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HANOI UNIVERSITY OF SCIENCE & TECHNOLOGY
SCHOOL OF ECONOMICS AND MANAGEMENT



LEIPZIG UNIVERSITY
GERMANY



ENTERPRISE CHALLENGES: IMPROVING SME COMPETITIVENESS
International Conference
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PREFACE

Welcome to the International Conference on Enterprise Challenges (ICECH2013). This conference is co-organized and hosted by Hanoi University of Science and Technology (Vietnam) and Leipzig University (Germany).

As we all know, with the economic environment changing, all enterprises was challenged with a number of risks. The International Conference on Enterprise Challenges (ICECH2013) is aiming to bring together both Vietnamese and international researchers in the field of management and economics to share ideas, problems and solutions, especially with regard to use of new and emerging technologies to improve SMEs' competitiveness. Thus, creating an opportunity both for academics and practitioners from industry to discuss recent progress in this area is also a main purpose of ICECH2013.

The conference has received generous support and help from many people and organizations to make this event possible. Firstly, I would like to express my sincere thanks to all the authors for their excellent contributions and to all the paper referees for their time and expertise regarding paper review, particularly, to the invited speakers, Prof. Utz Dornberger from Leipzig University (Germany), Prof. Sumihiro Takeda and Prof. Masayuki Ida from Aoyama Gakuin University (Japan) for delivering plenary talks at the conference. Specially, I would also like to extend my appreciation to all the program committee members for their efforts and support to the conference. Most specially, I would like to thank all the conference secretariat staffs for their outstanding work for the conference.

Welcome to Hanoi, the city of peace and green. Wish all of you have a productive conference.

Dr. Nguyen Dai Thang

Conference Chair, ICECH2013

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SECTION 1

BUSINESS CHALLENGES AND SMEs’ COMPETITIVENESS

cho khách hàng... Ngoài ra, cần phải thấy rằng hệ thống quản lý chất lượng tốt còn tạo ra tiền đề để các tổ chức, doanh nghiệp có thể sử dụng linh hoạt các nguồn lực của nhau theo hướng *outsourcing* nhằm giảm ùn tắc tại một số thời điểm khi nhu cầu lên cao và đồng thời tăng mức phục vụ cho khách hàng. Điều quan trọng nhất là cần tạo ra được văn hóa liên tục cải tiến trong tập thể người lao động để họ luôn phấn đấu vì mục tiêu cuối cùng là thỏa mãn khách hàng của mình. Những cơ sở lý thuyết và các bài học kinh nghiệm được tổng kết trong phạm vi bài báo này sẽ là những gợi mở ban đầu cho các doanh nghiệp Việt Nam, nhất là trong các ngành dịch vụ phần đầu tăng năng lực cạnh tranh trong thời kỳ kinh tế khủng hoảng thông qua cắt giảm chu kỳ sản xuất. Cũng có thể thấy rằng còn rất nhiều tiềm năng cắt giảm chu kỳ sản xuất có thể khai thác từ việc ứng dụng lý thuyết truyền thống sang các hệ thống dịch vụ, vì vậy trong tương lai các nhà quản trị các cơ sở cung ứng dịch vụ vẫn cần tiếp tục nghiên cứu để khai thác tối đa những tiềm năng to lớn này nhằm tăng năng lực cạnh tranh cho cơ sở mình.

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THE BACKGROUND OF THE BIRTH OF AIDA

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Abstract

One of the important elements of commerce is how supplier side understand the customer. In the Internet commerce, the same thing is needed. Supplier always want to make products of large volume and to sell them to consumers as is. On the other hand, demand side always want to purchase necessary goods with reasonable price. To bridge these two different sides of commerce, marketing and in particular sales promotion have been studied. Therefore, this paper studied the relationship of between the origin of mass production consumption and the origin of purchase process model of consumer of "AIDA" in the industrial revolution of the United States. There, there was a major shift in scientific research that it changed the target from the "production" to the "market". That is, that changed from so far the idea of price competitive of "if you make a product cheap and good, so can sell it" to the idea of non-price competitive of "how to sold for consumers to product". This is also true in retail over the Internet in today.

Therefore, we found the theory of sales promotion to be applied to modern by studying about the Background of the Birth of "AIDA".

Keywords: AIDA, Industrial Revolution, marketing, purchase process model, Economies of Scale, excessive supply

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1. INTRODUCTION

One of the important elements of commerce is how supplier side understand the customer. In the Internet commerce, the same thing is needed. Supplier always want to make products of large volume and to sell them to consumers as is.

On the other hand, demand side always want to purchase necessary goods with reasonable price. To bridge these two different sides of commerce, marketing and in particular sales promotion have been studied. In addition, models of psychological transition and purchase process model of consumer was also closed up. "AIDA" is one of them. "AIDA" is the predecessor of purchase process model that has evolved until today. So, we studied the background of the birth of AIDA. There, there is key that establishment of techniques of mass production in the Industrial Revolution, and sales of products of large volume.

This paper describes the author analysis on the background with birth of AIDA.

2. REALIZATION OF ECONOMIES OF SCALE

The economies of scale is economy of decreasing costs by efficiency of increasing production volume (Ministry of Economy, Trade and Industry, 2003). It means that as production increases, the cost of producing each additional unit falls.

This paper deals with the era of the Industrial Revolution. First Industrial Revolution in the world was in Britain. It refers to the development of the economy from the technical development during 1760-1830. In this period main industry changed the production form from agriculture and handicraft industry to large-scale factory systems. The large-scale factory system achieved mass production, and as the result, made economic development greatly. Prior to this large-scale factory system is born, craft unit such as the family was prosperous mainly. Children was also regarded as one of the factors to make a cheap product (Toike, 1959). Production form of the handicraft was produced by using the machine in the power of the human. Therefore, it can be said that rather than to produce a large amount of product, it was a style of build-to-order manufacturing type. Changes to the large-scale factory system was due to change of the power source from the human to the steam, and be incorporated it into the working machine of

industry craft. This steam engine is one of the prime mover that converts the mechanical energy the pressure of the steam boiling water.

On the other hand, the Industrial revolution made economic development greatly from the Civil War, which the northern part of the industrialization defeated the Southern part of the plantation. The economic development also was due to the mass production by the transition from handicraft to large-scale factory system due to the invention of steam engine and being incorporated it into the working machine of cotton industry. Then, it was able to achieve mass-produced by scientific management such as to pursue standardization of work and assembly type compatibility parts in the factory (A.W.Shaw, 1915 Tange translation, 2012). Scientific management is that it refers to a management technique to set the scientific work procedures to try to standardize the quality and quantity for the work of workers. It has become possible to make cheap products of mass-produced by economies of scale and scientific management.

In this paper, we deployed the main thesis on the assumption that was regarding to "marketing" being originated in Industrial Revolution of the United States.

3. INCREASE OF PURCHASING POWER CAUSED BY WAGE INCREASE IN WAGE WORKERS

Large-scale factory systems have required many workers in order to achieve mass production. For example, The Singer company which was a manufacturer of sewing machine hired about 3,000 people in 1888, but about more than 9,000 people in 1914(Obara, 2012). Many of these workers was made up that move to the urban areas of rural farmers and immigrants from other countries. Then, the Singer company realized mass-produced by being pursue standardization of work and assembly type compatibility parts in the factory. With the advent of large-scale factory system, worker population increased in urban areas (see Table 1)

The increase of urban population was more than half of the total population of the United States in 1920, by rising about 5% in every 10 years from 1860.

In addition, between 1901-1910, the population of the United States increased 92 million people of about tripled as compared to the 1860s (about 31 million people in the 1860's) . It impact of

Table 1. Population Trends in the United States

Year	Total population	Immigration number
1850	23,191,876	1,713,251
1860	31,443,321	2,598,214
1870	38,558,371	2,314,824
1880	50,155,783	2,812,191
1890	62,947,714	5,246,613
1900	75,994,575	3,687,564
1910	91,972,266	8,795,386
1920	105,710,620	5,735,811

(Source: U.S.D.C.(1949) Bureau of the Census, *Historical Statistics of the United States*; 1789-1945)

Table 2. Changes in national income per capita

Year	National income per capita (\$)
1869-1878	216
1874-1883	281
1879-1888	326
1884-1893	343
1889-1898	358
1894-1903	406
1899-1908	461
1904-1913	500
1909-1918	515

(Source: Robertson, R.M.(1973) *History of the American Economy*, 3rd ed.)

immigration of about 8.8 million people was great. It compared to about 2.6 million immigrants in 1860, which is about four times. By the workers jumped in this urban area obtained the wages from factories, they were able to have purchasing power.

Then, national income was also doubled (see Table 2)

As a result, between 1910 to 1860, the size of the economy grew up to about 5.5 times. From the above, it is possible to say purchasing power of wage earners improved.

4. BALANCE OF SUPPLY AND DEMAND

In general, the relationship between supply and demand for products is caused a variety of conditions by the balance. If demand volume for product is greater than supply volume, supply and demand will be balanced by rising the price of a product and trading volume increases. If demand volume for product is greater than supply volume, supply and demand will be balanced by rising the price of a product and increasing volume of trading. Conversely, if supply volume is greater than demand volume, supply and demand will be balanced by decreasing the price of the product and reducing volume of trading. What is given a major impact on the relationship between supply and demand, it was Ford which swept the auto industry of the United States in the 20th century. This Ford realized mass-produced of standardized automobiles by moving assembly method and standardization of the production process. Ford realized not only the system of mass-produced but also the system of mass consumption by giving high wages to workers. Ford led to mass consumption of products mass-produced due to build a system of "low-priced products and high wages" by economies of scale and scientific management(Sakamoto, 2012). It was able to said that this system increased the trading volume of whole of car market.

On the other hand, when balance of mass production and mass consumption are established simply, it is in the early stages on the market. Continuing of mass-produced of standardization products is it reduces the value gradually of product, and next it directs to the product of diverse for desires of consumers.

Until the early 1920s, Ford's car was sold in large quantities. However, the number of sales since 1925 fallen gradually. It can be said that was affected by the increased sales of General Motors of competitor company. General Motors provided a full line of automobile to high price car from low-priced car in order to compete with Ford of mass-produce low-cost car. This is due to the fact that Ford had to stop the operation of the plant for the model change of the car in response to desire of diversity of consumers. (Figure 1)

From the above, it can be said that when balance of mass production and mass consumption are established simply, it is in the early stages on the market. In addition, continuing of mass-produced of standardization products is it reduces the value

gradually of product, and next it directs to the product of diverse for desires of consumers.

In other words to principle of competition, it can be said that was transition to the non-price competition from price competition.

5. PRODUCTION STRATEGY TO SALES STRATEGY

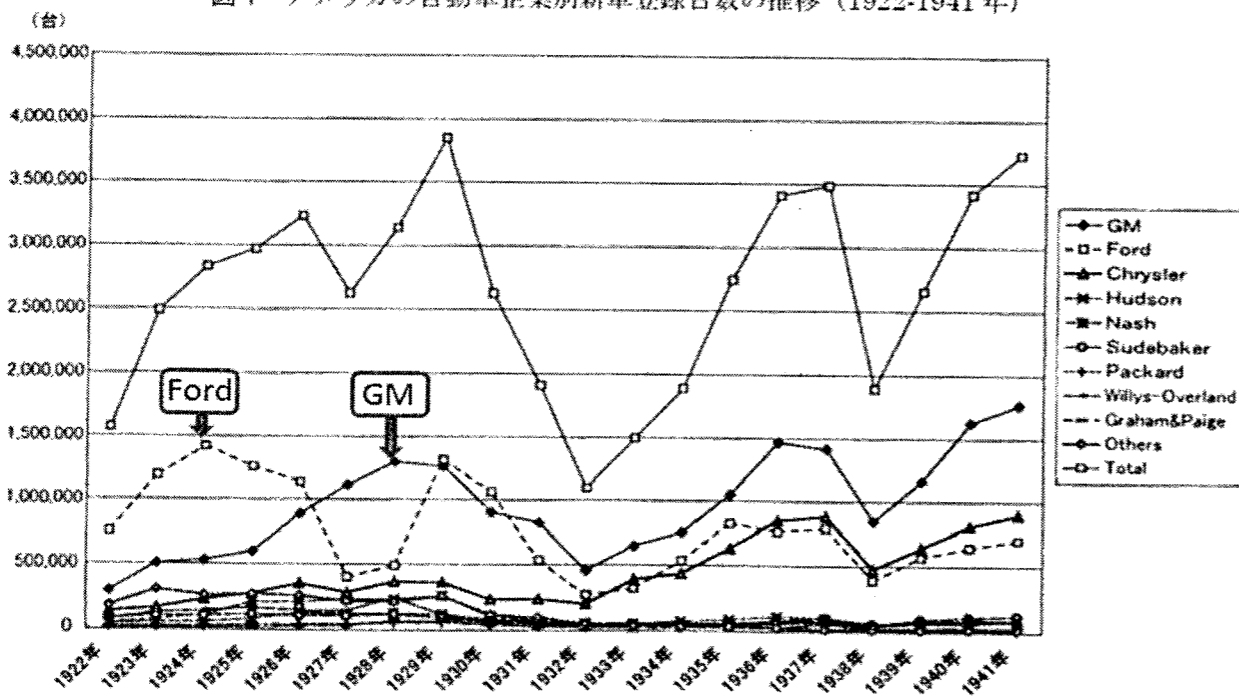
Producers were continuing research of cheap and good product to win the competition with its competitors so far. As a result, producers realized mass-produced of competitive advantage by economies of scale and scientific management. However, continuing of mass-produced of standardization products was it reduced the value gradually of product, and next it directed to the product of diverse for desires of consumers. The results, it produced a excess of the product produced in large quantities. However, large-scale plant system could not migrate to making products that were diversified easily. Because it produced large quantities products by large-scale capital investment. However, if producers can not resolve

excess of products, can not pay material costs and salary and recovery of capital expenditure, and the results can not continue corporate management. Producers were confronted with such a situation, and the result began to research for "How to sell a large amount" of products produced in large quantities. In other words, awareness of producer changed from so far the idea of price competitive of "if you make a product cheap and good, so can sell it" to the idea of non-price competitive of "how to sold for consumers to product". Change of this consciousness of producer led to the origin of the "marketing", in addition led to the origin of "purchasing process model of consumer".

More specifically, General Motors provided a full line of automobile to high price car from low-priced car due to analyze the diversify desire of consumers. In addition, in order to sell car of full lines and mass-produced for higher income from low-income people, General Motors researched purchase process model of consumer, and educated the salesman by sales manual, and established a sales force of competitive advantage. General

立命館経営学 (第 44 巻第 4 号)

図 1 アメリカの自動車企業別新車登録台数の推移 (1922-1941年)



出所) アメリカ自動車産業における寡占の成立過程『興銀調査月報』(1969年3月) 36-37ページより作成

Figure 1. Changes in New car registration figures of another car company in the United States (1922-1941) (Source: Formation process of oligopoly of automotive industry in the U.S. "kougin monthly survey" (1969), pp.36-37, in Ritsumeikan Business Administration, 44th volume No. 4)

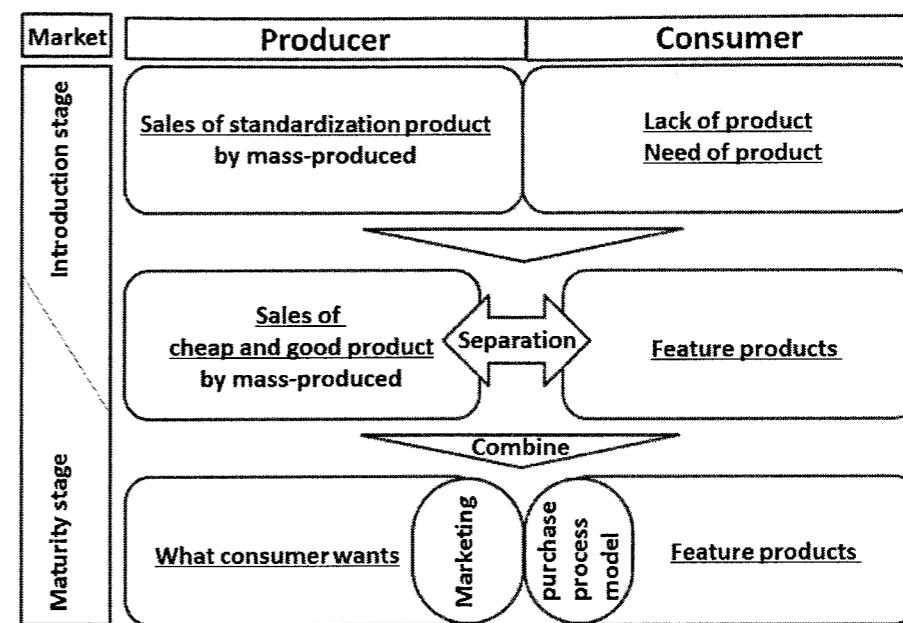


Figure 2. Relationship of between market and products of diversification and standardization.

Motors swept the market by strengthening of the non-price competition since the late 1920s (see Figure 2).

6. THE BIRTH OF MARKETING

Producer researched sales method of "how to sell the product" as solution to excess of products produced in large quantities. One of the research was methodology such as how to sell and inform the products to consumer. More specifically, it was the use of "advertising", "direct sales personnel," "distribution function". These researches led to the origin of "marketing" later. Producer of large-scale factory system researched advertising of "How to inform the product" in order to sell products of large quantities to consumers of across the United States. In the latter half of the 19th century, the advertising were newspaper, magazine, bulletin board, window, neon sign, and catalogs etc. In particular, the newspaper became possible daily to issue 23,000 by the incorporation of the steam engine to the printing press in 1911. Then, it became possible to perform advertising to consumers in a wide range by the development of the railway. Since the growth of advertising revenue up from 1900 to 1925 expanded to about 10 times (about \$ 900 million), it can be determined that advertising was actively used as a way of promotion (Hotta, 2003).

Then, producer researched direct sales personnel and distribution function for "how to sell a product". The research of "direct sales personnel" was for example producer normalized sales manual of know-how of excellent salesman in order to improve the quality of salesman, as well as research of scientific management in the area of production (Kohara, 2012). In addition, for selling product to consumers of across America was actively used the distribution function such as chain stores and department stores. Producer actively utilized chain store or department store because there were only place of many consumers come around at the time. However, on the other hand the use of distribution functions also had a negative element to producer. It was the aggressive price cuts in bulk purchasing to producer from retail and wholesale. Producer wanted to sell products of large amount and high price. However, only sales through direct sales persons could not sell a lot of. To overcome such a situation was to utilize advertising. Producer was against price cuts by description in the advertising not only the product but also the sales price. Further, producer made it easier for consumer to select the product by using information such as logos.

As described above, producer researched the methods of "advertising" and "direct sales personnel" and "distribution function", as solution to excess of products in large quantities. These

researches led to the origin of "marketing" later (A.W.Shaw, 1915; Tange translation, 2012).

7. THE BIRTH OF PURCHASE PROCESS MODEL

The second of sales method of "how to sell the product" was the research of "purchase process model of consumer". The research of purchase process model began with "AID" by St.ElmoLewis published in 1898 ("AIDA" : later he added the fourth term "get action."). This is a representation of the process of psychological transition consumers ranging from buying. The Background of the Birth of "AIDA", there was excess of the product due to sales do not think desire of consumer such as "if you make a product cheap and good, so can sell it". It was necessary to know in advance the psychological state of consumer for the efficient sales. For that reason, "AIDA" was considered. As a result, "AIDA" was considered as one of the methodologies for selling abundance of products. More specifically, it was a representation of the course of psychological transitions (Attention, Interest, Desire, Action) that consumers pass through leading up to a purchase. Producers began to research the appropriate sales method in each process by researching the purchase process model of consumers. However, purchase process model of "AIDA" did not been supported by the salesman and producers with some exceptions. Because it seemed that it was difficult for the salesman to know the process of transition of the psychology of the consumer. On the other hand, General Motors became aware of the importance of "AIDA". General Motors achieved the further segmentation process of "AIDA", and the manual of excellent sales method (E.K.Strong, 1925). Then, General Motors provided a full line of automobile to high price car from low-priced car in order to compete with Ford of mass-produce low-cost car. As a result, General Motors dominated the market share.

Research purchase process model of consumer was become to be positioned as "advertising effectiveness model" in the modern. Practitioners continue researching mainly in the modern (Tanaka, 2008). Because it seems that each process such as "AIDA" is a linear process that is considered based on "transfer" and "persuasion" of functional advertizing.

8. CONCLUSION

This paper researched the relationship between the origin of mass production-mass consumption and the origin of purchasing process model of consumer of "AIDA" in the industrial revolution of the United States. There, there was a major shift in scientific research that it changed the target from the "production" to the "market". "AIDA" was developed as a way of understanding consumers so that producer could be sold the excess of products being mass-produced. Producer researched solution to the excess of products were two. those were "research of sales method" led to the origin of the "marketing", and "research of purchase process model of consumer" led to the origin of "AIDA". It means that consciousness of producer at the time changed from scientific research for the "production" to scientific research for the "market". More specifically, those were changed from awareness of the economies of scale and scientific management, to awareness of purchase process model and sales methods.

That is, consciousness of producer changed from so far the idea of price competitive of "if you make a product cheap and good, so can sell it", to the idea of non-price competitive of "how to sold for consumers to product".

In other words, the background of the birth of AIDA of the purchase process model, it can be said that there were change of consciousness of producer from "production and product-oriented" to "sale-oriented" producers. It can be said that producer faced with a situation that if it is not possible to solve the problem of excess product, producer can not continue the company management.

Those are also true in retail over the Internet in today. Therefore, utilizing a network of mass consumption on the Internet, and detecting the diversification of desire of many consumers that lead there, and researching about the purchase process model of consumers using the Internet, are necessary to perform the appropriate sale.

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