods by air. The newest form of freight that provides extremely fast service and is one of the modes of transportation that has a direct and indirect impact on the economic, social and environmental systems.

Thanapa Promrunroj (2017) said that air freight plays an important role and is very necessary for the transportation of goods that want to race against time and minimize the damage caused by transportation.

Wells (1984) found that the rate of tourist passengers increased, especially during the holiday season. Therefore, air transport system providers classify charter aircraft. The key features of air cargo transportation are: 1) Speed, 2) Certainty: Fixed flight schedules, consistency, and punctuality.

An important goal in the development of the logistics system and supply chain towards the future of the country. 2036 to achieve the goal by enhancing the existing industrial logistics potential. and future industries to be a new income generation base for the country, develop a more efficient agricultural logistics management system. and increase the capacity of the logistics service business to be able to stable diversify the investment service base linked in ASEAN. Support competition on the basis of innovation and technology to develop labor

potential to be highly skilled and have international standards. The implementation of environmentally friendly logistics activities has promoted Thailand as a center of production and trade. Services and investment in the sub-region and the ASEAN region. To become a high-income country and a developed country by 2036 (Thailand's Logistics System Development Strategic Plan, No. 3 2017-2021). and emergency response to meet international standards. Develop integrated airspace management. Supporting environmentally friendly travel. Increase safety and support for traffic and personnel in the transportation sector, as well as improve regulations to support continuous industrialization.

3. Methodology

3.1 Research model

Qualitative research methods are used, with primary and secondary data collection processes for content analysis.

3.2 Key Contributors

The key informants are 1) Marketing Department (2 people), 2) Customer Service Department (3 people), 3) Export Department (3 people), and 4) Human Resources Department (1 person).

1. Air freight marketers must have at least 5 years of marketing work experience.
2. The customer service department must be a person with at least 5 years of customer service experience.
3. The export department must have at least 5 years of air freight experience.
4. Human Resources Department has at least 5 years of working experience.

3.3 Research tools

Tools and Quality Testing The researchers used the following tools: interviews structured

3.4 Data Collection

The researcher collected data from primary and secondary sources through in-depth interviews.

3.5 Data analysis

Research on the improvement strategy this time The researcher analyzed the data obtained from the interviews according to the specified number. After that, the data is used by content analysis.

4. Results

The results of the analysis on air cargo conditions Thai AirAsia's air cargo are still limited in terms of limited warehouse space and the number of aircraft used to transport cargo. Therefore, it may need to be improved and increased in transportation capacity to accommodate higher customer demand. Improvements to warehouse space and the expansion of aircraft will increase the efficiency of domestic and international cargo transportation, including 1) constraints in transportation space, 2) the use of cargo tracking technology, and 3) economic and political uncertainty. Characteristics of factors within Thai AirAsia Public Company

Limited The Company focuses on training personnel to increase their knowledge and understanding of working in the air cargo line. The training covers air transport regulations. Corporate Requirements and Related Laws Training for new and promoted employees is provided regularly. Knowledge is reviewed every 24 months (2 years). The organizational structure has a unit responsible for quality control. Control and supervision of regulations related to work in warehouses. Including internal document and regulatory review The information received is updated in the work manual so that every step is compliant. Responsible personnel are provided with updated information and perform their duties correctly. Thai AirAsia has no budget problems as the company has sufficient budget to support and continuously improve the efficiency of the transportation of goods and services.

Aspects of external factors Air cargo transportation are still popular, although there are some challenges, such as some airlines not being able to use aircraft, which results in an insufficient number of aircraft that can be used to transport cargo. As a result, the number of goods transported does not increase according to demand and transportation costs tend to increase. If there are more aircraft on the market, it will improve transportation conditions and reduce transportation costs. Although it is too late for the industry, the introduction of RFID (Radio Frequency Identification Device) and barcodes to track goods in the transportation process has improved the efficiency of monitoring and managing inventory. The use of tracking devices such as GPS, RFID, and sensors. This makes it possible to track the status and location of goods in real time. In terms of transportation systems, vertical storage machines (ASRS) are also used that use robots to sort and separate goods efficiently. To reduce the time and increase the accuracy of operations in the warehouse.

SWOT Analysis of Thai AirAsia Air freight has the ability to provide fast service and high reliability. It has a comprehensive network of domestic and international routes and has the fifth most punctual flight file in the world. It also uses online tracking system technology that can track the status of goods at any time. However, air freight has a high freight cost compared to other means of transportation because the unit cost of air freight is considered the most expensive. Nowadays many methods of transportation are used together. For example, road, sea, air, and rail transportation to increase the efficiency of freight management. Reduce transportation costs and time, as well as better long-distance transportation connections. The future opportunity for air freight is to help with the fastest and most efficient transportation for long-distance journeys or the transportation of goods that require fast delivery. The main obstacle in air transport is safety. The other potential obstacle is the development of drones. There are still limitations on the size of the goods transported, but drones may help with land transportation more than air transportation. In addition, climate problems and global warming that cause more storms are also obstacles to air transportation. Aircraft may have to avoid stormy routes, which can result in increased fuel costs and transit time, as well as potential problems in the loading and unloading process in the event of a heavy rainstorm.

5. Conclusion

The results of the research according to Objective 1 show that Thai AirAsia's air cargo transportation still has a number of limitations that need to be improved and developed, especially in terms of cargo storage space, which cannot accommodate all types of cargo according to demand due to the emphasis on passenger transportation. In terms of tracking technology systems, which are still unable to support the higher demand of customers in some cases, it also affects the difficulty of managing cross-border shipments, which can cause delays

and higher costs. Increasing cargo capacity by improving warehouse space and expanding the number of aircraft. This includes the development of a more efficient tracking system. It will strengthen its competitiveness and meet the needs of customers in this fast-growing market. which is related to the research of Nithikorn. Bua Khom (2022) has studied the subject of Guidelines for the development of air freight areas for industry success International Air Freight The results showed that in terms of the development characteristics of the air cargo area. Have a policy vision. and the goal to build an air cargo hub and logistics hub. There are regulations and laws in line with the current era to support the development of a logistics center. Infrastructure Development of Cargo Transportation.

This is consistent with the emphasis on infrastructure development and cargo transportation areas. Use of technology to track goods Improvement of service quality and dealing with external factors that affect air cargo transportation, such as economic and political changes. All of this will strengthen Thai AirAsia's capacity and competitiveness in domestic and international air cargo transportation.

The results of the research according to Objective 2 show that Thai AirAsia's air cargo is strong in many areas, especially in terms of skilled and experienced personnel. Regular training and developing skills to meet changing market demands, as well as managing a good budget to support the development and improvement of freight efficiency, will help strengthen competitiveness and increase customer satisfaction in the air cargo market. This is related to the research of Donna Panong (2023). Study the impact of delayed domestic departure flights. Chiang Mai Airport found that the factors that significantly affected the delay were internal factors caused by technical problems. Physical and Spatial Management Problems. External factors such as weather, air traffic density, etc. The interviewees' comments on the issues of opinions and proposals indicate that the approach to management and physical management of the area is significant and should be taken into account in the development of improvements and systematic preventive measures, including physical development, to cope with long-term problems in a sustainable and concrete manner.

This is consistent with human resource management. The use of technology to increase operational efficiency and deal with external factors that affect transportation. Improving service quality and managing potential problems to achieve long-term efficiency and sustainability

The results of the research according to Objective 3 show that Thai AirAsia's air cargo is strong in many areas in terms of technology and talent development, but still faces challenging external factors such as aircraft shortages and competition in the aviation industry and improved service development. But optimizing transportation conditions and reducing costs are still a matter of ongoing consideration. The use of modern and innovative technologies such as RFID, GPS, drones, and Big Data will improve the efficiency of cargo tracking and transportation process management. which is related to the research of Wanisada Wajirami et al. (2022) studied the topic of Factors affecting the development of road freight logistics systems in Mae Hong Son province. It was found that respondents placed the highest priority on operating cost factors. Next is the legal factor. Logistics Regulations and Regulations Information Systems & Databases Logistics, personnel and logistics knowledge. Transportation and transmission infrastructure facilitates Commercial and logistics service providers respectively. As for the approach to entrepreneur development, most of them are of the opinion that there is an opportunity to access capital sources for business expansion in

improving the quality of freight transportation services, providing knowledge and benefits of using information systems to build a network together to strengthen the business. And for the convenience of liaison with the relevant agencies, there should be a plan to reduce costs. In cargo operations.

This is consistent with the importance of improving and developing transportation systems to be more efficient through the use of new technologies such as RFID, GPS, and Big Data, cost reduction, legal and regulatory improvements, and the expansion of service networks. which share the aim of increasing competitiveness in the freight industry. Both in the aviation and transportation industries.

The results of the research according to Objective 4 show are key strengths that make the company competitive in the market such as comprehensive flight routes, adaptability, use of cutting-edge technology and a strong brand in the Asian market. However, the opportunity to expand the tourism market in the region and the growth of air cargo will be important factors in strengthening Thai AirAsia's competitiveness in the future. This is related to the research of Wannapa Pongwaravijit et al. (2024) who studied the marketing strategy that affects the decision to use air freight services of import-export operators. The results showed that most respondents had a high level of opinion on all aspects respectively. The following are in terms of business duration, monthly income, business model, and business type. The results of the hypothesis test showed that the organizational factors of different entrepreneurs had an opinion on the factors that influenced the decision to use it. Air freight services of import-export operators are not different.

This is consistent with the Use technology to optimize transportation, improve services and expand markets to strengthen competitiveness. Meanwhile, the barriers that both studies identified. for example, internal factors such as space management and schedules, and external factors such as economic and legal impacts, are factors that need to be managed in order to remain competitive in the long term.

Acknowledgment

This paper is an output of the research. I would like to express my deepest gratitude to Suan Sunandha Rajabhat University for providing me with this invaluable opportunity to present my research. The university's support in terms of resources, academic encouragement It has enabled me to present my research at this international academic conference successfully.

References

- Chanthalobol, N. (2017). *Air Cargo Management*. Naiin.
<https://www.naiin.com/product/detail/219522> [in Thai]
- Chongwimansin, N. (2021). *Work environment factors and happiness at work related to organizational commitment of personnel at the Department of Disaster Prevention and Mitigation in Bangkok* [Master's thesis, Srinakharinwirot University]. Srinakharinwirot University Library. [in Thai]
- Juntasalobol, N. (2017). *Air Cargo Management*. Naiin. [in Thai]
- Khodcharin, S. (2017). *International transportation: Linking global trade*. Thammasat University Press. [in Thai]
- Kotler, P. (1997). *Marketing management: Analysis, planning, implementation, and control* (9th ed.). Prentice Hall.

- Kuntolbutra, C. (2020). *International environment*. <http://chanongkorn/International-Management> [in Thai]
- Ministry of Industry. (2014). *Ministry of Industry strategic plan 2016 - 2021*. Office of the Permanent Secretary for Industry. [in Thai]
- Promrungrroj, T. (2017). *Air cargo operations of Emirates SkyCargo*. e-Research Siam University. <https://e-research.siam.edu/kb/air-cargo-operation-of-emirates-sky-cargo/> [in Thai]
- Rattanawongsawat, S., & Thitilak, S. (2021). *Socio-cultural context affecting business strategies for wet wipes in Myanmar* [Master's thesis, Rangsit University]. RSU Digital Collections. [in Thai]
- Rattanawicha, S. (2022). *Economic factors and organizational commitment affecting the quality of life of monthly employees in the Eastern Economic Corridor (EEC) under the COVID-19 pandemic situation*. *Journal of Administration and Social Science Review*, **5(1)**, 1-14. [in Thai]
- Sathapongpakdee, P. (2024). *Industry outlook 2024-2026: Air transport services*. *Krungsri Research*. <https://www.krungsri.com/th/research/industry/industry-outlook/logistics/air-transport/io/air-transport-2024-2026> [in Thai]
- Supamongkhonchai, W. (2022). *Influence of external environmental perception and entrepreneurial characteristics affecting competitive advantage and business success of aromatic coconut farmers in Ratchaburi province* [Master's thesis, Silpakorn University]. DSpace Silpakorn University. [in Thai]
- Supaphon, S., et al. (2019). *Working environment factors and teamwork factors affecting the work efficiency of hospital employees in Suphan Buri Province*. *MCU Social Science Review*, **10(2)**, 208-225. [in Thai]
- Thai AirAsia Co., Ltd. (2022). *Risk factors*. *Securities and Exchange Commission*. <https://market.sec.or.th/public/ipos/IPOSGetFile.aspx?TransID=426736&TransFileSeq=9> [in Thai]
- Waiyawuththanapoom, P., Mangwaen, W., Suntiwaranont, S., & Hotrawaisaya, C. (2025). *Factors of marketing mix on affect to behavior's consumer decision for coffee brand by among Gen Y teenagers in Nakhon Pathom municipality*. *Mahidol R2R e-Journal*, **10(1)**, 120-134.