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Venue: 4th Floor, Building 11, Rangsit University
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Friday 10 May 2019, Faculty of Business Administration, Rangsit University, Thailand

TOPICS: The organizing committees welcome submissions in all areas of innovative business and entrepreneurshipfor presentation at the conference no later than Mar 31, 2019 (early submission is exceedingly encouraged). The main topics of the conference include, but not limited to: Entrepreneurial Management; Business Innovation; Business Management; Marketing Management; Financial Management; Logistic Management; Corporate Governance; Business Ethic and Corporate Social Responsibility; Crises and Contagion; and Risk management.

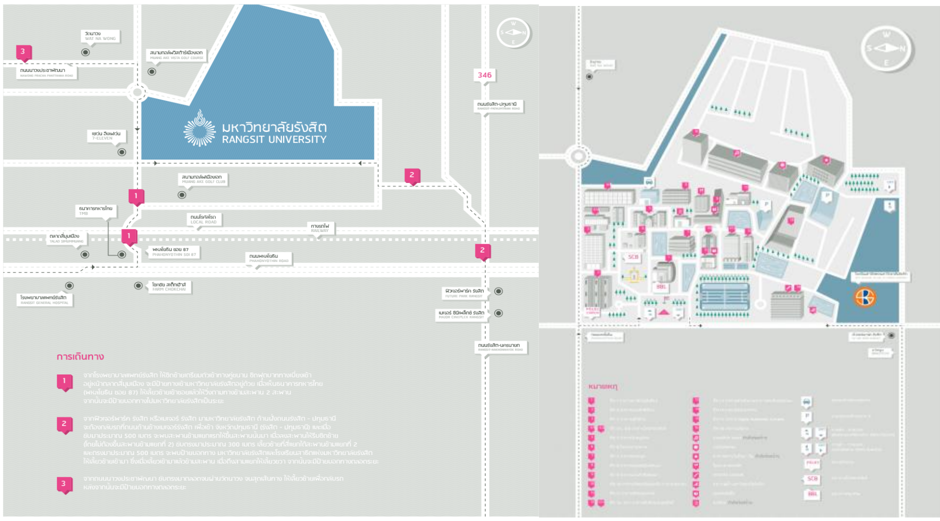
Time Table:

8.00 a.m. – 9.00 a.m.	Conference registration
9.00 a.m. – 9.30 a.m.	Opening speech by Assoc. Prof Chatchai Takulrangsri , Ph.D. Asst. to President for Academic Affairs, Rangsit University
9.30 a.m. – 10.30 a.m.	Research Papers Presentation
10.30 a.m. – 10.45 a.m.	Coffee & Tea Break
10.45 a.m. – 12.15 p.m.	Research Papers Presentation
12.15 p.m. – 1.00 p.m.	Luncheon Party
1.00 p.m. – 15.00 p.m.	Research Papers Presentation

Presentations: For your presentations at the ICIBE-2019 meeting please note that all rooms are not equipped with computers.

Conference Presentations: Computer will not be available in all rooms for conference presentations, please bring your own computer notebook/laptop for the presentation.

Discussants' Responsibility: To better serve the needs of authors presenting papers at the ICIBE-2019 meeting, discussants are kindly required to hand out to the authors and the session chair one page handwritten comments with their constructive comments.



International Conference Regulation in Thailand (Thai Language)

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การเผยแพร่ผลงานวิจัยในที่ประชุมวิชาการระดับนานาชาติหมายถึง การนำเสนอบทความวิจัยในที่ประชุมวิชาการและบทความฉบับสมบูรณ์ (Full Paper) ได้รับการตีพิมพ์ในรายงานสืบเนื่องจากการประชุม (Proceedings) โดยมีกองบรรณาธิการจัดทำรายงานฯ หรือคณะกรรมการจัดการประชุม ประกอบด้วยศาสตราจารย์หรือผู้ทรงคุณวุฒิระดับปริญญาเอก หรือผู้ทรงคุณวุฒิที่มีผลงานเป็นที่ยอมรับในสาขาวิชานั้นๆ จากต่างประเทศอย่างน้อยร้อยละ 25 และมีผู้ประเมินบทความที่เป็นผู้เชี่ยวชาญในสาขาวิชานั้นและบทความที่มาจากต่างประเทศอย่างน้อย 3 ประเทศและรวมกันแล้วไม่น้อยกว่าร้อยละ 25

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Reshaping Innovation Through Sustainability In The Fourth Industrail Revolution

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Abstract

From Michael Porter (Porter & Kramer, 2006) to Prahald (Nidumolu., Prahalad & Rangaswami, 2009), many are advocating alignment of sustainability and competitive advantage. Sustainability can lead to innovation by knowing new design constraints that define how key resources, such as energy, carbon, water, materials and waste used in productions and processes. By looking at this scheme, there are more than one benefits for organizations to use sustainability that leads to innovation and improve the way of doing business. Traditional method for doing business will eventually being aside and forgotten, and companies will have to find a better way to provide innovative solutions. This will only happen by the time companies realize the simple truth that Sustainability = (can leads to) Innovation. Companies who realized this way of thinking will undoubtedly have the opportunity to increase / improve / enhance revenue and organization value, engage effectively with key stakeholders while managing risk and reducing costs.

***Keywords**: sustainability, innovation, organization value, stakeholders.*

Keynote Speaker:
Mr. Josua Tarigan (PhD, CMA, CFP, CSRS, CSRA, CSP, CIBA, CBV. CERA)

About Me

More than fifteen years of experience in Accounting Education. Besides that almost two years experience in ERP related (Siemens Company) and also several years in freelance consulting. Have been interacting directly with several companies in Indonesia, Singapore, Malaysia, Bangkok, Vietnam, Myanmar, Korea, Japan, Hongkong, Macau, Dubai, Europe (German, Chezh, Austria, Spain, Netherland, Belgium, France) and United States of America (USA). Have strong knowledge and skill in the area of Strategic Management Accounting, Finance & Auditing Information System. Additionally, proficient in both written and spoken english, computer literate with excellent interpersonal, communication and intercultural skills.

A Case Study of Malaysia as The Passage of SEA Booming Digital Economy with Advices for Businesses to Tackle its Key Challenges

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ABSTRACT

What is next to the emerging eCommerce markets when business sustainability and profitability become highly questionable under the subsidy war between the titans? How can the relatively smaller businesses survive while the resourceful players are aggressively burning cash to win new customers? The objective of this paper is to answer the above questions by using a case study of the Malaysia market which businesses see as a door to access the South East Asia (SEA) market. Secondary research methods are used to analyze the macro and microeconomic view of SEA and Malaysia respectively. This paper will show the empirical view of the economy growth potential of SEA, with the focus put on its 3rd biggest economy, namely Malaysia. It is intended to advise Malaysian and regional business owners about the enormous potential of the booming digital economy, understanding the risks and challenges within and take necessary actions to strive for survival and success.

***Keywords**: Digital Economy, Digital Marketing, Southeast Asia, Malaysia Digital Free Trade Zone.*

1. INTRODUCTION

The world is living in the best era of prosperity in the modern history. The advancement of transportations and information technology have made the word smaller and facilitate global trade and business expansion. With the vast penetration of internet and ICT (Information and Communication Technologies) products such as smart phones, it has never been easier and cheaper to start a business. The barrier of entry has been significantly lowered. One typical example is the costly mass media marketing which has been significantly challenged by the precise and cost-effective digital marketing, not limited to social media marketing and search engine marketing. One the flip side of the coin, sustaining and growing a business become more competitive, especially for business owners who had been doing well in the pre-smart phone era. The race to win digital traffic has become so intense and leads to a highly subsidized digital economy within the developing nations. Not to forget the eagerness of the resourceful Chinese who are not settled with the saturating domestic market to seek continuous growth by exporting.

2. MARKET POTENTIAL OF SOUTHEAST ASIA AND MALAYSIA

SEA with its population of 641 million, is the world's third most populous geographical region after South Asia and East Asia (Worldometers, 2018). The digital economy of Southeast Asia is likely to reach $240 billion by 2025. This exceptional growth is fueled by the rise of internet users from 260 million in 2015 to 350 million in 2018. Netizens from this region spend more than 4 hours a day on mobile internet, doubled the amount of time clocked by users in the developed nations such as US, UK, France, Germany and Japan (Pooja, 2019). The e-Conomy SEA 2018 reported that the GMV (gross merchandise volume) of $5.5 billion in 2015 has grown 4X to more than $23 billion in 2018, and therefore growth projections by the Southeast Asian are revised to exceed $100 billion by 2025. SEA is expected to grow by 5.2% in 2019-23 while China is forecasted to have an average growth of 5.9% in 2019-23, slower than its 2012-16 average of 7.3% (United Nations ESCAP, 2019). With the purchase of controlling stakes in Lazada Group- The Southeast Asian e-commerce company founded by Rocket Internet in 2012, Alibaba Group has officially gained its foothold in SEA in 2016. The rival, Tencent took over Shopee, a Singapore mobile-platform company a year later and managed to raise $884 million in an IPO to join the battle ("2020 predictions", 2018).

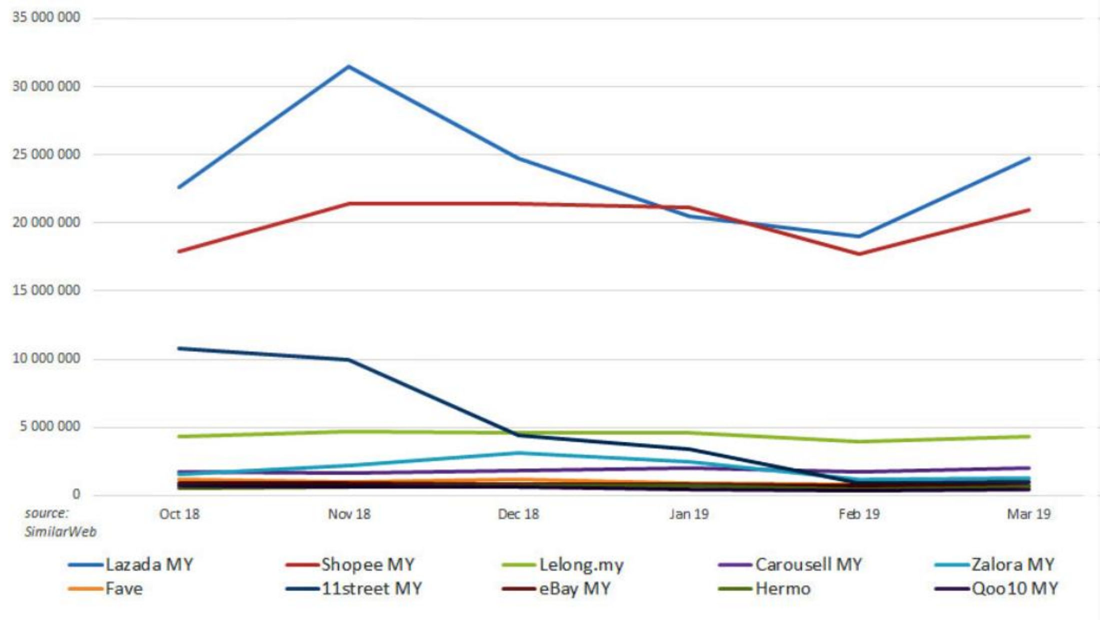
Malaysia with the population of 35 million rank the 3rd in GDP per capita at $10,942, just behind Singapore ($64,041) and Brunei ($32,414) ("Southeast Asia", n.d.). Notably, Malaysia is aggressively growing its digital economy. In 2016, the World's First Digital Free Trade Zone (DFTZ) was set up to facilitate seamless cross-border trade and enable local businesses to export their goods with eCommerce model. Its aim is to double the nation's eCommerce growth and increase the GDP contribution to $47.68 billion by year 2020 ("Digital Free Trade Zone", n.d.). This explains the rationale behind the Chinese's aggressive expansion into the region. Trinna Leong (2017) reported that the first phase of DFTZ is a full-fledged warehousing facility with sorting, shelving and pick-pack capabilities that deploy automated guidance vehicles located nearby Kuala Lumpur International Airport. The second phase, to be jointly developed by Malaysia Airports Holdings and Cainiao Network, Alibaba's logistics arm will begin operations in 2020.

2. THE CHALLENGES

Nyshka Chandran (2018) raised the concerns about the impact of monopoly imposed by Alibaba on local firms. Tougher competition and price war are expected to happen, even though Alibaba explained that the program does not favor small businesses of one country over another. She also reported that Kuala Lumpur is relatively lacking digital development as compared to Beijing while Alibaba reassured that Malaysian is well equipped with language and education advantages. Furthermore, Alibaba will provide tools and training in helping Malaysian to access global markets. The Global eCommerce Talent Program (GET) is a well-established ecommerce learning platform available in the home country (Alibaba Global Initiatives, n.d.). Uber sold its SEA business to Grab in 2018 due to subsidies war while Rakuten closed in Malaysia in 2016 due to failing to replicate its success in Japan in the region (Jeremy, 2018). Rezwana (2016) explained the fallacy that says e - Commerce is a cheaper way to win more customers, but the reality is that eCommerce is surprisingly costly to run. The report also stressed that market correction is reckoning and Rakuten won’t be the last e-Commerce player to exit SEA. Venus (2017) reported about the closure of Gemfive, an ecommerce marketplace which was well known for selling gadgets in low price. She explained that the top10 players are mostly dominated by non-local players with deep pockets. Although Malaysia has the clear advantages among other nations in SEA such as logistics infrastructure, affordable labor and internet connectivity and a robust financial system, Malaysian marketers need a behavioral switch to focus more on online shopping. Kuek (2018) traced the history of subsidy war in Taiwan between the market leader PChome and Shopee in 2016. The Taiwanese consumers were encouraged by the shipping fee subsidy started by Shopee which lost US$225 million and US$561.2 million in 2016 and 2017 respectively. PChome in the other hand though managed to defend and increased its revenue by 14.27%, suffered a massive margin drop of 95%, amounting not less than US$31.8 million in 2016. The report stated that Lazada accepted Alibaba injection of US$1billion after drying up its US$700 million funded since 2011. Another ecommerce marketplace player, 11street had agreed a new investment of US$21.7 million after burning about US$30million in 2017 in Malaysia. It is believed that most of the money are spent on logistics and listing fee subsidies as well as consumer discounts whereby such amount would not be lesser than the Taiwan’s case. It is apparent in Figure 1 below that the less resourceful 11street is struggling to keep up with its rivals Lazada and Shopee who have deeper pockets.

Figure 1: Traffic comparison for 10 leading ecommerce platforms in Malaysia

(AsianUp, 2019)



3. ADVICES AND RECOMMENDATIONS

3.1. Data is Gold

Brandcave (2016) stated the importance for startup to be aware about the 3 types of growth engines, namely sticky, viral and paid whereby user experience (UX) drives all of them. The expensive paid engine would only provide the best advantage for businesses with deep pockets. The smaller businesses however can still create an impact by knowing the right strategy to make utmost use of every piece of available data. It is important for businesses to create solid digital footprints that could increase the chances of customer reach. It is not limited to creating a Search Engine Optimized (SEO) friendly website, actively engaged in social media but also participating in the growth of the ecommerce marketplaces. It is inevitably that the big players will go all out to win as much traffic as possible. Therefore, as the 1930's proverb sounds: "If you can't beat them, join them.", businesses should leverage and ride along the wave by listing their offerings at omni channels (multiple ecommerce marketplaces) to maximize brand exposure digitally. The trick that I would consider as a trade secret is how well businesses manage to convert the customers from these marketplaces to buy from their own website in future. Some famous ecommerce marketplaces are prohibiting seller from contacting the customers directly. It is also extremely important for startup to understand the concept of paid growth versus organic growth. Profitability can only be materialized when the organic growth (increment of returned and referred customers) breakeven with the increment of incentivized customers. Another way of sustaining the business is to continue seeking for funding to boost the paid growth by anticipating the organic growth will eventually pick up. We have discussed above that it is not always the case, therefore keeping an eye on the organic growth is crucial. Robert (2019) from Inside Retail Asia reported that AS Watson Group, a traditional retailer who has successfully merged online and offline (O2O) has achieved the revenue and profit growth of 10 and 9 per cent respectively in 2018. The 135 million members worldwide in the company's loyalty program provides a treasure chest of data, helping the company recognize and understand trends, assess the performance of different promotions, and personalize offers or other marketing communication. While the online ads are getting more costly and crowded, businesses should reinvent the offline marketing. Thanks to the advancement of information technology, every traffic/ session on a website is traceable and can be analyzed. By putting a QR code which projects a unique URL and a promo code to encourage conversion (purchase) on a promotional banner, marketers can differentiate the performance of different marketing touchpoints e.g., two identical promotion banners for buffet lunch e-voucher would perform differently when it's placed beside the car park payment kiosk and at the entrance of the main lobby of a shopping mall. It provides an even more interesting insight when the one which attracts lesser traffic can convert better (drive more sales) than the one that brings in more traffic. It leads to important questions such as, "Is the latter attracting higher-quality traffic/ leads?" or "Is the latter attracting traffic at the better moment?"

3.2. Choose the Right Product

It is unavoidable for the Chinese to funnel more and more physical products through the leading eCommerce marketplaces such as Shopee and Lazada into Malaysia, with the fact that both platforms are respectively owned by Tencent and Alibaba. These 2 companies together with Baidu are usually linked together as B.A.T. (Baidu, Alibaba, Tencent) which are the 3 main internet titans that control the digital landscape in China ("meet B.A.T. China's", 2018). My recent shopping experience on Shopee was an encounter with a customer service officer from Shenzhen who replied in English instantly on 12am, 2nd May 2019 (Thursday), notably this day fell on the China golden week holiday. How the local Malaysian sellers who normally only works on day time could compete in terms of customer engagement, the key factor of driving sales conversion? How the Malaysian resellers or the local manufacturers could compete in terms of pricing and product offerings when the inbound logistic cost is being heavily subsidized for millions of eager Chinese sellers/ manufacturers who also have the advantage of manufacturing scalability? According to Wong (2017), 98.5% of Malaysian products sold in Tmall last year are under food category. Tmall is the premium marketplace belongs to Alibaba, aside from Taobao. Omar, C.M.Z.C& Anas, T. (2014) advised that ecommerce businesses should not settled with local market but aim for the international. Nevertheless, product and service characteristic which match customer's needs and the experiences and branding at home ground is crucial. Probably the best advice for the entrepreneurs and business owners on product selection is to put food category products as the main focus. Once significant experience and branding are developed on the home ground, food products are the best candidate to export into China. 12 out of 16 One Belt, One Road (OBOR) countries listed food products as their specialty on Tmall in Table 1 below.

Table 1: Specialty products of OBOR countries on Tmall (Wong, C.K., 2017).

Country	Specialty Products	Country	Specialty Products
Thailand	Rubber pillow, Rice	Philippines	Dried mango
Singapore	Essential oils, Lutein	Vietnam	Instant coffee
Malaysia	Biscuits, Instant coffee	Greece	Olive oil
Israel	Hair care products, Epilator	India	Carpet
Czech	Makeup	Sri Lanka	Black tea (红茶)
Hungary	Chocolate	UAE	Dates
Russia	Candy	Iran	Saffron
Indonesia	Biscuits	Syria	Soap (女皇古皂)

3.2. Focus on CSR Marketing

Kian (2018) stated a surprising fact that more than 12 million people are blocking adverts in the U.K. with the highest rate is amongst 16-24-year olds. He stressed that young people are engaging with brands that share their values and beliefs in the new age of conscious consumerism. The massive growth of the sustainable product lineup of big brands such as Unilever and Ikea is empirical. To date, Gemilang Inovasi with the brand of Boxingpartner have delivered tens of thousands of waste separation bins made of biodegradable carton boxes to families, schools and offices across Malaysia since incorporated in 2015. It is accomplished with very limited paid marketing ("*About Digital Marketing*", n.d.). Business owners should seriously consider corporate social responsibility as the primary marketing arm to tactically impress their targeted audience through digital marketing. It is at the best interest of the marketer when digital targeting is gaining more power with the rise of machine learning and artificial intelligence (AI).

4. CONCLUSION

Philip et.al (2012) explained the behavioral decision theory as the consumer behavior of making irrational choices which are not always economic viable. Interestingly, Richard (2015) stressed that behavioral economics is starting to gain traction and turning mainstream. One of the most common examples in our life today is the tendency of making discount motivated purchase of items which ended up sitting idle in the corner of the house. This is against the economic theory, but consumer is easily lured by the powerful remarketing tactic which serves digital ad continuously into the screen. While today's digital technology has made possible for marketers to exploit behavioral economics to achieve more sales, businesses should remain conscious of the importance of sustainability for the better future for all.

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The well-being after retirement: The HRD Initiation for Aging Society

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ABSTRACT

This paper is to presents information the well-being after retirement. The objective of this paper is to present information the well-being after retirement. To guide this study three questions were posed: (1) What is retirement? (2) Why work after retirement? (3) The Benefit of work after retirement. To answer these four questions this paper is divided into four parts: (1) Introduction to significance of the problem; (2) The concept and situation of retirement in Asia. (3) Career after retirement (4) Conclusion and Recommendations

Keywords: *Well-being, After retirement, Aging Society*

Introduction

Asia society faced economic crisis from financial and economic but many countries in Asia group especially ASEAN countries, China, Japan and India try to solve and develop in rapidly with cooperation form this strong and sustained performance transformed it from a group of typical developing countries into the third center of gravity of the world economy along with the European Union (EU) and the United States (US). Asia faces structural shifts that impinge on long- term economic growth but Asia is likely to be less benign external environment(ADB,2012) that occur in ADB signed two memorandums of understanding with the Ministry of environmental protection and the national Development and reform Commission aim to prevent and manage air, water, and soil pollution, and to devise innovative approaches to climate protection(ADB,2014) moreover and the accelerated economic growth associated with a rise in the share of people of working age in the total population. That is a lead to have high income in capital, increase in consumption per person, higher quality of life. From this reason, ageing society in Asia will increase but economic growths thus the ageing may work longer, workers may increase savings to cover longer life expectancy, or there may be greater investment in human capital that will lead to higher productivity. In the policy of ageing in Asia, The Asian policymakers determine two majors' objectives but sometime conflict. The first object is to sustain strong economic growth over the next few decades, and the second is to develop social systems that will provide economic security to a growing number of elderly people. That will require promoting saving, investment in human capital, well- functioning financial and labor markets, and macro economic. The working population is increase and effect to income or economic growth. In some the part of Asian population is increasing rapidly such as East Asian, the working- age cohort stability. The population aging in Asia is due to two factors: lower fertility and longer life expectancy has already started to decline and the older, particularly in high- income economies. Moreover, Asian is lower fertility rate and Lower- income economies will also experience significant increases in the share of older people in the next few decades. In this change rapidly have very important to involve with economic growth, labor supply, saving and capital formation, spending on human resources, poverty, intergenerational inequality, the sustainability of publicly funded pension and healthcare systems (ADB,2012).

What is retirement?

Many scholars give meaning a retirement. The social structure regulate the retirement for the older workers' withdrawal or left from the labor force (Adams,A.,G and Beehr,A.,T,2003). Retirement is the point where a person stops employment completely (https://en.wikipedia.org/wiki/Retirement). Szinovacz(2013) detailed that the retirement refers to several distinct phenomena that older worker's withdrawal from labor force moreover Denton & Spencer described the retirement as withdrawal from paid working life (Cited in Beehr & Bowling,2013). From royal academy dictionary give a meaning of retirement that retirement translate to "ending" or maturity of work or finish work. The authors conclude that the definition of retirement is older worker who stop duty job that prescribe by organization policy.

The change process of retirement

Retirement is a process where individuals are required to meet the changes which can be divided into six phases as follows.

1. Pre - retirement, pre-retirement is divided into two periods: 1) remote phase period. Retirement is still far away from a lot of people. May be in the beginning stages of working age, or might be in the five years before retirement 2) near phase, this person starts to fear retirement was imminent. During this period, if the person are preparing to retire. They are not concerned with the retirement and have a positive attitude towards retirement by age
2. Honeymoon phase, this phase is a new after retirement which do not work and independent of time and work. This period is very happy to have a rest form work and can do what they want but time difference up to individual, some people may be 1-5 years or some people less than a year.
3. Disenchantment Phase, this phase begin with tired of feeling lonely retirement and lack of friends, irritability, feeling dissatisfaction with living ways, they cannot adapt to the changes.
4. Re-orientation phase, this phase is the term of consideration of the fact, that a satisfactory alternative to implement and improve or adapt to changing patterns of daily life after retirement.
5. Stabilization Phase, a person can adapt and have an understanding of their role and accustomed to life after retirement.
6. Termination Phase, the final phase of retirement. The elderly may have deteriorated body. The sick and cannot care for themselves anymore to rely on others, this phase includes the final state of life.

The situation of retirement in Asia

The evolution in the era of globalization and high technology make people longevity. Thailand has entered a rapidly the aging society (Bon and Peace and Kohli and Westerhof, 2007). The world's populations in 2015 are 7,349 million, 50.4% is male, 49.6% is female, 12% or 901 million are 60 or over and they are growing at a rate of 3.26% per year. The total populations in ASEAN countries are 632,305,000 people or 8.6% of the total population in world. Europe has the greatest but rapid ageing will be occurring in the other part of the world. Population ageing is projected to have a profound effect on the number of workers per retiree in various countries, as measured by the Potential Support Ratio (PSR). Asian countries have PSRs of 8.0. Japan has PSR lowest in the world at 2.1(United Nations Department of Economic and Social Affairs/Population Division, 2015).

In ASEAN countries people continue live traditional and ongoing an active work without the retirement arising. The elderly proportions are support by economic family unit. The population need to work beyond age 65 would be quite small (Ju&Jones, 1989, The economic intelligence, 2012). The reason of ASEAN countries reluctant to raise retirement ages such as (1) labor market support the greater mobility engendered by the freeing up of job through early retirement (2) older worker are poorly educated and replacement with younger workers(3) high youth unemployment maybe further exacerbated if the retirement is raised(Ju&Jones,1989).

In Malaysia, the minimum retirement age of a private sector employee has been increased to 60. This move is in line with the increase of compulsory retirement age of public servants from 58 years to 60 years starting from January 2012. However, employers are allowed to apply to Ministry of Human Resources (The human rights commission of Malaysia, 2012). Moreover, Indonesia is retirement age at 58 (http://jakartaglobe.beritasatu.com/news/indonesia-extends-retirement-age). In civil service pension, the retirement age is 56 years with 20 years of service but in private pension is commonly 55 maximum is 60(Muliati,2013), Vietnam male at 60 and female at 55 years. From Thanh Nien News in 2013 detailed about retirement in Vietnam that Vietnam may raise retirement age to 62 for men and 60 for women. The overall health of Vietnamese retirees improves. It’s reasonable to lift the retirement age, around 70% of laborers in the formal sector continue to work after the age of 65, 25% continue working as they always had. The retirement age of Singapore at 62-65 years (Ministry of manpower, 2014, Hessle,S.,2014). and the older employees from 65 to 67 years old can re-employment a possible in suitable jobs. The employers should continue to extend re-employment and have flexibility in the job arrangement with them (Ministry of manpower, 2014).

In Myanmar, The older persons retirement age 60 years and they are increasing. Currently older people about 9% of all population in country and almost 80% participate at least occasionally in religious ceremonies or community (Knodel, 2013). People aged 65 and over will soon rapidly more than children less than 5 years. The world’s population aged 80 and over is projected to increase 233 percent between 2008 and 2040. Some of country such as Japan is now the world’s oldest country. By 2040, Japan is projected to have the highest median age, with half of its population aged 54 and over. China and India have the largest older populations. Some of Asia is ageing the fastest, including: Japan, China, Hong Kong and Singapore. Singapore's older population is due to more than triple by 2040.Women are the majority (Community business,2010).

However the study about ageing in Asia, many scholars study in more field, We will provide some research that related to this article such as Williumson (2015) study about policy mapping on ageing in Asia and the Pacific analytical in 26 countries across the Asia and Pacific Region. These countries are Afghanistan, Bangladesh, Bhutan, Cambodia, China, Cook Islands, Democratic People's Republic of Korea, Fiji, India, Indonesia, Iran, Lao People's Democratic Republic, Malaysia, the Maldives, Mongolia, Myanmar, Nepal, Pakistan, Palau, the Philippines, Solomon Islands, Sri Lanka, Thailand, Tonga, Tuvalu, and Viet Nam. He found 3 pillars that (1) older persons and development; all countries have some explicit policy but difference with the depth and range, in 4/26 countries have policy referring to older people in relation to migration; 11/26 countries have policy on emergency response and disaster risk reduction; 20/26 countries have a policy on work and labor and in 18/26 countries have policy on knowledge, education and training; 13/26 countries have a social pension from government; and allover countries almost reduction poverty plans(2) advancing health and well-being into old Age; in 22/26 countries have explicit policy about older people and advancing health and well-being; some policy addressing HIV/AIDS, mental health, nutrition, non-communicable diseases (NCDs) and all countries address disability in older people (3) ensuring enabling and supportive environments for older people such as housing, care, abuse, and positive societal and intergenerational relations. In addition, Narayana study in 2014 about impact of population ageing on sustainability of India's current fiscal policies: A Generational Accounting approach and conclusion that India's current fiscal policies are sustainable in the context of population ageing if the income elasticity of public expenditure with old age pension is at 0.60 in the baseline scenario and 0.45 in the expected reform scenario and provides the policy makers with flexibility to choose between reduction in taxes or/and increase in transfers to future generations in order to satisfy the inter-temporal budget constraint, a lower discount rate and higher growth rate of productivity. Moreover, Lu & He & Piggot (2014) explain retirement age increased to 65 and assuming the formal pension are excluded. With more generous benefits, lower retirement age, and lower than expected fertility.

In Thailand, since 2005 the proportion of aging populations per the proportion of the population currently stood at 12 percent and is expected to increase to 25 percent in 2030(National Statistics Office, 2014). Thailand tend to increase steadily old aging from 7.02 million in 2007 up to 8.27 million in 2011 or a growth rate of about 3.3 per cent per year (International health policy – Thailand, 2007). Thailand set to retire at the age of 60 years work by the bureaucracy. That means that the age of 60 years must be stopped working and prepare to the elderly (National Statistics Office, 2014) except the judicial officials and prosecutors who hold senior positions and a scheduled to retire at the age of 65 years, renewable up to 70 years. In higher education or the civil service, Associate Professor in the academic level that can extend up to work until age 65 years. However the officials in government can receive the pension because elderly at 50 years (Jamjan,2012). The “Original Pension for Government Officials” provides a pension for retired government officers aged 60 and older or for those who have served the government for at least 25 years. Pensions are calculated by averaging 60 months of salary before retirement, multiplied by years of service, divided by 50. The rate is capped at 70% of the average of 60 months’ salary before retirement. The mostly retirement people are in baby boomer generation (1965-1980), the range of age is 51-69 years old. Some characteristic of this generation such as education is birthright, dealing with money buy now but pay later, 45% of workplace, work ethic; driven, workaholic 60 hrs work weeks, work long hours to establish self-worth and identity and fulfillment, focus on relationship, acquired technology, work life balance were hesitant of taking too much time off work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family, Focus on developing their careers through opportunities within one organization or at least one industry. Moved up based on seniority, not always based on skill and expertise, training is a contribution to the organization’s goals, but is also a path to promotion and additional compensation, and about the retirement, has not saved any money so they need to work, at least part time. (www.wmfc.org/uploads/GenerationalDifferencesChart.pdf).

In 2014, Thailand have the old aging 60 years in labor force average 9.7% and these workers, some of the workers who are outside the system. From the statistics has worked a total of 38.42 million people. The labors who work outside the system 22.12 million people or 57.6 percent and labors in system amount 16.30 million people or 42.4 percent of workers. The mostly of labors will work in the agricultural sector 56.9 per cent, the service and commerce sector 32.4 percent and product sector minimum 10.7 percentage(National Statistics Office, 2014). Work in retirement many careers. The work of retirement, there are a variety of career fields to reduce the unemployment problem in the elderly and create a national economy. An overall the retirement people work average 38 hour per week. The retirement men have longer working time than retirement women.

From the situation of retirement in ASEAN countries occur retirement increase and beyond to old aging social meanwhile the countries are face with lack of workforce. Furthermore will extension follow by the dynamic of labor shortages?

Turn Back to Work Again

The aging population in the country has increased. There are several of the impacts to economic. Jamjan (2012) provide issues as follow

(1) Effect to macro level, particularly on the employment and labor productivity in the country. The proportion of the working age population decline. While the condition of the aging population are rising dependency inescapably. Its effect to the ability to productivity, the savings, investment, and developing countries as a whole picture.

(2) Effect to government about the fiscal burden in the term of the right to care, welfare and public services. Particularly, the cost of health, allowance, include pension.

(3) Effect to the micro level, especially on issues pertaining to quality of life of the elderly and households include the economic, social and health as the main subject. For example, revenue assurance old guard the health insurance, sickness care for the elderly and social support, long-term care, monitoring the health of the elderly health, and mental health may be affected by changes in the status of the elderly.

Why work after retirement?

When the older workers had retirement, why they want to turn back working again. Some retiree told that the retirement is convenience and happy life but many retirees must turn back to work again. It's very interesting to study and Kera Botkin stated in Colum 10 reasons to continue working after retirement divide 2 part such as lifestyle-related to work; (1) working helps retirees stay physically and mentally healthy (2) enjoy with work or want to take on a difference role (3) retirees may simple want to work part-time instead of full time (4) want to try a new line of work (5) retirees cannot imagine not working and financial reasons to work; (6) retirees savings aren't substantial (7) want to delay receiving social security (8) need health assurance (9) investment have lost value and (10) may be able to receive pension while still working (http://www.moneycrashers.com/reasons-working-after-retirement) moreover AARP(2008) detailed the reasons that financial needs, social and psychological fulfillment, and future financial security (Cited in Guiscard, 2012)

Moreover, the reasons of teaching after retirement from the research about an investigation of the academic elderly rationale and qualifications to work after retirement, a case study at Silpakorn university found that they had several reasons such as experience and skill, knowledge transfer, participate with the organization, university employment, love teaching, socializing, emotional, plan to teach, higher compensation, family support, and lack of instructors (Sukium&Prammanee&Tubsree,2014)

What career after retirement?

From the reasons of increase in the aging society. The retirement work is some causing labor shortages. Therefore, it has to convince seniors to start running again. There are many interesting career that it can create economic in family or country. Some career for showing as follows

Professor for the retirement

Jobs & Opportunities for Retired Faculties

At age 60 - 65, many teachers can retire with full pension benefits. Many educators, however, choose to continue working after they have retired from teaching careers. Some seek ways to continue shaping young minds. Others simply want to supplement their retirement income. Retired teachers have options for meeting their post-retirement job needs. In the past, many retired teachers could count on landing jobs in industry as technical instructors, technical writers, or general administrative staff. But those jobs are disappearing due to the bad economy. Companies are simply assigning those jobs to existing staff or promoting clerical workers from within to fill in as instructors or administrative staff. Many good jobs in teaching section such as summer Jobs for Teachers, private School Jobs, online Teaching Jobs.

Part-Time School Jobs

Although a teacher may be officially retired, that individual still has an opportunity to continue working in the field. Because most pension plans allow retired teachers to work part-time in the public sector, many retired teachers opt for part-time jobs as teachers and school support staff. Retired teachers have connections to the school districts and principals that once employed them, and those connections can open doors. Retired teachers may be able to work as classroom aides and part-time office staff.

Retired teachers also can work as substitute teachers, but they must be careful to limit their earnings and work hours to avoid violating the terms of pension agreements.

Consulting

A retired teacher-cum-consultant is an asset to individuals and educational organizations. Former teachers can work independently to consult on building new schools, starting new programs and even hiring new teachers. School districts and other educational programs as well as private families who need help choosing a school hire independent consultants with a proven track record in education.

Private Enterprise

Retirement is an opportunity to explore a hobby and turn it into a business, such as selling a craft online. Educators have experience organizing a classroom and students (not too far removed from a small business), and the retirement benefits teachers often receive can provide some capital to get a business started.

Travel and Teach

Retirement often encompasses travel, but for the former teacher, travel can turn into a money-making adventure. Cooperative educational programs in Europe, Asia and other parts of the world are looking for strong candidates to teach English. Because most of these programs do not require the teacher to speak a foreign language, it's ideal for the retired educator who wants to see another part of the world and still teach but does not speak the local language.

Tutoring

Retired teachers can personally teach students or set up a teaching center of their own. Their reputation of being a good teacher will help them attract more and more students for their course. Online tutoring is also becoming a popular job among retired teachers these days. Teachers can join universities as part-time visiting faculty teachers.

Business Consultant

Retired teachers can work as business consultants in the private sector. These business consultants give quality advice on business development, adopting various business strategies, managing and raising funds, employee management and client satisfaction. Though this can be one of the best paying jobs for them, it would definitely be a bit stressful. Business consultant jobs are available in plenty of sectors such as information technology, banking and financial services, pharmaceuticals and automobiles. So, my advice would be to think of the stress factor before you commit to any company.

Research Jobs

Experience in teaching can prove to be extremely handy to apply for research positions. You can work as a senior researcher in laboratories and research and development (R&D) departments of well-known companies. Since teachers have an in-depth knowledge of their subject, they can be an asset to the research team of an organization. If you have a doctorate in your subject, then the chances of getting hired as a researcher will be much more.

The Benefit of work after retirement

In developing economies, where retirement provision is less well established, workers frequently cite retirement benefits as an important reason for joining an organization. While relatively few employees in developed economies say they accepted a job for its retirement benefits, clear majorities identify these benefits as a reason to stay with their employers. Among developing economies, around half of employees report that their retirement benefits were an important influence on their decision to work for their current employers, and nearly 60% say those retirement benefits give them a significant reason to stay with their employers. In developed countries, only around 25% of workers view their company's retirement benefits as an attraction tool, but nearly half consider their plans a good reason to stay with their employers.

Benefit preferences — willingness to pay for better retirement benefits

Employees have clearly woken up to the importance of retirement saving. When workers are asked to choose from different forms of compensation increases higher base pay, superior retirement benefits, bonus opportunities, superior health benefits, more paid time off, more flexible working conditions and greater choice over the benefit package higher base pay comes in first and superior retirement benefits second. Many employees are even willing to accept lower salary increases in exchange for superior (more secure) retirement benefits.

Employer-sponsored plans continue to play a vital role in retirement security. But while provision that meets workers' needs has a measurable positive association with commitment to the employer, a majority of workers understand that their retirement benefits may not meet their needs. How are these trends reshaping employee preferences for compensation and benefits? There are ranking their top three choices from the theses options such as larger base pay increases, larger bonus opportunity, a larger/more generous retirement benefit, a guaranteed retirement benefit but no opportunity of higher returns, having the freedom to choose retirement plan investments, more generous health care benefits, more predictable health care costs, more paid time off per year, greater opportunity for flexible work/life arrangements, greater opportunities for future career advancement, having the option to purchase a wider variety of benefits not typically offered by employers.

Retirement in Indonesia, the employer contributes an additional two to four percent into the pension scheme. In Malaysia, Workforce health and well-being in view of raised retirement age. The retirement age has been raised from 55 to 60 years old for the private sector, effective 1 July 2013. That same year, the government also distributed health-screening vouchers to eligible employees above 40 years old, with the aim of promoting a healthy lifestyle among older employees. The Social Security Organization (SOCSO) that funds this benefit can now identify high-risk groups of eligible employees with non-communicable diseases. In line with this, our survey shows an increased trend of employers supporting employees' health care needs including such as (1) vision care: This has increased from 13% in 2011 to 58% in 2013, with a typical annual entitlement of MYR250. (2) dental care: Nine out of ten employers provide dental care for MYR400 annually, which covers basic treatment, preventive services, and diagnostic tests. (3) major medical benefits: there has been a slight increase in this benefit area. Among other benefit items, we also see notable uptrends in the prevalence of supplemental retirement benefits. Today, more than half of our survey participants provide this benefit to employees, primarily through an additional two-to-three percent contribution to the Employees' Provident Fund (EPF). In Thailand, Retirement and long service award to curb high employee attrition rate in the industry. The technology sector has experienced the highest turnover at about 19.5%, compared to other industries in Thailand. Our current survey shows an increase of 37% among participating companies that provide supplemental retirement benefits. Employers typically contribute an additional five percent into the Provident Fund plan; employees also can opt to contribute in the range of two to five percent.

Ageing and the global political economy

The ageing society in the world is more increase and effect to the economic, social and political implication. The UN report that the top three socio-economic issues facing Planet Earth in the 21st century compound that (1) global ageing (2) global warming (3) global terrorism. The result from ageing population have many problem and the economist can predict that by 2020 the impact of ageing - slow growth and low productivity, rising public spending on pensions, health and long-term care and significant labor shortages (Community business, 2010). In addition to Kanchanachitra&Jarassit & Kanchanachitra stated that the affect from ageing society change the cost to the economic especially primary health care. The social decrease ageing role and push ageing to marginalize and when it combined with fundamental theoretical Marxist theory which provides the important of labor alluding the ageing were look decrease quality of work. It was considered that quitting work will occur when the person is elderly.

From this result the government must concern about the impact of ageing population such as slowing in growth economy, strain on public finances, reduce income, greater health care bunder such as Japan government is spending 36.6% for health care, strain on social welfare system. Governments are rapidly recognizing the scale of the problem and are under pressure to take action. The excluding government must concern, there is also corporate concern from the world such as companies should also be looking at the ageing population as the impact it will have on business is huge - both in terms of the changes it will bring in the workplace and marketplace. The example impact on workplace as loss of expertise, Traditional retirement ages no longer appropriate, Shortage of young talent, Challenge of eldercare for employees and the example impact on marketplace such as silver dollars or silver economic that refers to the population age 50 are dominant to be consumer in the market and that is an opportunity of commercial, according to study of China found that the spending power of senior citizens will quadruple to over US$4,000 per capita thus Asian market will be changing marketing strategies. From the impact of population on the workplace and marketplace must have the key issues to business driven, as follow open up new market opportunities and relationships, harness creativity and innovation, ensure critical skills and knowledge, address the talent shortage and access a new talent pool, maintain a stable workforce, build a flexible workforce, employer of choice, and socially responsible employer (Community business, 2010).

The well-being

Well-being, wellbeing, welfare, or wellness refers to a general term for the condition of an individual or group. If the wellbeing is high level means in some sense experience is positive, while low well-being is associated with negative happenings. There are several studies about wellbeing, for example. Rath&Harter (2010) of initial research. They found that the studies more than 98% of the world's population from 150 countries need good health and wealth. They described the essential elements of wellbeing. There are five essential elements such as (1) career wellbeing; how you occupy your time or simply linking what you do every day (2) social wellbeing; having strong relationships and love in your life (3) financial wellbeing; about effectively managing your economic life (4) physical wellbeing; having good health and enough energy to get things done on daily basis (5) community wellbeing; the sense engagement you have with the area where you live. Moreover they stated that the people are doing well in at least one of these area 66% and just 7 % are thriving in all five.

The study from elderly Pilipino found that the types of occupation engage in the longest mostly is farmer or fishermen 31.6%, reason stop working completely in the most is ill health 45.8% and follow retirement 37.2% (Natividad&Saito& Cruze,2014). It betoken in the dimension of physical wellbeing is main problem of country that they will have solving this problems. Thailand have 3-generation homes are still common. Care of older adults is primarily a family responsibility. Recent policy changes mean that all Thais are now eligible for services through the national health care system. Almost half the population has no retirement pension, leaving responsibility for support of older adults largely to extended family. Long-term care is becoming a serious concern as the population ages, women move into the workforce, and family size decreases. In 1994, 72.8% of older adults lived with children.

In 2011, this had dropped to 56.7% and is expected to decline further. These have all contributed to the loss of support for aging family members. While ASEAN community have some problem such as health care worker shortage from the growth of population in ASEAN 2025-2050 to 88,445,000 persons and increase older ageing. The resulting increased demand for health care workers, particularly long term care for ageing. This is interest dimension of physical wellbeing(Sasat&Bowers, 2013). Besides the researcher stated factors impact people'fiscal, physical and psychological wellbeing in retirement are five categories include: Individual attributes, pre-retirement job-related factors, family related factors, retirement transition-related factors, and post-retirement activities. Individual attributes that influence fiscal well-being in retirement, financial literacy is the one that receives the most attention. And how clear a person is regarding his/her financial goals after retirement. Retirees' health problems also have important implications for their fiscal well-being, because they are likely to lead to higher levels of health care costs and also limit retirees' ability to work to achieve additional sources of income in retirement (Wang&Hesketh,2012).

Furthermore, Nikolova and Graham (2014) study about employment, late-life work, retirement, and well-being in Europe and the United States. They found that the well-known negative effects of unemployment on well-being, they have novel results on the different employment arrangements. The most important of these are the seeming well-being benefits to voluntary part-time employment as well as to remaining in the workforce beyond retirement age. Voluntary part-time workers had higher levels of evaluative and hedonic well-being, as well as lower levels of stress and anger than full-time workers. Older cohorts who remained in the labor force under full-time and voluntary part-time arrangements had higher levels of well-being and health satisfaction and lower levels of stress and anger than their retired counterparts. Moreover, scholar provide wellbeing in retirement model three components, there are (1) happiness (2) health and (3) prosperity. In the term of HRD, how can organizations use the retirement Well-Being Model? Invite employees for each dimension?, Identify resources for each dimension?, Connect with other departments?, or Assess progress in all dimensions? (Nelson,2007).

Conclusion and Recommendations

ASEAN countries beyond to old aging social and effect to increase retirement meanwhile the countries are face with lack of workforce. The professor in retirement can create good income and make good wellbeing. Wellbeing in retirement cover happiness, health, and prosperity thus retirees must plan their life before retire. So, given all that article, what can you do to improve your odds that your transition to retirement leads to increased well-being?

• Plan : Financial planning for retirement is important, but it is also important to plan for the activities in retirement, (what will you do in retirement?), retirement housing (where will you live in retirement?), and relationship engagement (who will you share your retirement with?).

• Maintain your social network : It is a key to a happy retirement.

• Ease into retirement : Continuing working a bit after retirement, such as a 'bridge' job and engaging in a certain level of physical/cognitive activities on a daily basis are generally good for one's physical well-being after retirement

• Stay healthy : Individuals should actively maintain good health behaviors/habits and have good health insurance coverage before transitioning into retirement.

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The Impact Of Customer Purchasing Motivation On Customer Purchasing Intention——Tiktok Short Video as An Example

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ABSTRACT

Now With the rapid development of network technology, the new media are changing one after another. Peoples fragmented lives are used to browse and receive the information brought by the new media. Therefore, more and more enterprises began to pay attention to new media advertising, new media marketing has become the necessary common sense of enterprise marketing strategy, want to be promoted by new media.

In recent years,the influence of new media advertising marketing on consumers has been paid more and more attention from scholars. This thesis focuses on the influence of new media on customer purchase motivation and effects. Through consulting the network, books, and periodicals to collect data, this thesis expounds that the customers purchase Intention Is influenced by herd motivation, entertainment motivation and social motivation under the new media marketing background. I establish the relation model and the questionnaire was collected to verify the model hypothesis. Analysis of the conclusions and give the new media marketing recommendations, in theory for the operation of new media marketing to provide practical guidance.

***Keywords**: New Media Marketing、Purchase Motivation、Advertising Attitude、Purchase Intention*

1. INTRODUCTION

With the rapid development of Web 3.0 in the era of big data in recent years, new media based on the Internet， which is more interactive and social than traditional media. New media marketing satisfying customers' needs and cater to customers' shopping needs. Because the customers will rely on the information of the products presented by the new media when they decide to buy the product.They use new media to watch、buy and share. New media enrich life and work and change the original form of product advertising information acquisition and consumer purchase motivation.

This paper divides the purchasing motivation of new media users into three aspects: conformity motivation, entertainment motivation and social motivation to explore its impact on customers purchase intention. In addition, compared with traditional media advertising, advertising on the new media platform has the advantages of personalized, accurate push and social interaction. There is a difference in advertising attitudes in the process of new media. Therefore, this study regards advertising attitudes of new media as a moderating variable. Therefore, the purpose of this study is as follows:On one hand, advertising attitude of customer and purchase motivation under the new media marketing.On the other hand, discussing the influence of herd motivation, entertainment motivation and social motivation on customers purchasing behavior.

The research on new media marketing and consumer purchase intention is not only a hot topic in academia but also a breakthrough point in enterprise marketing. This paper studies the meaning analysis as two aspects of theoretical significance and practical significance. Then expounds the significance of short video marketing.

2. LITERATURE REVIEW

The earliest new media concept was proposed by P. Geldmark, head of the CBS Technical Institute. UNESCO's definition of new media is “a medium based on science and technology and using the Internet as a carrier for information dissemination.” The author defines new media as an information carrier for interactive communication through network digitization.

The willingness of a customer to purchase a product or a service is called purchase intention. Many scholars study what factors affect purchase intentions to help companies improve they're economic. Dr. Vahidreza Mirabi (2015) examined the five factors of brand name, product quality, price, packaging, and advertising as the customer's independent variable purchase intention. Meng Chuan, Zhang Shuo (2018) pointed out that store reputation, product quality, commodity price, and logistics speed, customer service has a significant impact on purchase intention. Yang Anna (2017) opinion leader's popularity and professional ability will directly affect the purchasing intention of the consumer.

The motivation to purchase can directly drive the customer's purchase activities, reflecting the psychological and emotional needs of consumers. Tauber (1972) first studied shopping motives, and the author saw shopping as a series of behaviors that acquired goods or experienced shopping. This study explores its impact on new media users' purchase intentions with herd motivation, entertainment motivation, and social motivation. As a result, according to the above discussions, the first hypothesis is proposed herd Motivation, also known as imitation motive, Jin Meiling (2014) pointed out that the conformity purchase motivation is blindly following the purchase of goods by other consumers. Mi Siying(2013) pointed out that people are easily influenced by the environment, especially the group of their own. Sometimes a consumer may represent the group in which he is located. Entertainment motivation refers to means that new media's fun, convenience, playability, and other factors can influence consumers' consumption behavior in terms of new media marketing. YanJingyi (2011) pointed out that people are very satisfied with their shopping decisions driven by pleasant emotions, and anxiety or low mood will make them happy through shopping, which drives the consumption motive. Social motivation based on human social and cultural needs. Janice Hanna (2004) argues that the motivation to purchase includes the need for consumer products to be associated with other important individuals or a reference group, as well as consumer products to acknowledging the need for others to achieve a higher status in their society.

The "advertising attitude" was first proposed by Luts (1985): people's relatively fixed approval or disapproval of the overall performance of the advertisement. Zhou Yiding (2006) believes that advertising attitude is a kind of positive or negative cognitive and emotional reaction after people contact with advertising. Qin Xiaojing (2012) proved that customers' attitude towards advertising determines their intention to purchase advertising products. Ads will attract consumers' attention and increase consumer behavior.

3. RESEARCH DESIGN

a. Research Model

This study is mainly to analyze the impact of new media on the consumer buying behavior and analyze it from the perspective of purchasing motivation. The research mode based on the relevant researches of domestic and foreign scholars on purchasing motivation, the research model of this paper is shown in Figure 1.

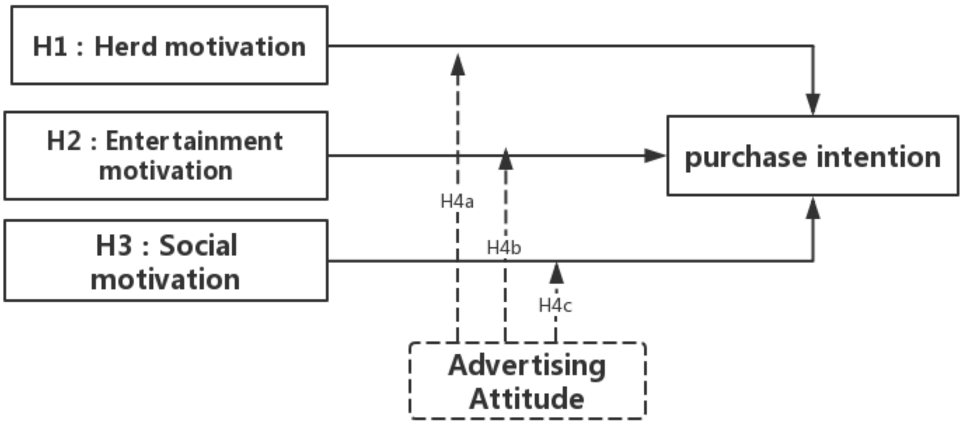

Fig. 1: Research hypothesis model

b. Research hypothesis

As a result, according to the above discussions, I have three research hypotheses as follows:

H1: Herd motivation has a significant impact on the purchase intention of new media users

H2: Entertainment motivation has a significant impact on the purchase intention of. new media users

H3: Social motivation has a significant impact on the purchase intention of new media users

H4a: The better the advertising attitude, the stronger the influence of the herd motivation on the purchase intention of new media users;

H4b: The better the advertising attitude, the stronger the influence of entertainment motivation on the purchase intention of new media users;

H4c: The better the advertising attitude, the stronger the influence of social motivation on the purchasing intention of new media users.

c. Research samples and research methods

The TikTok is divided into the Chinese mainland version and the overseas version. The operating countries are different. The data is not interoperable. But the Chinese mainland and overseas versions downloads both are very hot. The Chinese mainland version as the first version, the interface optimization function is perfect. Therefore, this article uses the Chinese version of the Tiktok user as a research sample.

Due to the wide variety of new media types of short video types on the market, consumers' perceptions of new media will vary greatly. Therefore, this study used a sample survey method, and the user who has used the TikTok was the sampled object to ensure the validity and accuracy of the survey. Because they are users of the mobile Internet, and the frequency is high, the author uses the network to issue questionnaires and distributes them to the respondents through QQ, WeChat, Weibo, Questionnaire Star, and other online platforms. Encouraging the participants to share the questionnaires.This sample selection method can collect data in a wide range。It is representative and convenient.

d. Survey Design

The main question items in this thesis relate to the new media and the purchase motivation scale. Referring to the question items related to the past purchase motives,the scales used in the research are adjusted to meet the requirements of the short video of this video. Then I adjust the problem in order to fit the TikTok theme.

The research questionnaire is divided into five parts: the first part is the basic data of the respondent, including its gender, age, education, and other indicators , the second part is the experience of TikTok.The third part evaluates the herd motivation , entertainment motivation and social motivation; the fourth part is the measurement item of advertising attitude. This questionnaire uses the five-point Likert scale (from 1= "completely disagree" to 5= "completely agree") is used.

4. DATA ANALYSIS AND RESULTS

a. Descriptive Statistics

A total of 323 questionnaires were collected, of which 305 were used with the experience of vibrato, and 18 were invalid questionnaires, that is, the number of interviewed volumes without the use of vibrato experience, the efficiency was 94%. The average distribution of male and female users was found from the distribution, with a mole ratio of 50.5% and a female ratio of 49.5%. Among them, the age group of 18-30 years old is huge, 35.7% in 18-24 years old, and 38.7% in 25-30 years old, which is in line with the characteristics of younger users of vibrato. The respondents were well educated, with a bachelor's degree accounting for 70.5% and a master's degree at 11%. This shows that with the increase of academic qualifications, the possibility of being able to contact and accept new things like new media is greater.

b. Validity and Reliability

To assess the reliability, one primary sample consisting of 305 questionnaires was pre-tested and then using data obtained from the questionnaire, the reliability coefficient was calculated by Cronbach's alpha. Alpha Cronbach of variables was: the herd motivation 0.754, the entertainment motivation 0.818, the social motivation 0.852, advertising attitude 0.784, purchase intention 0.801. These show that the questionnaire has the required reliability.

As to content validity, the quantity and quality of questions were studied by experts. For this purpose, questionnaires were provided to a number of university professors and proposed modifications were made. the validity can be calculated by KMO, KMO of variables was: the herd motivation 0.761, the entertainment motivation 0.712, the social motivation 0.847, advertising attitude 0.771, purchase intention 0.702. The KMO values of each variable were greater than 0.7, and the Bartlett sphere test significance Sig. of each variable was 0.000, less than 0.001, so the questionnaire was valid.

c. Correlation Analysis

As can be seen from Table 1, the herd motivation, entertainment motivation, social motivation, and consumer purchase intention are significantly correlated, the correlation coefficients are 0.774 (ρ <0.01), 0.627 (ρ<0.01) and 0.704 (ρ<0.01). At the same time, the advertising attitude is significantly correlated with herd motivation, entertainment motivation, and social motivation. The correlation coefficients are 0.760 ($\rho<0.01$), 0.555 ($\rho<0.01$) and 0.741 ($\rho<0.01$), respectively. Among them, the herd motivation is the most relevant to the consumption intention, and entertainment motivation is the least relevant to the purchase intention. Therefore, the correlation between the variables is initially confirmed.

Table 1: Table of correlation coefficients of each variable (N=305)

		Herd motivation	Entertainment motivation	Social motivation	Advertising Attitude	Purchase Intention
Herd motivation	Pearson	1	.604**	.742**	.760**	.774**
	Sig.	.000	.000	.000	.000	.000
Entertainment motivation	Pearson	.604**	1	.577**	.555**	.627**
	Sig.	.000	.000	.000	.000	.000
Social motivation	Pearson	.742**	.577**	1	.741**	.704**
	Sig.	.000	.000v	.000	.000	.000
Advertising Attitude	Pearson	.760**	.555**	.741**	1	.752**
	Sig.	.000	.000	.000	.000	.000
Purchase Intention	Pearson	.774**	.627**	.704**	.752**	1
	Sig.	.000	.000	.000	.000	.000

**. At the 0.01 level (two-tailed), relevance

d.

The effects were examined using a linear regression method and the results can be seen in Table 2. The non-standardized coefficients Bare 0.482, 0.194, and 0.213, respectively, and the significance probability Sig. is 0.000 and less than 0.05. So it is assumed that H1, H2, and H3 are established.

Table 2: Regression coefficient of purchase motive and purchase intention(N=305)

Coefficient a

Model		unnormalized coefficient		normalization coefficient		
		B		Beta	t	Sig.
t1	(constant)	.217	.152		1.428	.154
	Herd motivation	.482	.053	.478	9.060	.000
	Entertainment motivation	.194	.041	.205	4.721	.000
	Social motivation	.213	.047	.231	4.492	.000

a. Dependent variable: purchase intention

From the regression coefficients of the interaction terms in Table 3, it can be seen that the interaction coefficient of the herd motivation, entertainment motivation, social motivation and advertising attitude are 0.122, 0.053 and 0.077, respectively, both of which are positive values, so it can be concluded that the herd motivation, The influence of entertainment motivation and social motivation on consumers' purchase intentions is positively regulated by advertising attitude, supporting hypotheses H4a, H4b, H4c.

Table 3: Regression results of analysis of advertising attitude (N=305)

Model		unnormalized coefficient		normalization coefficient		
		B		Beta	t	Sig.
t1	(constant)	3.875	.041		93.657	.000
	Herd motivation* Advertising Attitude	.187	.054	.155	4.448	.000
	Entertainment motivation* Advertising Attitude	.192	.024	.209	3.411	.012

Social motivation* Advertising Attitude	.136	.086	.147	2.196	.000

a.Dependent variable: purchase intention

5. SUMMARY AND CONCLUSION

a. Conclusion And Suggestion

The specific conclusions of this study are as follows:
Conclusion 1: Herd motivation, entertainment motivation, and social motivation have a significant impact on consumer purchase intention interaction and have a positive impact effect. Conclusion 2: Advertising attitude plays a positive role in the influence of herd motivation, entertainment motivation and social motivation on consumers' purchasing intentions.

On the one hand, companies can promote consumer awareness of products, increase loyalty to products, and influence consumers' willingness to purchase by building a net red effect. For a specific user group in the new media platform for targeted, different styles of publicity. Advertising content beautifies quality, innovates, meets emotional needs, and pays attention to sensory pleasure. It is necessary to pay attention to "art culture" as well as "popular popularity", so it is easier to establish emotional bonds with brands enterprises highlight the "interpersonal relationship" level of propaganda.Provide channels for consumers to communicate and display on the new media platform. Nowadays, customers pay more attention to the content presented by information. It is not enough for companies to attract consumers by advertising alone. Therefore, while promoting product advertising, the company will show its unique charm, and the high quality of the product is the most solid content to attract consumers. On the other hand, there are still some false advertisements on the new media platform. Customers should be treated rationally and objectively.

b. Lack of research

In terms of sample selection, the sample has a high degree of education and a relatively concentrated age distribution. In terms of influencing factors, this study only selects three relatively important factors: herd motivation, entertainment motivation, and social motivation. The research has certain limitations. In terms of research methods. The respondent may not be able to make an answer that is consistent with the actual situation, and the impact of personal factors (such as cultural level, comprehension, etc.) has an impact;In terms of advertising, advertising is not targeted enough, and the understanding of advertising attitudes of different advertisements is different.

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ANALYSIS OF FACTORS AFFECTING LIFE SATISFACTION OF EXPATRIATE STAFF IN MULTINATIONAL CORPORATIONS

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ABSTRACT

In the 21st century, enterprises face fierce competition in the global market. In order to adapt to the temporary, seasonal needs and the preparation of formal personnel, the company actively uses flexible human resources including temporary personnel, dispatched personnel and subcontractors. Among them, the use of talent dispatch is particularly popular, and its purpose is to stay flexible and streamlined. This paper aims to establish a new system for evaluating the life satisfaction of expatriate employees by analyzing previous studies on life satisfaction and expatriate employees.

Keywords: *Expatriate Employees, Life Satisfaction, Talent Dispatch*

1. INTRODUCTION

1.1 Research background

With China's accession to the World Trade Organization in 2001 and the implementation and deep development of the "going out" strategy put forward by the conference, many large state-owned enterprises have stepped out of the country and set foot in the trade competition of the world market environment. With the talent dispatch project becoming more and more popular in China, most of the academic research is about the management of expatriate employees, the legal aspects of expatriate staff, etc., and there is little research and discussion about the life satisfaction of expatriates and their impact on the company.

1.2 Meaning

The main purpose of this research is to explore the life satisfaction of expatriates and its influencing factors. I hope that this research can enrich the research results of life satisfaction of expatriates and become a pioneer in the evaluation of life satisfaction of expatriates. This research hopes that the research results can not only improve the status quo of overseas branches of most multinational companies, but also hope that the results can provide reference for the majority of enterprises to improve the satisfaction of expatriate employees, thereby improving the internal management level and enhancing the cohesiveness and competition of enterprises ability.

2 Literature reviews

The performance appraisal program of expatriates is an important mechanism for multinational corporations to effectively control the personnel who carry out the strategic objectives in the course of their operations, which is of great significance to both enterprises and expatriates. Xu Man (2012) is still lacking systematic and incapable of motivating employees in the performance evaluation of the performance evaluation of foreign personnel. The performance evaluation indicators also have certain defects. It should be in the assessment system, from different periods, scientifically and effectively select, train and communicate the assessed personnel in different aspects. However, due to the differences in culture, competition rules and legal restrictions in foreign business environments, the performance evaluation of expatriates is more complicated than the performance evaluation of domestic employees. Therefore, some special factors need to be considered when designing the performance evaluation system of expatriates. Liu Junzhen (2010) pointed out that the cross-cultural adaptation of expatriates is successful or not, and cannot be studied and measured from the perspective of organizational performance. Because it involves a number of relevant interest groups in the process of foreign cultural adaptation, the evaluation of cross-cultural adaptation and expatriate success of various aspects of expatriate personnel is more accurate and scientific. At this stage, the issue of remuneration, performance and welfare of expatriate employees is still in the process of continuous improvement. The incentives of expatriate employees are also broadly divided into material rewards, career development, emotional incentives and corporate culture. How expatriate employees coordinate the problems between work and family has become the primary problem that enterprises need to solve. Xie Yaping (2008) found in the organization support of expatriate staff work and family balance, in the work and family of expatriates Unbalanced situations can lead to three major problems: emotional and marital crisis, difficulty in fulfilling family roles, and unsynchronized career success and family happiness.Therefore, only by coordinating the relationship between employees and families, and even life, can we achieve a win-win effect between the company and the expatriate staff, so that the work and life of the expatriate staff can be harmonious and harmonious.

For expatriates, life satisfaction not only reflects their quality of life, but also affects job performance. Employees with low life satisfaction are more likely to have negative phenomena such as absenteeism or separation. Therefore, life satisfaction is not only a factor that affects employee productivity, but also an important reference for improving organizational performance. Through literature review, we can know that there is hardly a comprehensive overview of the life satisfaction research of expatriate employees in China. With the rapid progress of the times, international exchanges are more frequent, and the life of expatriate employees is satisfied. Degree research will surely become a hot research area for scholars.

3 INDEX EXTRACTION

By analyzing the literature and index extraction, this paper temporarily makes the following conjectures. Although life satisfaction will be affected by many factors, more important factors can be summarized into six factors: environmental factors, economic factors, interpersonal factors, and health. Factors, family factors and expectations.

The first level: environmental factors. It includes the living environment of the expatriate staff, the language and culture environment, the security of the country of residence, and so on.

The second level: economic factors. It includes the remuneration of expatriate employees given by the company, the benefits provided to expatriates (such as: holidays for Chinese holidays, subsidies for tolls, etc.), medical subsidies, and local insurance.

The third level: interpersonal factors. Including the work with new colleagues, whether the superior leadership will give care and encouragement and so on.

The fourth level: family factors. Including the marriage, children, and elders of the expatriate, whether the expatriate has enough time to accompany and communicate, whether to change the role between work and family, and so on.

The fifth level: the expectation factor. The expectation factor here can also be seen as a potential factor. It includes whether the expatriate staff has received the training of the company's expatriate tasks, the career development after the assignment of the assignment, the good influence and edification brought by the corporate culture, and the expectations of the employees for the future of the company.

4 INTERVIEWS AND PRELIMINARY EXPLORATION

In the interview, I got and discussed the personal experience of 10 expatriates, family background, assignments of the expatriates, difficulties and problems encountered in the assignment work, and suggestions for improvement on related issues. In summarizing the interview results, this article believes that you can try to join the work fun in the interpersonal factors. Considering that long-term boring work may exert pressure and influence on the psychology of expatriates, add a factor of work pleasure to consider the psychological aspects of expatriates at work. Health factors can also be added to the influencing factors as a consideration. Health factors include overtime and the issue of catering. Long-term overtime will affect the working hours of expatriates, affecting their rest, directly affecting the efficiency of expatriates, and serious cases will lead to disease due to long-term lack of rest. The catering in the resident area can be seen whether the company provides the benefits of the diet for the expatriate staff. The catering of the expatriate staff can provide psychological comfort to the expatriate staff while avoiding the abandonment of a few expatriates due to acclimatization. The discomfort of a period of time, thus delaying the execution of the assignment.

After summarizing and analyzing the interview content, we can add the conclusions obtained in the previous article, and we can conclude that the influencing factors affecting the life satisfaction of expatriate employees are divided into six aspects. That is, environmental factors, economic factors, interpersonal factors, family factors, expectation factors, and health factors.

5 QUESTIONNAIRE AND EVIDENCE

The questionnaire was designed from six dimensions: economic factors (including 3 factors), expected factors (including 7 factors), family factors (including 1 factor), interpersonal factors (including 3 factors), and environmental factors (including 3 One factor), the health factor (including two factors), and finally a comprehensive satisfaction factor, a total of 20 factors were designed.

Table 1 : Description of the contents of the six dimensions

Serial number	six factors	content description
1	Economic factors	salary and welfare, medical insurance, living welfare
2	Expectation factors	personal ability, recognition of others, social status, development opportunities, Training, learning, sharing experiences
3	family factors	caring for the family
4	Interpersonal Fac-tors	work fun, company care, life friendship
5	Environmental fac-tors	cultural environment, work and living environment, economic de-velopment
6	Health factors	working hours, food catering in the field

The 19 indicators selected in the previous article are divided into the following six dimensions as the test items. The Ricker scale is designed to be upgraded from “very dissatisfied” to “very satisfied” and distributed among the expatriate staff. It is intended to understand the factors that affect the life satisfaction of expatriates to improve the lives of expatriates. A total of 330 people were filled out in this survey, and 301 valid questionnaires were selected. The effective rate of the questionnaire was 91.2%.

The results of the correlation analysis of the six dimensional variables are shown in the following table. It can be seen from the table that the six dimensional variables are related to the overall satisfaction, and the correlation between the variables is at most 0.490, less than 0.5, indicating that the variables are not between There is collinearity, which can be added to the regression model for analysis.

Table 2: Correlation analysis of six dimensional variables

		@20	Economy	Expecta-tion	Family	Interpersonal	Living	Health
Pearson	@20	1.000						
	Economy	.485	1.000					
	Expectation	.444	-.051	1.000				
	Family	.490	-.013	.085	1.000			
	Interpersonal	.437	-.038	.213	.084	1.000		
	Living	.361	-.057	.231	.011	.200	1.000	
	Health	.354	.005	.238	.150	.110	.210	1.000
Sig.	@20	.						
	Economy	.000	.					
	Expectation	.000	.190	.				
	Family	.000	.411	.070	.			
	Interpersonal	.000	.256	.000	.073	.		
	Living	.000	.163	.000	.422	.000	.	
	Health	.000	.467	.000	.005	.029	.000	.

6 CONCLUSION AND SUGGESTION

According to the interview results analysis, combined with the questionnaire survey conclusions. We can see that the six dimensions of economic factors, expectation factors, family factors, interpersonal factors, environmental factors and health factors can be used as a measure of life satisfaction of expatriate employees.

According to the analysis of the basic situation of life satisfaction of the expatriate employees of many multinational enterprises, the author believes that most cross-supply companies should start from the aspects of lower satisfaction and greater impact on overall satisfaction.

The first aspect: welfare, which is the reward mechanism. In order to motivate employees through reward mechanisms, managers must first implement targeted reward mechanisms. If you don't know about the reward mechanism, then it is useless to perfect it. Second, consider that each employee needs a different reward. You can set different rewards based on the level of employee's needs, which will make the incentive more effective.

The second aspect: development opportunities and social land. In this regard, we must first select the right employees and decide on them in many aspects. Then respect the choice of employees and let them choose themselves in their career development. Finally, companies must give them the appropriate positions based on the contributions of their employees and have a plan for their return.

From the analysis of the results and conclusions of the measurement of life satisfaction of the external staff in this paper, it is concluded that the scale design is suitable and should be used as a scale for measuring the satisfaction of life commonly used by other multinational companies. Reintegrating measurement results from other countries should be suitable for the overall assessment of life satisfaction of expatriate employees. If the tracking research is carried out for several years and improved, it can fully explain the six influencing factors summarized in this paper, which can effectively improve the life satisfaction of expatriates, and can also see the benefits of improving the long-term interests of enterprises. At the same time, these tasks will greatly enrich the practical significance of the life satisfaction of expatriates in China's human resources research.

Due to many limitations in time and ability, there are still some shortcomings after the completion of the thesis. There are some places where the research can be deeply explored: lack of tracking and feedback. Subject to the follow-up study, the expatriate employees of other companies should be investigated and tracked according to the research results of life satisfaction in the same situation of the tracked person, and the same sample is obtained through analysis. Further conclusions. The sample should be further expanded. Regardless of life or work, employee satisfaction surveys are a more sensitive topic in many companies. The enthusiasm of employees to fill in needs to be improved, and the sample of expatriate employees should not be limited to Thailand. If we can draw conclusions from a large number of sample statistics of different countries and different units, and further verify the obtained research results, we can enhance the persuasiveness and operability of the research conclusions. To give a broader reference to the multinational companies in the life satisfaction of expatriates.

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RESEARCH ON OPTIMIZATION OF CUSTOMER EXPERIENCE IN NETWORK EDUCATION PLATFORM——TAKING “QING CLASS” ONLINE EDUCATION PLATFORM AS AN EXAMPLE

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ABSTRACT

With the development of economy and society and the arrival of the information age, the comprehensive quality training at work, the accelerated storage and renewal of knowledge have become an indispensable part of people's real life. The concept of lifelong learning and lifelong education has increasingly penetrated into people's hearts. However, modern people in the era of change and the trend of the economy, if they let them give up everything they have now, it is unrealistic to re-enter traditional classroom learning. The form of online online education has emerged with the development of the times and has gradually become the choice of more learners. At the same time, the quality of online education services has attracted more and more attention from scholars and users. This study takes "Qing Class" online education as an example to analyze the importance of online education in today's education industry and customer experience, and to confirm whether the optimization aspect can make online education users have a better experience, and finally summarize the optimization. The method hopes to play a more effective role in the development of the online education industry.

Keywords: *Network Education，Customer Experience，Experience Optimization*

1. INTRODUCTION

1.1 Research background

The combination of network and education has produced online education. With the development of network technology and the increasing demand for lifelong education, online education has attracted more and more people's attention, especially the emergence of multimedia, which has caused a revolution in education mode and the emergence of networks. education. Online education is favored by people with its unique advantages. A new type of education on the Internet, interactive teaching across time and space, across regions, real-time or non-real-time has become a major way of implementing modern distance education.

1.2 Research purposes and significance

This paper analyzes the influencing factors of online education on user experience through the survey of the public's cognition and use experience of online education mode, and analyzes how to optimize customer experience according to the influencing factors, so that customers have better. The network's educational experience enables the online education industry to develop better and be understood, used and trusted by more people.

With the development of network technology and the increasing demand for lifelong education, online education has attracted more and more people. However, there are various aspects of online education, and the education system cannot be perfected. Therefore, some people will have many concerns about this. Therefore, the author believes that the research significance of this paper is to eliminate everyone's concerns, optimize customer experience, improve the shortcomings of online education, and enable the online education industry to have a better development, so that more people can enjoy and enjoy. To lifelong education, the Chinese people's overall education level will be improved, and the quality of the population will be improved, so that the society can develop more stably and rapidly.

1.3 Main research contents and methods

The research content of this paper is to investigate the cognition situation and experience satisfaction and influencing factors of online education users on online education, and draw corresponding conclusions. Taking the “Qing Class” online education platform as an example to investigate the satisfaction of users of “light class” and draw conclusions. Based on the conclusions drawn above, we conduct analysis and research, explore strategies to optimize the user experience of online education, make recommendations, and make predictions on the future development trend of online education.

1)Case Study Method: This article will take the “Qing Class” online education platform as an example to make a detailed study on online education, online learning, and user experience.

2)Literature research method: through the research of various aspects of online education in related literature, and user experience perception research, with the development and progress of society, refining and discovering new information content, the current online education platform and user experience can be Make a new analytical study on optimization.

3)Questionnaire survey method: Through questionnaire survey method, we can understand the cognition and post-experience of different groups of people on the online education platform. This questionnaire refers to and draws on the more mature questionnaire design pattern of the predecessors, and uses the questionnaire star, as well as QQ and We Chat to issue the questionnaire, and then collects the data and organizes it.

4)Data analysis method: Using SPSS 17.0 software to carry out reliability test, validity test (factor analysis), descriptive statistical analysis, correlation analysis and regression analysis on valid data, so as to achieve the purpose of testing the hypothesis of influencing factors.

2. LITERATURE REVIEW

2.1 Network Education Research

Khan (1997) has proposed: "Web-based instruction is a way to create a meaningful learning environment using hypermedia teaching programs to facilitate learning and support. This hypermedia program can take advantage of the various features and resources of the WWW. Relan and Gillani (1997) proposed: "Web-based teaching is the application of a cognitive learning strategy based on constructivism in a collaborative learning environment so that it can utilize the various features and resources of www. Jay Cross first proposed e-Learning in 1997, arguing that e-Learning "is the use of 1T technology and networks to enable the transfer of white sovereignty from the enterprise to the individual's activities."

2.2 Customer Experience and Optimization Research

Foreign research on customer experience began earlier. In 2000, Hoffman et al. applied the flow experience to practice, applied and studied network navigation behavior, and discussed the characteristics of the streaming experience in browsing the networked environment.In 2001, JoskoBrakus studied customer experience theory based on the theoretical framework of perception in his doctoral thesis and conducted empirical research on it.Charles et al. (2003) showed that perceptual experience has a significant explanatory power for satisfactory behavior, while hedonic and practical perceptual experience affect customer satisfaction, and emotional experience has a positive impact on customer satisfaction.Rlee (2009) and others have suggested that perceptual experience has a significant explanatory power for satisfactory behavior, while hedonic and practical perceptual experience affect consumer satisfaction, and emotional experience has a positive impact on consumer satisfaction.

2.3 Customer Experience Optimization Research in Network Education Platform

Ren Feifei (2016) has reached relevant conclusions when studying the user experience problem in online education. The front-end contact is not perfect, it is difficult to attract customers, students are less involved, experience feedback is not effectively utilized, and suggestions are made: online transactions The platform should improve the customer demand survey mechanism, enhance customer learning personalization, enhance product and service functionality, and build customer learning evaluation system.

2.4 Summary of this chapter

Through the study of consumer satisfaction by many scholars at home and abroad, some influencing factors can be summarized. The consumer experience is the internal and personal reaction of consumers from direct or indirect contact with the company, and the psychologization of goods and services. Exchangeable are the consumer's perception of the individualization of certain stimuli. Different perspectives have different definitions of consumer experience. If you want to improve customer satisfaction, companies need to delve into the incentives, understand consumer psychology, and dig deeper into the deeper needs of consumers in order to truly satisfy customers and achieve true customer satisfaction.

3. RESEARCH METHODS

3.1 Data Statistics and Analysis

The data in Table 1 below mainly comes from the "Basic Information" part of the first part of the questionnaire. It is completely derived from the actual situation of the respondents, and mainly includes the basic information such as gender, age, education, identity, and work experience.

Table 1: Sample descriptive statistics

Basic information statistical variable		frequency	percentage	Accumulated percentage	Number of samples
Gender	Male	48	37.2	37.2	129
	Female	81	62.8	100.0	
Age	Under 18 years old	1	0.8	0.8	129
	18-25 years old	93	72.1	72.9	
	25-30 years old	24	18.6	91.5	
	35-40 years old	6	4.7	96.1	
	40 years old or older	5	3.9	100.0	
Education	High school and below	13	10.1	10.1	129
	Junior college	23	17.8	27.9	
	Bachelor	83	64.3	92.2	
	Graduate (Master, Ph.D.)	10	7.8	100.0	
Identity	Student	51	39.5	39.5	129
	Non student	78	60.5	100.0	
Area of interest	Financial class	18	14.0	14.0	129
	E-commerce class	8	6.2	20.2	

	Government agency	11	8.5	28.7	
	Engineering	23	17.8	46.5	
	Other	69	53.5	100.0	
work experience	No	31	24.0	24.0	129
	Less than one year	31	24.0	48.1	
	1-3 years	42	32.6	80.6	
	3-5 years	5	3.9	84.5	
	More than 5 years	20	15.5	100.0	
Do you understand online education	Yes	127	98.4	98.4	129
	No	2	1.6	100.0	
State	Never considered using	3	2.3	2.3	129
	Considering use	4	3.1	5.4	
	in use	76	58.9	64.3	
	Used before	46	35.7	100.0	
Learning Content	Obtain a diploma	45	34.9	34.9	129
	Vocational skills training	29	22.5	57.4	
	Study abroad training	6	4.7	62.0	
	English training	17	13.2	75.2	
	Postgraduate training	2	1.6	76.7	
	Civil service examination training	7	5.4	82.2	
	Other	23	17.8	100.0	

Analysis:As shown in Table 1, since the data of invalid papers will affect subsequent research, the questionnaires of “never consider using” and “considering to use” online education should be excluded to ensure the validity of the data. A total of 7 invalid papers, the effective questionnaire is 122, the sample efficiency is 94.6%.

1) Understanding the extent and status. As can be seen from Table 1, the total number of samples is 129, of which 127 people have knowledge of online education and 122 people have used online education or are in use, 94.6% of them are used, and some people say they are considering using it. Online education.

2) Identity and work experience. As can be seen from Table 1,respondents who have been working for 1-3 years and respondents who are not students are more aware of and use of online education., indicating that they are more conscious of those who have just graduated from work. The importance of the demand box in the workplace, such as knowledge and ability, so I want to improve myself through online education.

3) Academic qualifications. As can be seen from Table 1, according to the academic qualifications, it seems that the subjects who are undergraduate degree want to improve themselves through the way of online education; the respondents with relatively low academic qualifications are on the network. There seems to be little demand and interest in education improvement. Postgraduate surveys with relatively high academic qualifications are not particularly important for the promotion of online education.

4. CASE ANALYSIS OF THE "QING CLASS" NETWORK EDUCATION

4.1 Introduction to the “Qing Class” Network Education Platform

“Qing Class” is affiliated to Beijing Sixiang Polymer Technology Co., Ltd., which brings together first-line English teachers and focuses on English. The CEO of the company has positioned it as “a fun and practical online learning community for young people”. The target group is college students. And newcomers in the workplace.

4.2 User Experience Analysis and Suggestions for the “Qing Class” Network Education

In order to investigate the user experience of the “Qing Class”online education platform, 100 Qing Class users were selected to conduct a questionnaire survey to understand whether some factors have an impact on the user experience and the extent of the impact. The contents are shown in Table 2 below:

Table 2: Satisfaction statistics table for each class of Qing Class users (unit: person)

	Course type	Educational concept	Teacher team	Application method	time management	Teaching environment and atmosphere	Course fees and benefits
Not satisfied	34	20	25	41	19	26	13
general	37	36	22	24	21	38	22
satisfaction	29	44	53	35	60	36	65

Through the results of the questionnaire survey, it can be analyzed that the Qing Class users do have different opinions on some Qing Class related indicators set in the questionnaire, which is directly related to the user experience in the light class platform. Therefore, users who have different opinions on the indicators are again Conduct in-depth investigations, and provide an open questionnaire to understand the reasons for user satisfaction and dissatisfaction and their opinions and suggestions on the Qing Class. The results are shown in the following statistics and analysis.

Most of the courses on the “Qing Class”platform are based on pre-recorded voices. Compared with the online live video courses, there is naturally less room for learning in the classroom. In contrast, teachers and students cannot communicate with each other. The process of communication and answering questions makes it easy for learners to accumulate questions arising during the learning process. In addition, because it is a voice recording course, and the time is free, and no teacher plays a leading role to lead the students' thinking, it may cause students to concentrate on the learning process. Of course, some users also expressed their satisfaction with the Qing Class platform, which allows the learning users to quietly listen to the class, avoid noisy, and not cause a lot of pressure due to the large number of students in the class, so that the user has a relaxed and enjoyable learning environment. Therefore, in response to user feedback, Qing Class should also be based on consumer demand to open some video courses, so that more users can be integrated into the learning atmosphere, focus attention, and achieve better learning results.

Table 3: Learning Environment and Atmosphere Demand Statistics (Unit: person)

Learning environment and atmosphere	satisfaction	Easy	Quiet	low pressure		
	36	27	28	12		
	Not satisfied	Lack of learning atmosphere	Inattention	Lack of guidance	Can't learn	dull
	64	44	53	32	21	24

5. CONCLUSIONS AND RECOMMENDATIONS

According to the results of the statistical analysis content in the third chapter of the article, and the results of the analysis of the content of the "Qing Class" online education platform in the fourth chapter, the relevant conclusions can be drawn: in general, the users' recognition of online education Evaluation of experience and experience is not bad, but it is not difficult to find out from the feedback of users that there are still some loopholes and deficiencies in online education. Therefore, the feedback on the results of the survey and the analysis of the case study of the Qing Class is proposed for the online education industry. Relevant improvement suggestions and development of corresponding optimization strategies to improve user experience satisfaction are for reference only.

5.1 Suggestions for user experience in online education

1)Improve supervision and evaluation functions

The results of the survey and analysis show that the users of the online education platform pay more attention to the effect of the course after learning, and will have a greater impact on the customer experience. For this phenomenon, the online education platform should arrange as much as possible after the end of each course to assess and arrange after-school homework, and even imitate the mid-term and final exams in traditional education, forcing users to check and work after class. Serious study, even if the user did not take the class seriously, you can use the homework after class to check for vacancies. Therefore, perfecting the supervision and assessment function may be one of the ways to make the learning effect more significant and the user more satisfied.

2)Development of exclusive application software for online education platform

Many people choose online education because of its convenient and fast features. The simpler the operating procedure, the more satisfied the user experience is. It is not inconvenient for the user to be in the complexity of the operating procedure, which will lose the original intention of the user to initially choose online education. In terms of technology, we must cultivate more ideologically avant-garde, software development talents that can keep pace with the times, break the old and backward status of design ideas, and deeply understand the user's needs for software functions and other aspects, and develop products that can make users more interested. Learning software that is more convenient and has a different experience.

3)Building brand culture, clear education concept

The network education industry is gradually emerging, and various types of education brands are emerging. At this time, each brand needs to play its own unique brand culture to consumers. Publicly show your own educational philosophy and all the information that consumers have the right to know and clarify, make the due commitment to consumers, and enable consumers to choose with confidence; In addition, online education institutions should also proceed from the reality to ensure the quality of the course.

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INVESTIGATING THE SERVICE QUALITY OF THE THIRE PARTY LOGISTICS ENTERPRISE FROM THE IPA MODEL——THE CASE OF M COMPANY

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Abstract

With the continuous development of the global economy,multinational corporations and foreign enterprises are increasing in china and the third party logistics enterprises begin to enter China. At present,multinational corporations and foreignenterprises are the main users of tpl service in China, and only a few well-known enterprises in China use TPl service. Due to the low quality of service and the lack of professional management personnel the development of Chinas third party logistics service is still in its infancy.

Therefore, this paper collects data based on servqual five research dimensions, and analyzes it through IPA model from the customers experience of the service provided by the case physics. Understand priority improvement projects Based on the results of the analysis this paper provides suggestions that can be used to improve the service quality of service staff. and also serve as a reference for the operation strategy and improve customer satisfaction Believe that the third party logistics enterprises can improve the professionalism, but also to provide third party logistics enterprise service personnel as a service quality improvement projects follow the reverse.

Key Words*: Third-Party Logistics,Service Quality,Importance Performance Analysis*

1 Introduction

Third-Party Logistics, also known as "Logistics Agent", "Contract Logistics" or "External Logistics" means that companies focus on their main business. In the form of signing a contract, entrust some or all of the logistics activities originally handled by itself to a specialized logistics enterprise. At the same time, through the information system and the logistics companies to maintain close contact, in order to achieve a logistics operation and management mode of logistics management and management. The concept of third-party logistics began to spread to China in the mid-1990s. It is an important development in the basic service industries such as transportation and warehousing. In recent years, with the improvement of the market economic system and the deepening of enterprise reform, the self-restraint mechanism of enterprises has increased, and the demand for outsourced logistics services has increased. Especially with the entry of foreign-funded enterprises and the intensification of market competition, enterprises have gradually deepened their understanding of the importance of logistics, and the demand for specialized, multi-functional third-party logistics is increasing.

2 Literature review

2.1 China's third-party logistics status

Third-party logistics is formed in the concept of modern logistics. Li Yanping (2001) proposed that third-party logistics can help customers obtain potential advantages such as profit, price, supply speed, service, accuracy and authenticity of information and adoption of new technologies. The current situation of China's third-party logistics industry is that since the reform and opening up, the economy has developed rapidly. Especially after joining the WTO, the scale of domestic and foreign trade has expanded rapidly, forming a large logistics demand. Therefore, in this situation, the demand for logistics from enterprises has gradually increased. Since China's accession to the WTO WTO, the influx of a large number of foreign excellent enterprises and the continuous growth of GDP, due to China's geographical development and uneven distribution of resources, third-party logistics has been greatly developed.

2.2 Limitations of China's Third Party Logistics Development

First, the concept of logistics is relatively backward. Enterprises are afraid of resource loss and extra profits are earned by logistics companies, so most companies build their own logistics systems, resulting in limited development of third-party logistics, and a small scale. Second, logistics services are single. Most of the logistics companies in China provide services such as storage, transportation and urban distribution, without related value-added services or innovative services. Third, the channel is not smooth. The business network is unreasonable, and there is no network. There is a lack of cooperation between third-party logistics companies and enterprises and customers. Logistics enterprises and customers cannot fully share information resources and do not form interdependent partnerships.

2.3 Status quo of Sichuan third party logistics development

Judging from the development of third-party logistics in Sichuan Province, Chengdu is the capital of Sichuan Province and is located in the hinterland of Chengdu Plain in the western part of the Sichuan Basin. Since the reform and opening up, Chengdu has become a logistics and business center, financial center, technology center, transportation hub and communication hub in southwest China. It is an important high-tech industrial base, modern manufacturing base, modern service base and modern agricultural base in China. With the further deepening of the economic system reform, the degree of marketization of third-party logistics in Chengdu has been greatly improved. In the transportation market, road transport forms range from single vehicle transport to less-than-truckload, container, refrigeration and special cargo transport.

And because third-party logistics entered China later, logistics practices in the western region were even slower.

2.4 Service Quality

For services, Finnish service marketer Gronroos (1984) defines: Service is one or a series of activities that take place between customers and employees, goods, tangible resources and service systems to solve customer problems in an intangible form. Wagner and Frenkel (2000) pointed out that the delivery of logistics service quality and the establishment of long-term customer relationship are inseparable, and proposed to improve service quality, develop customized services, analyze cost transaction satisfaction, integrate accurate time service, and strengthen marketing performance service. And other long-term cooperative relationship development model. Levitt (1972) believes that service quality means that the results of the service can meet the standards set for the customer. Research by Gibson (1993) pointed out that continuous improvement of logistics service quality and meeting customer expectations is the focus of customer acceptance of services. Wu Xiaoqin (1997) believes that the elements of service quality should include the five elements of functionality, economy, safety, comfort and civilization. Mentzer (1999) proposed to construct a logistics service quality scale, which should include nine dimensions: personnel service, abnormal exclusion, order status, order quality, order accuracy, service timeliness, order processing volume, order Program and information quality. In the subsequent research, they further concluded that logistics services are customized processes for customers, and personnel services, order processing, and information quality are the three major priorities. Verespej (2002) believes that the move of third-party logistics service providers to value-added services has become a trend in today's diversified customer service. The most representative of the evaluation of service quality is the quality of service evaluation proposed by Parasuraman, Zeithaml and Berry (1985) for the four service industries of banking, credit card companies, securities firms and product maintenance. The 10 dimensions are: 1).reliability, 2).reactivity, 3).competency, 4).proximity, 5).politeness, 6). communication, 7).reliability, 8).Security, 9). Understanding, 10).Visibility. It was later revised to a total of 22 test items in 5 dimensions, called “Service Quality Table (SERVQUAL)”. These five dimensions include tangibility, reliability, responsiveness, assurance and care.

The researcher can obtain the overall service quality level by comparing the customer's expected scores and actual feeling scores for these five dimensions. The SERVQUAL scale is considered to have good reliability and validity. It can be used to improve service quality. It can also examine service quality trends in stages. It can also assess the service quality and final quality of each dimension of a specific company. The relative importance of the dimensions that affect service quality perception. Therefore, with reference to the SERVQUAL table, this paper sorts out 5 dimensions and 24 items as shown in Table 2.1, which is the basis of this study.

Table 2.1 Measurement Dimensions and Assessment Items of the SERVQUAL Scale

Dimension	Assessment project
Visibility	1).With advanced equipment
	2).Service facility appearance is attractive
	3).Staff are neat and tidy
	4).The company's service-related appendages are attractive
Reliability	5).The company will fulfill its commitment to customers
	6).Be able to show concern and help when customers encounter difficulties
	7).The company will be able to provide comprehensive services for the first time
	8).The company is able to provide the promised service on time
	9).The company can save the service-related records correctly
Reactivity	10).The company will let customers know clearly when services will be provided
	11).Employees will provide appropriate services to customers
	12).Staff will be happy to serve customers
	13).Employees are not too busy to provide services at the right time
Guaranteed	14).The company's employees are trustworthy
	15).Customers can feel at ease when doing business transactions
	16).The company's staff is very polite
	17).Employees can receive appropriate support from the company to provide better service
Caring	18).The company will provide different services for different customers
	19).Employees will give individual care to customers
	20).Employees can understand the needs of customers
	21).The company prioritizes the interests of its customers

Dimension	Assessment project
	22).The company provides service time to meet the needs of all customers

3. Importance performance analysis

3.1 Case company introduction

M company. was formerly known as “M Moving Company” and is headquartered in Chengdu, Sichuan. The logistics base is located in Chengdu High-tech Zone, covering an area of more than 130 acres. Registered capital of 10 million yuan, is the first professional logistics supply chain service provider in Sichuan Province. Founded on November 8, 1996, it has rapidly developed into more than 1,200 vehicles of various types, integrating nearly 10,000 vehicles with social resources, and has nearly 3,000 employees, successively in Kunming, Guiyang, Xi'an, Wuhan, Jinan, Qingdao, Chongqing, Shenzhen, Shijiazhuang, Guangzhou, Nanjing, Beijing and other places have successfully opened a number of sub-subsidiaries, and become a large-scale logistics enterprise integrating road transportation, railway and aviation. It specializes in large-scale professional integrated logistics services, including logistics, moving, courier, city distribution, warehousing and freight transportation, multimodal transportation, packaging, distribution processing, exhibition and information processing.

3.2 Importance performance analysis

Martilla & James (1977) proposed the importance performance analysis (IPA). Since the early 1990s, the importance performance analysis (IPA) has been widely applied to the service industry, and its application range includes service satisfaction. Degree, product performance, regional competitiveness (attractiveness) and macro tourism policy formulation. Each item in the Importance Performance Analysis (IPA) is divided into two ways. One is to measure the customer's expectations for the general company's service; the other is to measure the customer's actual experience after receiving the service provider's service. The difference between the people to measure the quality of service. In the importance performance analysis method (IPA), the importance is set to the horizontal axis (X-axis) and the satisfaction is set to the vertical axis (Y-axis) based on the average of importance and satisfaction (performance attribute). , the various service attributes are divided into four quadrants, defined by four elephants (Figure 3.1). Among them, the first quadrant: continue to maintain the zone, indicating high importance and performance; the second quadrant: over-development zone, indicating low importance and high performance; third quadrant: minor improvement zone, indicating importance and performance The degree is low; the fourth quadrant: priority improvement zone, indicating high importance but low level of performance.

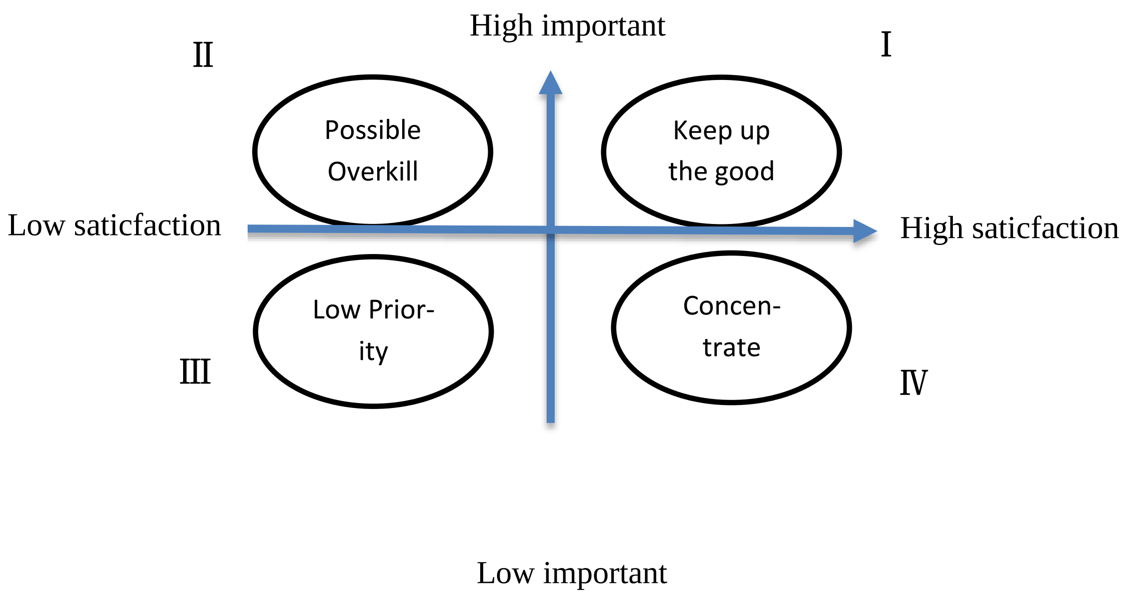

Figure 3.1 IPA Quadrant Diagram

4. Research methods

The design of this paper is based on the SERVQUL table and refers to the five dimensions of service quality, including tangibility, reliability, responsiveness, assurance and care. According to M company., design an appropriate scale question. The object of this questionnaire is set as a legal person or individual customer who provides services to M company, and thus knows the customers who have traded with M company, and knows the service quality of M company. A total of 200 questionnaires are distributed.

5. Results and recommendations

5.1 results

In this paper, 200 questionnaires were distributed to customers of M company. After finishing and eliminating the incomplete questionnaire, 2 invalid questionnaires were deleted, and the remaining 198 valid questionnaires. The results of the questionnaire fall in the fourth quadrant priority improvement is "tangible" 4). The service staff of M company. is able to help solve problems in the customer encounter, and "reliability" 5).M company. The performance of the service staff is worthy of being trusted.

Company M should respond to customer perceptions and needs in terms of adjustments and allocations in terms of strategies or resources.

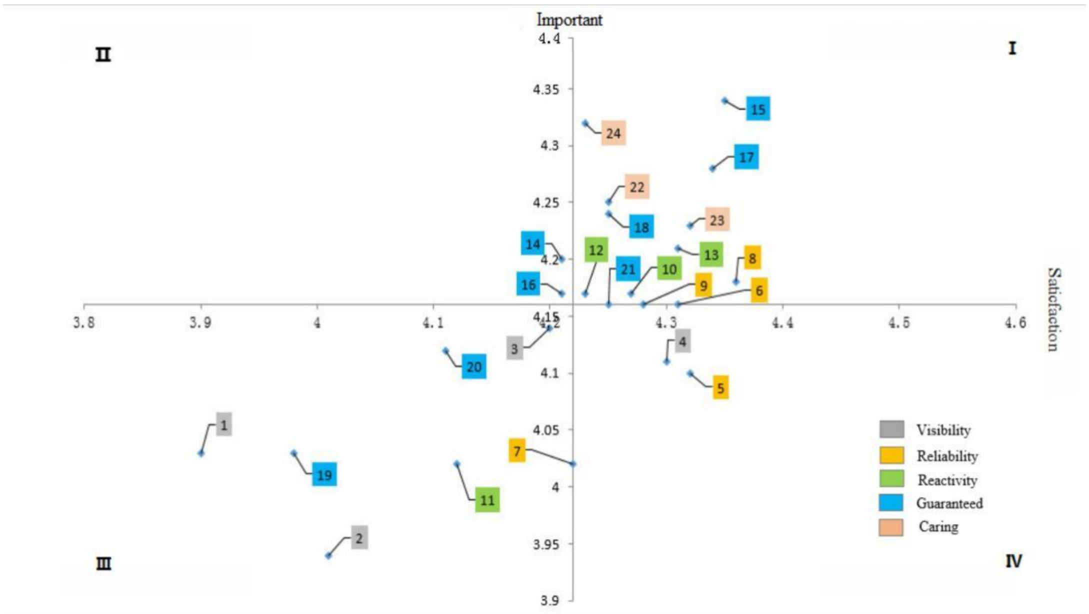

Figure 5.1 IPA full sample quadrant map

The IPA analysis chart can be divided into four quadrants. The “first quadrant” is the continuation of the area, indicating that the customer pays attention to the project in the area and is satisfied. Therefore, it is only necessary to maintain the status quo; “Second quadrant” "For the transitional development area, customers in this area are not very concerned about the priority needs, but M company. has invested in resources, thus causing waste of resources, but at the same time it has not made customers feel satisfied;" The third quadrant is a secondary improvement area, indicating that the customer pays more attention to the projects in the area, and the service does not reach the satisfaction of the customer, but it is not the area that the customer attaches great importance to, so it can be improved after the fourth quadrant; The “fourth quadrant” is a priority improvement area, indicating that customers attach great importance to the projects in the area, and the service items in the area provided by M company. do not meet the service quality expected by the customers, so priority must be given to improve.

Table 5.1 Projects that are valued by the whole sample and grouped customers and that are most in need of improvement

Full sample and grouped projects	Priority improvement project
Full sample	4).The service staff of M company. can help solve the problem when the customer encounters problems.
	5).The performance of the service staff of M company. is worthy of being trusted

In summary, the service quality project provided by M company., through the IPA four-quadrant analysis, summed up two projects that need priority improvement in the perception and satisfaction degree of respondents.

5.2 recommendations

Based on the above differences in “gender”, “age” and “time to become M company.”, M M company. made several suggestions for M company. to improve service quality and customer satisfaction in the future. for reference. In the first aspect, the reliability of logistics services is critical to the quality of service. Strengthening the training of service personnel requires the service personnel to have a very familiar understanding of the company's products and the process of providing logistics or various services in order to present them to customers. Quickly respond to demand and provide customers with accurate logistics information, allowing customers to make strategic adjustments or early response to possible unexpected situations to enhance customer trust in service personnel.

In the second aspect, improving customer satisfaction must be based on the definition of customer needs. M company. needs to conduct research and analysis to understand customer demand for services, strengthen “personalized services”, and strengthen individual needs for customers in order to The different needs to develop the corresponding service plan to achieve service quality and customer satisfaction.

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INVESTIGATING THE CUSTOMER SERVICE QUALITY THROUGH IMPORTANCE PERFORMANCE ANALYSIS——THE CASE OF CHINA TELECOM DL BRANCH

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Abstract

With the intensification of market competition, people are more and more deeply aware that market competition is the competition of enterprises compete for customers, and enterprises need to rely on customers to achieve profitability. If the enterprises only rely on the price and quality of the product is difficult to retain customers, service is a trump card to win. In such a competitive environment, the telecommunications industry has evolved from the price competition to competing for customer resources. Therefore, the important factor in competing for customer resources is to improve customer service quality, improve service systems, and improve customer satisfaction.

This study takes China Telecom DL Branch as an example, combines the five dimensions of SERVQUAL to design the questionnaire scale and collect the customers views on the service quality of the company after experienced the company service. The importance-performance analysis (IPA) to investigate customer service quality. In addition to the overall sample analysis, this study also conducted several analyses for customers with different attributes to understand the differences in focus on improvement items. Based on the analysis results, this study proposes suggestions to improve and adjust the service content of China Telecom DL Branch, and promotes the customer satisfaction to the company.

***Key Words**: China Telecom, Service Quality, Important-Performance Analysis*

1. INTRODUCTION

Telecom industry is the foundation and core of the development of net economy, which provides evident guidance. It is a technically-supported and knowledge-intensive industry, which is closely related to people's life and has a strong leading and driving effect on the development of other industries. In a time when the supply of products and services exceeds the demand and a buyer's market is formed, customers have greater freedom in choosing products and brands. Enterprises are now competing for limited customer resources instead of products. It seems that enterprises are competing for brands, price and advertising, but, in final analysis, they are competing for customer resources. The level of customer satisfaction directly reflects the market situation faced by enterprises, and the level of service quality is the best evidence of customer satisfaction.

This study adopts the method of questionnaire survey and IPA analysis to evaluate the service perception of China Telecom, with China Telecom DL Branch as the research object. It proposes corresponding solutions to the existing problems of DL Branch, so as to further improve customer satisfaction and provide reference for China Telecom DL Branch future strategy of improving service quality.

2.CURRENT SITUATION AND DIFFICULTIES OF CHINA'S TELECOM INDUSTRY

As a service provider of telecom business, China's telecom enterprises have their own unique characteristics in terms of customer and market. First of all, telecom customers are diversified, ranging from government agencies, enterprise groups, shops and hotels to ordinary individuals. Secondly, the demand of telecom customers are diversified, which is reflected in the evident characteristics of the industry and its business. From individuals to groups, from rural to urban areas, from low-income groups to well-off families, there are various demands for telecommunication services. Due to frequent updating of telecom products among various telecom operators, the similarity of service mode and business mode, the poor customer loyalty and stability, the annual average off-network rate is increasing year by year.

China Telecom, as a traditional large state-owned enterprise in China, has more than 200 local network branches distributed throughout China . China Telecom DL Branch is a prefecture-level branch under the jurisdiction of China Telecom. At present, the telecom market in DL prefecture is divided and competed by China Telecom, China Mobile and China Unicom. The difference in service quality provided by each telecom enterprise is relatively small, and the products launched are similar. However, the demands and expectations of customers are constantly increasing. It is not advantageous for China Telecom DL Branch in terms of technology and products when customers have diversified choices. Faced with severe competitive pressure, in order to obtain sustainable competitive advantages, the company should no longer focus on developing new technologies, expanding new businesses, new products and price competition. How to improve service quality and customer satisfaction is the first problem that China Telecom DL Branch needs to solve.

3. RESEARCH METHOD

3.1Research Design

The design of this research questionnaire was based on the SERVQIAL scale, In addition to the original 22 question, reference is also made to previous studies by scholars and the actual situation of China Telecom DL Branch., and then discuss it with the professor, extends 2 questions. Therefore, the questionnaires totals 24 questions.

3.2 Importance-performance analysis

Importance-performance analysis (IPA) was proposed by Martilla &James (1977), and its main idea is to ask customers to compare and analyze the importance and satisfaction of each measurement index of the investigated object, to help operators find the crux of the current operating situation and propose solutions to improve the service quality of the company. Because of its simplicity and intuition, IPA is widely used in the research of tourism, education, health, information technology and other service industries.

In an IPA analysis model, X-axis represents the level of importance while Y-axis the level of satisfactory. The two axes then form four quadrants, and their intersection is the point where the general average of customer's satisfaction meet with that of importance. The performance of a product or a service is evaluated according to the coordinates in the quadrantal diagram. To be specific, Quadrant I (keep up the good work): high importance and satisfaction, indicating good performance of the company, and the company is very competitive; Quadrant II (possible overkill): low importance and high satisfaction, meaning that resources of the company is overly supplied. Resource investment for this project can be reduced to save cost; Quadrant III (low priority): low in both importance and satisfaction. Can be taken as projects for non-urgent improvements; Quadrant IV (concentrate): high importance and low satisfaction. Projects in this quadrant are the main source of weakness of the company, where effective enhancing measures should be taken.

3.3 Service quality

Service quality is the comparison between customers' expectations of a service and their perception after real contact, which is the general recognition and judgement of service quality provided by the company. Only the service perceived by customer a matters. Parasurama, Zeithaml &Berry supposes that service quality is a comprehensive evaluation similar to attitude. Through a comprehensive survey of the service industry, three scholars collected a large amount of data, and conducted studies on issues related to service quality. In the end, an evaluation diagram with five dimensions was constructed, as shown in Table 3.1.

Table 3.1 SERVQUAL scale and items

Dimensions	Items
Tangibles	The company has advanced equipment.
	The appearance of the company's service facilities is attractive.
	The company employees are dressed neatly.
	The company service related appendant are attractive.
Reliability	The company will fulfill its commitment to customers in a timely manner.
	Company employees can help customer when they are in trouble.
	The company can provide perfect services for the first time.
	The company can provide services to customers according to the commitment.
	The company can keep the records related to the service correctly.
Responsiveness	The company will let the customer know when to provide the service.
	The company employees will provide services to customers in a timely manner.
	The company employees are happy to serve customers.
	The company employees are not too busy to serve customers.
Assurance	The company is trustworthy.
	Customers can feel at ease when doing business transactions.
	The company employees are very polite.
	The company employees can get the support from the company to provide better service.
Empathy	The company will provide different services to customers.
	The company employees will give care to customers.
	The company can understand customer needs.

Dimensions	Items
	The company puts the interests of customers first.
	The company can meet the needs of its customers in the service time.

3.4 Material analysis and results

This study adopts the method of questionnaire survey were distributed 320 copies, of which the effective recovery of 300, with 93.8% recovery rate. In this study, the IPA method was used, the general average value of important degree 4.12 is the X-axis, and the general average value of satisfaction degree 3.87 is the Y -axis, two dimension the matrix is formed . as shown in Figure 3.1.

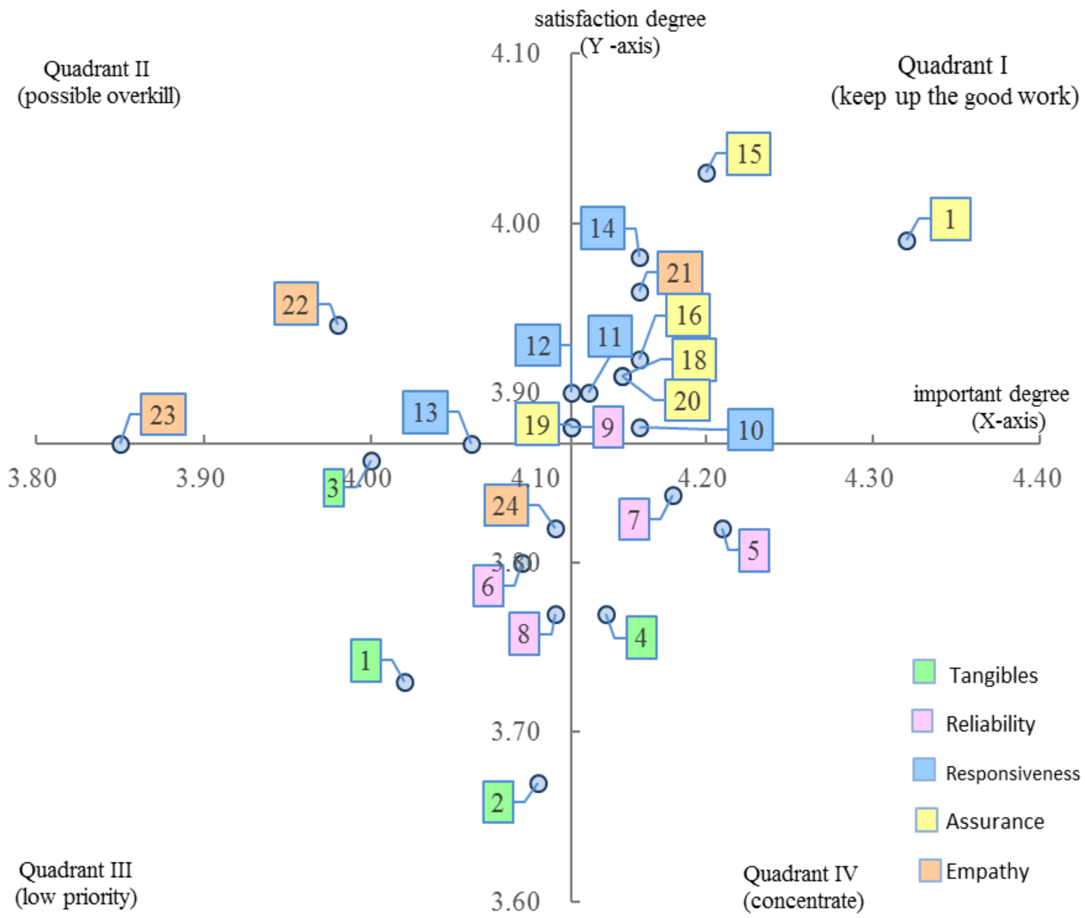

Figure 3.1 Full sample analysis graphics

Table.3.2 Full sample and grouping sample of the concentrate improve items

Full sample and grouping sample		Concentrate here
All sample		(4) The company service related appendant are attractive.
		(5) The company will fulfill its commitment to customers in a timely manner.
		(7) The company can provide perfect services for the first time.
Gender	Male	(3) The company employees are dressed neatly.
		(5) The company will fulfill its commitment to customers in a timely manner.
		(7) The company can provide perfect services for the first time.
	Fe-male	(4) The company service related appendant are attractive.
		(9) The company can provide services to customers ac-cording to the commitment.
		(10) The company will let the customer know when to pro-vide the service.
		(19) The company is trustworthy.
		(24) The company puts the interests of customers first.
Age	Less than 25 years old	(2) The appearance of the company's service facilities is at-tractive.
		(4) The company service related appendant are attractive.
		(5) The company will fulfill its commitment to customers in a timely manner.
		(6) Company employees can help customer when they are in trouble.
		(7) The company can provide perfect services for the first time.
		(8) The company can intact save service records.
	26 to 35 years old	(3) The company employees are dressed neatly.
		(8) The company can intact save service records.
	36 to 45 years old	(4) The company service related appendant are attractive.
		(5) The company will fulfill its commitment to customers in a timely manner.
		(18) The company technical capability is worthy of cus-tomer trust.
		(20) The company can understand customer needs.
		(21)) The company can meet the needs of its customers in the service time.
Time of becom-ing a China	Less than 1 year	(6) Company employees can help customer when they are in trouble.
		(10) The company will let the customer know when to pro-vide the service.
		(16) The company employees have good professional knowledge and skills.
		(19) The company is trustworthy.
		(2) The appearance of the company's service facilities is at-tractive.

Telecom customer	1 to 2 years	(4) The company service related appendant are attractive.
		(5) The company will fulfill its commitment to customers in a timely manner.
		(8) The company can intact save service records.
	2 to 3 years	(4) The company service related appendant are attractive.
		(11) The company employees are operates adroitness and can quickly service customers.
		(18) The company technical capability is worthy of cus-tomer trust.
		(24) The company puts the interests of customers first.
	More than 3 years	(5) The company will fulfill its commitment to customers in a timely manner.
		(7) The company can provide perfect services for the first time.
		(19) The company is trustworthy.
		(24) The company puts the interests of customers first.

The following suggestions are according to the results of Table 3.2, which provides reference to China Telecom DL Branch on promoting service quality in the future.

1.Conduct regular or non-scheduled staff performance evaluation and provide categorized training for employees based on evaluation results. The company should enhance training for employees with weaker results and help them strengthen professional knowledge, so that their ability of handling businesses can be improved. Reassign staff in good time according to their performances. Help them clarify their development path. Encourage and enable staff to make full use of their strengths in suitable positions. Promote their proactivity and confidence. Comprehensively promote employees' professional skills. Upgrade the overall service quality of the company.

2.The company should conduct regular inspection and maintenance of the equipment in business hall to ensure their proper daily functioning, meeting customers' diverse demands. Against fierce price competition, the company should conduct market survey in advance and provide packages suitable to customers' needs, and ensure that the packages are more advantageous to other companies; signs in the business hall should be clear in displaying package information, in the form of "price + specific product". More promotion should be made to attract customers and inform them of related information. In this way, customers can select their preferred package based on their real needs. Customer satisfaction will therefore be raised, leading to lower churn rate and increased market share.

4.CONCLUSION

This study first conducted a comprehensive analysis of all the service quality items on the previously stated questionnaires, and then listed 9 groups for the further discussion of IPA analysis. The nine groups were decided based on the basic information of subjects and separated according to three properties: gender, age and time of becoming a China Telecom customer. To reduce the length of the paper, only the full sample analysis diagram of IPA analysis is displayed.

China Telecom DL Branch is running against two very competitive operators, China Mobile and China Unicom. Only when the company promotes service quality continuously, focus on customers' interests and improve customers' satisfactory level can it improve its market share in local telecommunication market and core strengths, maintaining long-term stable development.

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FACTORS AFFECTING CONSUMERS' IN-GAME PURCHASE

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ABSTRACT

With the progress of the times, e-sports has become a hot spot, driving many people to consume in different games. Therefore, this article takes "Glory of the King" as a column to explore the factors of in-game purchases of 15-50-year-old consumers.The questionnaire survey method was used to study the four motives of consumer achievement motivation, social motivation, comparison motivation and in-game purchase.

The results of hypothesis testing were obtained by core variable reliability analysis, validity analysis, regression analysis, and adjustment effect analysis. Exploring the direction and extent of the degree of intake on the achievement motivation, social motivation, and comparison motivation, the hypothesis h4, h5, h6 positively affects the regulation.

Finally, the results of the psychological motivation and external social factors are summarized by data. From the theoretical meaning and practical meaning of the research results, the final recommendations and plans for this research are made.

Keywords: *motivation, in-game purchase*

1. Introduction

1.1 research background and purpose

With the increasing growth of online games, the consumer behavior factors in online games have not received more academic research attention.At present, relevant research topics on online game consumer purchase factors are mainly game player behavior (Moon, 2005; Williams, Yee & Caplan, 2008), game addiction (Brandt, 2008; Wei Hua, Zhou Zongkui, Tian Yuan, Bao Na, 2012; Niu Gengfeng, Sun Yijun, Zhou Zongkui, Wei Hua, 2013), game motivation (Bostan, 2009; Zhang Hongxia, Xie Yi, 2008), factors affecting game intention (Wang & Wang, 2008; Wu & Liu, 2007).Therefore, it is of great theoretical and practical significance to study and discuss the factors of consumers' online game purchase.

In summary, the consumer behavior factors in online games have not received more academic research attention, but there are many behaviors of in-game purchases in the current society, so I believe that there are four aspects in total, achievements. Sexual motivation, social motivation, comparison motivation and in-game purchase have become major factors for consumers to buy in-game, which also shows the meaning of in-game purchases in the consumer population, so as to truly understand why consumers are In-game purchase factors.

1.2 Research purposes

For many games now, whether it is the e-sports products in the external real world or some clothing, equipment, characters, etc. inside the game, many people are willing to invest a lot of money to buy, if someone would meet ten years ago. Willing to buy one of the equipment in the game by paying one month's salary?

Depending on the specific circumstances of each user, there may be only one or two of these three types of consumption, and there are even three possibilities for zero consumption.Among the three kinds of consumption, it is more common. At present, the main source of income for game companies is the consumption within the game. Most online games in China adopt the charging mode of timing or props.

Based on the above literature description, this article focuses on online games. This study explores the factors that consumers purchase in-game by means of achievement motivation, social motivation, comparison motivation and in-game purchase.According to the analysis results, it provides an important basis for online game consumers to develop marketing plans in the future.

1.3 Research sample

A questionnaire is used to present questions in a question-and-answer manner for use in surveys and surveys.Questionnaires were distributed to people before the age of 15 to 50, questionnaires were made by software, and friends and relatives were distributed on the Internet and WeChat through a good software questionnaire.A total of 350 questionnaires were distributed and 333 valid questionnaires were collected.The questionnaire was issued on January 5, and after completing the questionnaire, all the questionnaires were collected on January 10th.According to the respondents of the questionnaire, they can be divided into self-administered questionnaires and sub-filled questionnaires.The closed answer answers all the main answers to the question, and even all possible answers. Then the respondent selects one or several answers as their own answers, and cannot answer them other than these answers.

1.4 Research Design

The research questionnaire is divided into three parts. The first part is the personal basic information of the respondent, and the second part is to study the factors and reasons of the consumer's consumption in the game. Take the king glory game as an example.The third part contains four major motivations, achievement motivation, social motivation, comparison motivation, in-game purchase motivation and intake.

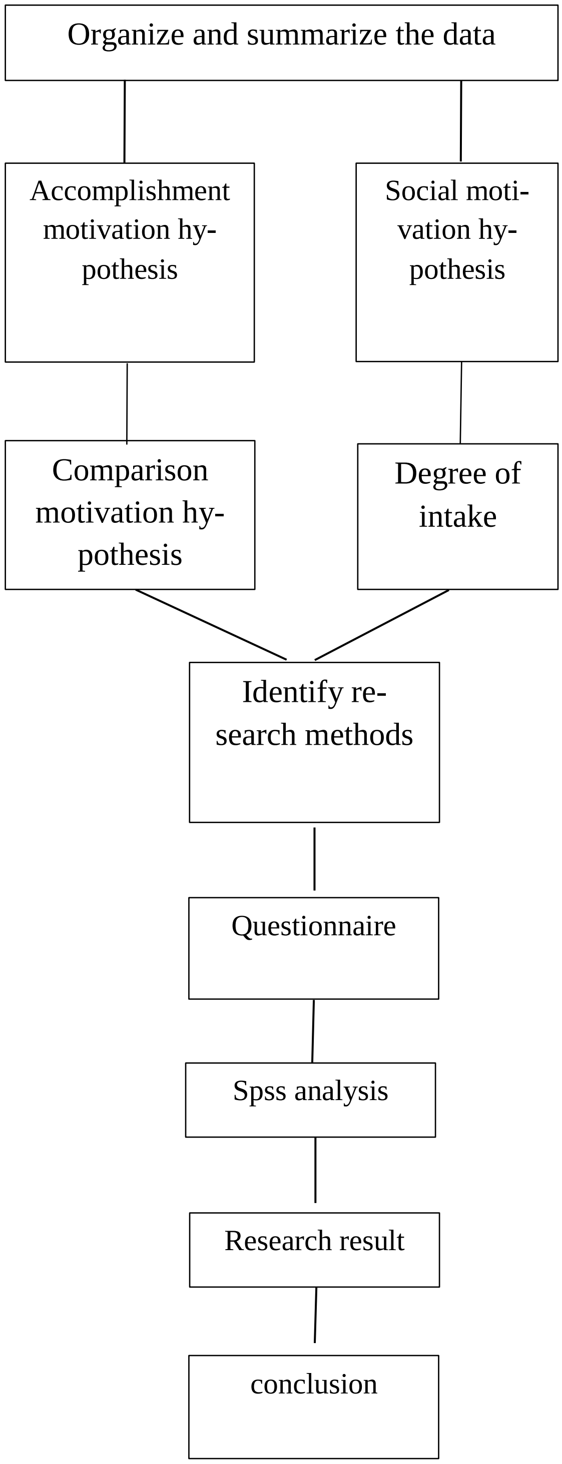
1.5 Research process

The main analysis process is as follows:

1. Descriptive statistics, sample background information, basic characteristics of game behavior, basic situation of online game consumption
2. Core variable reliability analysis
3. Validity analysis
4. related analysis
5. regression analysis
6. Adjustment effect analysis
7. Hypothesis test summary

This article has three points in descriptive statistical analysis, the first point sample background information, the second point game behavior basic characteristics, and the third point online game consumption basic situation.Then the core variable reliability analysis, validity analysis, correlation analysis, regression analysis, adjustment effect analysis, and finally make a hypothesis test summary.

The research flow chart is as follows:



2. Literature review

2.1 online game industry

On August 4, 2017, China Internet Network Information Center (cnnic) released the 40th "Statistical Report on the Development of China's Internet Network" (hereinafter referred to as the "Report") in Beijing.According to the "Report", as of June 2017, the number of Chinese netizens reached 751 million, accounting for one-fifth of the total number of Internet users worldwide.

The online game industry is equivalent to an emerging sunrise industry. After a period of initial formation in the late 20th century, and the rapid development in recent years, China’s online game industry is still in a growth period, but it will soon become a Maturity stage.

All in all, the online game industry is a powerful point for China's economic growth in the future. Although there are still many controversies about online games, in fact, online games are the key construction projects for the Internet to obtain economic benefits and promotion. .The rapid development and universal application of the Internet has made online games flourish and form a large-scale industry. It is a product of the new economy and will effectively promote the development of the digital communications industry such as the Internet and the manufacturing industry, and become a new driving force for the development of related industries. The economic growth point, the relevant online game pioneers should continue to advance, continue to carry out innovative research, out of the Chinese online game industry (Xu Junyi, 2017).

2.2 Purchase Motivation

Purchasing motivation refers to the desire or idea to cause people to purchase behavior in order to meet certain needs. It is the internal driving force to promote purchasing activities. That is to say, it needs to be the driving force for consumers to purchase, and the motivation to leave is non-existent.But not all needs can be expressed as purchasing motives, but must have certain conditions. These conditions are mainly manifested in the following two aspects: First, only when the required intensity reaches a certain level, can it cause motivation, which in turn causes To promote or prevent certain activities of people. People's needs are many, even endless, but due to some objective conditions, people's needs cannot be met at the same time. For consumption activities, Only those strong and dominant consumer needs can trigger the purchase motives and promote real-life purchase activities. Second, after production, there must be objects and conditions that meet the needs in order to be able to purchase.In the research of large online role-playing games (MMORPGs), ten motivations for users to participate in online games are proposed, and they are summarized into Achievement, Social, and Immersion. Class (Yee, 2007).The motivation for achievement is mainly due to the desire of users to acquire higher abilities and to accumulate wealth and resources. The social motivation is the driving force for users to help other players and teams to further establish interpersonal relationships. The motivation for indulgence is to use Players tend to play role-playing, change the appearance of the character through decoration, or indulge in the game to escape the pressure of reality.

2.3 Achievement motivation

Achievement motivation refers to the user's desire to acquire the wealth of ability, which is the same as the concept of motivation such as role ability and task demand. It is the motivation of utilitarian orientation, so it becomes the motivation of achievement (Yee, 2007).Achievement motivation is also an important social motivation. It has a great impetus to individual learning and work. Achievement motivation is regarded as a major factor affecting academic achievement after intelligence (Hu Wei, 2011). McClelland's research found that successful entrepreneurs usually have a high degree of achievement motivation, and the motivation for achievement has become a hot topic in Western psychologists because of the important role of achievement motivation (Jiang Mingping, 2006).

2.4 Social Motivation

Social motivation refers to the degree of pleasure and excitement that users experience when they participate in the game. If the user enjoys a pleasant experience in the game, it will effectively increase the user's prop purchase intention (Guo & Barnes, 2009).Consumers' social purchasing motives are formed under the influence of acquired social factors, which can be generally divided into basic social motives and advanced social motives.

2.5 comparison motivation

The idea of being integrated into a group rather than showing yourself since ancient times is deeply rooted in the primitive minds of human beings. It is important to be consistent with others or to surpass others in a culture that emphasizes interdependent goals.This is the so-called "convergence effect" or "follow the flow."The comparison motivation is mainly reflected in the virtual props of college students who choose online games and online games.The client of the online game can be copied indefinitely, and most of the virtual items in it can be copied indefinitely, and the cost of copying is extremely low. Therefore, compared with real life, the comparison motive is easier to implement in online games.

3. Data analysis report

3.1 Core variable reliability analysis

The reliability test is mainly the detection of the consistency and stability of the observed variable results.This study mainly uses the internal consistency detection method (Cronbach's Alpha coefficient) for detection. The test results are as follows:

variable	Item	Cronbach's alpha
Achievement motivation	5	0.931
Social motivation	7	0.943
Comparative motivation	6	0.936
Degree of involvement	5	0.906
Purchase intention	4	0.899

Table 3.1 **trust level analysis**

As can be seen from the above table, the Cronbach's α coefficient of the five subscales is 0.899-0.943, both higher than 0.7, which meets the reliability coefficient requirement.This shows that each scale has a good degree of credibility.

3.2 Hypothesis Test Summary

Serial number	Hypothetical description	test result
H1	Achievemental motivation has a significant positive impact on in-game purchase intentions	by
H2	Social motivation has a significant positive impact on in-game purchase intentions	by
H3	Comparative motivation has a significant positive impact on in-game purchase intentions	by
H4	Involvement plays a positive role in the impact of compelling motivation on in-game buying behavior	by
H5	The degree of involvement plays a positive role in the influence of social motivation on in-game purchase behavior.	by

H6	The degree of involvement plays a positive role in the influence of comparison motivation on in-game purchase behavior.	by

4. Conclusion

4.1 Subjectivity of the research results

Experts and scholars try to adopt an objective and fair perspective when analyzing the research results. However, this does not avoid the subjectivity of the research results, especially for such analytically strong research projects. Subjective carrying directly affects the accuracy of research results, and even The entire research process was completely vetoed, so the price paid was huge.In fact, in the actual research process, subjectivity is basically inevitable. What we can do is to minimize it, whether it is the research process of the researcher or the analysis and evaluation of the research results by experts and scholars. Only in this way, we have obtained the research conclusions. The reference is great, and it has application value.

4.2 Future research recommendations

Adding exploratory research: It is suggested that future research can first collect various perceptual motives with questionnaires, and analyze the results based on questionnaire data as the basis for model construction and hypothesis deduction. Although the development of China's game industry is generally good, some potential disadvantages cannot be ignored.China's domestic game development technology capabilities are limited, professional talent is scarce, mobile game industry is limited by network technology, the early stage of marketing development is not satisfactory.Today's mobile game marketing situation is generally the same: rich and diverse mobile game products make users do not know where to start, mobile phone software and hardware configuration and network environment affect the user's gaming experience, high game purchase cost is also an important impact on sales volume factor.In the early stage of industrial development, the marketing method of “plugging the ball” is the most common. The information message folder of a blogger’s eyeball is accompanied by a game link, and the user “carelessly” downloads and uses it. Can improve the download volume, but it is obvious that if the game does not have the guarantee of quality, the "survival" time is very short. Nowadays, this kind of less bright means is already at the end of being eliminated. Only some merchants who pursue click-through rate like to adopt it. .By analysing these current situations, we are thinking about the future. In the future, regarding the development of the game and its own development, our research must have depth. In addition to the influence of real interests, some far-reaching significance to the whole society is worthy of us. Do research to explore.

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Cross Country Comparison on Customer Satisfaction of Online Game -- Taking China and Thailand as an Example

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ABSTRACT

The game itself needs to be alive, and the best way to give it a long-term vitality is to constantly update and improve the game itself. Therefore, how to stabilize the player group to gain revenue, by knowing what players want to play online games, that is, satisfaction with online games, the satisfaction and loyalty of customers playing online games is particularly important. In such case, the study will compare the satisfaction of online game players between China and Thailand. Based on the customers' feelings about the services provided by online games, it is to understand that the project to be prior improved and provide the reference for operation strategy, enhancing brand and corporate image, and further improve the quality of online game services, stabilize the old players and attract the new players as well.

This study will combine the 22 scale design questionnaire of SERVQUAL service quality to carry out the importance and performance analysis for IPA (Importance-Performance Analysis). It has been collected 290 valid questionnaires, and the effective questionnaire rate is 96.21%. The sample data were analyzed by SPSS statistical software. The nationality of the respondents was mainly Chinese, with 41.58% of Thais; more male players than female players; the majority of respondents under the age of 35 accounting for 75.62% of the total respondents. A comprehensive IPA analysis has been carried out on the customer satisfaction of the overall facet of the questionnaire. According to the basic data of the subjects, the ‘gender’ ,‘age’ and ‘occupation’ are used as the basis for grouping. Then an IPA analysis has been conducted to understand the satisfaction of different attributes of customers on online games. Based on the analysis results, the study is provided that the suggestions for improving the customer service of online games between China and Thailand, thereby promoting the service quality and customer satisfaction of online games.

Keywords : *Online Games, Satisfaction, Service Quality, Cross-country comparison*

1 Background introduction

Online game, the English name is Online Game, also known as "online game", referred to as "online game".Refers to the use of the Internet as the transmission medium, the game operator server and the user computer as the processing terminal, and the game client software as the information interaction window for the realization of entertainment, leisure, communication and virtual achievements. People online games.

The birth of online games has enriched human life and promoted the progress of human society around the world.It enriches the spiritual world and the material world of human beings, making the quality of human life higher and making human life happier.

Nowadays, online games have formed a layered network game industry chain fro m game developers to operators to channel providers, to operators, and finally to network players.

Online game is a virtual communication platform that integrates a large number of players on a common platform. It allows everyone to fully express themselves and prove themselves on this platform. Players can use as much real life needs and escape pressure in this virtual platform. , release yourself and gain satisfaction that you can't get in real life.

Affected by the development of foreign advanced information technology and the high level of technology, although the development of foreign online games and the development of online games in China are basically at the same starting point, its advanced technology and equipment have played an important role in promoting the development of online games.

Customer satisfaction is a direct feedback of the customer's perceived satisfaction.The performance of the product or service, as well as the customer's evaluation of the product or service itself, can be called satisfactory; customer satisfaction is a psychological experience, and the experience of consumer satisfaction with happiness levels, including below, equals or even exceeds satisfaction.

In the past, both theoretical and empirical literature have pointed out that if satisfaction is regarded as an antecedent of service quality, there is a direct relationship between service quality and behavioral intention (Brady and Robertson, 2001; Bitner, 1990; Bolton and Drew). , 1991; Mohr and Bitner, 1995)

Relevant scholars at home and abroad believe that the development of online games will bring important promotion to the social economy, and the development of online games is closely related to customer satisfaction. I believe that only enough statistical survey customers to use online games, In order to truly understand the basic needs of customers for online games, we can better create and develop online games that meet the needs of the audience.

2 Survey Design

This questionnaire will collect relevant information, based on the servqual scale, and issue questionnaires for online game players in China and Thailand. The five aspects of service quality are referenced, including tangibility, reliability, responsiveness, and assurance. Sexual and emotional input, and based on customer satisfaction model, the quality of service is divided into five levels: tangibility, reliability, responsiveness, assurance and care, each part is subdivided into several questions, through questionnaires The way for the player to score "importance" and "satisfaction" according to the expected value and actual experience, the importance is divided into "very important", "important", "general", "not important", "very unimportant" "Satisfaction is divided into "very satisfied", "satisfied", "general", "unsatisfied", and "very dissatisfied". Finally, I read a large number of literatures to summarize and combine the predecessor-related consumer satisfaction strategies to propose relevant satisfaction resolution strategies for the research objects.

According to the 22 quality of service scale as a reference, the problem is designed as follows:

	Assessment project
Tangible	1. Is the game's service project attractive
	2. The information provided by the official website of the game company is rich and detailed
	3. The game customer service staff is polite and moral integrity is worthy of the player trust
	4. Is the game customer service staff young and energetic
Reliability	5. The ability of the game agent to reliably and correctly execute the promised service
	6. The official website of the game company updates the information in a timely and trust-worthy manner
	7. When the player loses the game due to the loss of the game company, the game company will promptly give the player compensation mechanism.
	8. The confidentiality of the game company's personal privacy for the player
Reactivity	9. Does the game company proactively predict the player's needs and adjust the game content in time to meet the player's needs
	10. Whether the game's customer service staff can immediately reply or solve the player's needs, and will not be negligent due to busy work
	11. The game's customer service staff can get the company's full authorization to provide my best service

	Assessment project
	12. Does the game's customer service staff have enough professional knowledge to serve the player
	13. Can the game's customer service staff learn and understand the player's special needs
Guaranteed	14. Does the game have an accurate guarantee of the promised service
	15. Is the game always honest and trustworthy for the services provided by the player
	16. Does the game not share information with other game sites
	17. The degree of confidentiality of the game's consumption record service content to the player
	18. The game customer service staff has a high degree of service enthusiasm and can follow up after the service and service
Caring	19. The game service time can be convenient for all players (24-hour service)
	20. The game customer service staff can fully grasp the application records of the players' various functions and services
	21. The game can give players care and care for individual care, and can communicate effectively with players.
	22. The game customer service staff should serve the player with an active care attitude

Table 2.1 22 quality of service

From the questionnaire survey, we can know the customer satisfaction of the online game and the feeling and perception of the service quality of the game. A total of 290 questionnaires were issued, 170 in China and 120 in Thailand.

3 Data analysis and results

3.1 Descriptive statistics

In this study, questionnaires were distributed to online game players. A total of 290 questionnaires were issued, 170 in China, 120 in Thailand, and 279 valid questionnaires were returned. The effective questionnaire rate was 96.21%.The sample data was analyzed by SPSS statistical software. The results are as follows:

Study sample feature frequency statistics summary table					
		frequency	percentage	Effective percentage	Cumulative percentage
country	China	163	58.42	58.42	58.42
	Thailand	116	41.58	41.58	100
	total	279	100	100	
gender	male	179	64.16	64.16	64.16
	Female	100	35.84	35.84	100
	total	279	100	100	
age	25 years old and below	112	40.14	40.14	40.14
	25-35 years old	99	35.48	35.48	75.62
	36-45 years old	44	15.77	15.77	91.39
	45 years old and above	24	8.60	8.60	100
	total	279	100	100	

Table 3.1 Study sample statistics

The nationality of the respondents was mainly Chinese, with 40% of Thais; more male players than female players; the majority of respondents under the age of 35 accounted for 80% of the total respondents.

3.2 Reliability and validity analysis

3.2.1 Reliability analysis

		Cronbach's Alpha	
	Number of items	Satisfaction	importance
Tangible	4	0.76	0.75
reliability	4	0.81	0.73
Reactivity	5	0.82	0.83
Guaranteed	5	0.74	0.76
Caring	4	0.83	0.75

Table 3.2 Reliability Analysis Results

In 1998, scholar Kline proposed the basis for the reliability: Cronbach's α coefficient is very good around 0.80; 0.70 is moderate; 0.50 is the smallest acceptable range.As can be seen from the above table, the Cronbach's α value is between 0.7 and 0.9, so the study has considerable validity.

3.2.2 Validity analysis

		KMO	Bartlett spherical test	Total variance of the explanation ave
Satisfaction	Tangible	0.836	0.000	59.2%
	Reliability	0.821	0.000	65.2%
	Reactivity	0.825	0.000	71.8%
	Guaranteed	0.754	0.000	58.6%
	Caring	0.863	0.000	65.5%
importance	Tangible	0.854	0.000	57.6%
	Reliability	0.866	0.000	63.3%
	Reactivity	0.798	0.000	59.3%
	Guaranteed	0.766	0.000	70.5%
	Caring	0.811	0.000	73.2%

Table 3.3 Validity Analysis Results

Convergent validity, which is used to measure the aggregation and correlation between multiple indicators of the same facet.The five dimensions of satisfaction and the five dimensions of importance have KMO values greater than 0.7 and the spherical test significance is less than 0.05. It can be considered that the dimensions are suitable for factor analysis; the factor analysis yields the average interpretation of the factors of ten dimensions. The total variance is greater than 50%. It can be considered that the factors of ten dimensions can reflect the data well. The internal problems of the dimension can reflect the measurement connotation together and have good convergence validity.It can be seen from the above table that the KMO values are all greater than 0.7 and the spherical test significance is less than 0.05; the AVE is greater than 50%, indicating that the study has good convergence validity.

3.3 customer service quality IPA analysis

This study will use the Analysis-Performance Analysis, IPA method for analysis.The IPA model structure lists the importance (importance) as the horizontal axis, and the performance (satisfaction) as the vertical axis, and divides it into the total average value of the customer's product/service attribute importance and performance evaluation as XY. The dividing point of the axis divides the space into four quadrants.

The meaning of each quadrant:

A quadrant (continue to maintain zone): product/service attributes that customers value and are satisfied with the performance of the merchant's performance

B quadrant (supply over zone): product/service attributes that the customer does not value but are satisfied with the performance of the merchant's performance;

C quadrant (lower priority zone): product/service attributes that customers are not paying attention to and are not satisfied with the performance of the merchant's performance;

D quadrant (strengthening the improvement of key areas): Product/service attributes that customers value but are not satisfied with the performance of the business.

In the marketing strategy, the merchant's product/service attributes falling within the A quadrant should be maintained, and the product/service attributes falling within the B quadrant can be appropriately reduced.The product/service attributes that fall in the C and D quadrants need to be improved because the customer is not satisfied.The D-quadrant is a key project for businesses that need to strengthen their improvement. The C-quadrant project is not valued by customers, so the priority of improvement is last in the D-quadrant project.

4 Conclusions and Recommendations

4.1 Research results

The purpose of this study is to analyze the customer satisfaction of online games and the perception and perception of the quality of the game.A total of 290 questionnaires were issued, 170 in China and 120 in Thailand. A total of 279 valid questionnaires were returned, and the effective questionnaire rate was 96.21%.The sample data was analyzed by SPSS statistical software.The nationality of the respondents was mainly Chinese, with 41.58% of Thais; more male players than female players; the majority of respondents under the age of 35 accounted for 75.62% of the total respondents.A comprehensive IPA analysis is carried out on the customer satisfaction of the overall facet of the questionnaire. According to the basic data of the subject according to the "gender" ,"age"and "occupation", an IPA analysis is conducted to understand the satisfaction of different attributes of customers on online games.The results are shown in Table 4.1.

Grouped projects		**Key improvement projects（question number）**
Full sample		(tangible) 3. (reliability) 7. (reliability) 8. (reactivity) 9. (reactivity) 11. (guarantee) 14. (guarantee) 15.
country	China	(tangible) 3. (reliability) 7. (reliability) 8. (reactivity) 11. (reactivity) 13. (guarantee) 14. (guarantee) 15.
	Thailand	(tangible) 2. (tangible) 3. (reliability) 8. (reactivity) 10. (reactivity) 11. (guarantee) 14. (guarantee) 15. (guaranteed) 17.
gender	Chinese male	(Reactivity) 11. (Guarantee) 14. (Guarantee) 15.
	Thai male	(tangible) 3. (reliability) 8. (reactivity) 10. (reactivity) 11. (reactivity) 12. (guarantee) 15.
	Chinese women	(tangible) 3. (reliability) 7. (reliability) 8. (reactivity) 9.
	Thai women	(tangible) 1. (tangible) 2. (tangible) 3. (reactive) 9. (guaranteed) 15. (guaranteed) 16. (guaranteed) 18. (careful) 21.
age	China under 25 years old	(Reactivity) 9. (Guarantee) 15. (Guarantee) 18. (Caring) 22.
	Thailand under 25 years old	(tangible) 1. (tangible) 2. (tangible) 3. (reliability) 8. (reactivity) 11. (guarantee) 14. (guarantee) 15. (guarantee) 17.
	China 26-35 years old	(tangible) 1. (reliability) 8. (reactivity) 9. (guarantee) 14. (guarantee) 15.
	Thailand 26-35 years old	(reliability) 8. (Reactivity) 10. (Guarantee) 15.
occupation	Chinese full-time student	(guarantee) 15. (guarantee) 16. (guarantee) 18. (careful) 22.
	Thai full-time student	(reliability) 8. (guarantee) 14. (guarantee) 15. (guarantee) 17. (guaranteed) 18.

Table 4.1 Focus on the improvement of online games by full-sample and group consu mers

According to the above table, in the full sample analysis, the priority improvement project in the fourth quadrant is a project that must be prioritized for improvement in online games. The improvement strategy should be formulated as soon as possible to improve customer satisfaction.

4.2 Future research recommendations

First of all, to improve the quality of various services, and to strengthen the maintenance of the network platform can increase the player's loyalty on the basis of improving player satisfaction, which is also crucial for online game operators, then improve the network. In the game, we need to pay attention to ensuring the quality of service, ensuring the smoothness of the server of the entire game, and adding background services to ensure the privacy of the players through subsequent services.For large online games, the back-end service includes a variety of ways to recharge, including detailed game information for the player and related topic forums, as well as the privacy of the game users, etc., then the game operator needs Focusing on the player's preferences and needs, we strive to improve the gamers' interest in online games.

Second, online game operators need to maintain a good relationship with the players and start the game brand on this basis.What is different from the traditional products is that online game operators and players do not form face-to-face contact. With the increasing competition in the online game industry, services begin to develop toward homogenization.In the future development of online games, we need to get rid of the homogenization development trend. On the basis of paying attention to the game experience, we will innovate the game content, pay attention to the playfulness of the game, and increase the interaction and communication with the game players.Also pay attention to brand building, actively develop game peripheral products, including virtual goods, cartoon dolls, doll costumes and other products, through the influence of online games to enhance the sales and added value of peripheral products, can also be through the surrounding settings Better inspire the online gamers' interest in the game, thus increasing the loyalty and goodwill of the game brand.

Finally, future online game operators will pay more attention to the targeted management of customers.According to the game preferences, a targeted game experience service can also be developed for the player.For example, for customers who recharge frequently and have a large amount of recharge, they can provide players with a more high-end and more attractive story.For gamers who have less recharge and never recharge, online game operators can provide such players with the game characters they often use, and some of the costumes they purchase can be accompanied by higher attack power.By attracting different types of game players by attractive game character design, the game players are more dependent on the game and feel good.

At the same time, because this topic studies the empirical research of multinational players on game satisfaction, and under the current development of cultural globalization, online games will no longer be limited to the experience of players in the country, if players in other countries like it. You can also participate in the gaming experience.Then online game operators also need to pay attention to the game experience of foreign players.And the game operation company can combine the national settings of the online game to change the national special customer service staff, communicate with foreign players through the professionalism and proficient language skills of the customer service personnel, understand the preference of foreign players for online games, and combine foreign players. The preferences and recommendations for online games to develop targeted strategies and make overall adjustments to the game.When the online player experiences, immediately communicate with foreign network players to understand the game experience after the revision, so as to provide ideas for the game operator's subsequent game adjustment and formulation, and give certain material rewards to the online game players who adopt the opinions. Good credit and attentive service and certain rewards to attract more foreign gamers.Customer service should be an interface that allows players to grow with the game.Establish a perfect mechanism to implement reward system and mark and score for users who provide effective optimization suggestions, and bring joy to build games for each player who loves games. Seeing their value to the game will make players and games build emotions. Increase loyalty and activity.In addition to optimizing products and providing other value to players, the potential of customer service as a marketing campaign is even more urgent.A good customer service not only needs to solve the player problem in a humanized way, but also should fully interact with the player, play a role in retaining the player after leaving, increase the player's game activity, and guide consumption according to their game habits.The subtle "care marketing" makes it easier for players to make a spring breeze.Personality, career, education, income, etc. will affect the services provided by customer service, and will be provided for different paying users in the future. The service will be more precise and effective.

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RESEARCH ON PRODUCT MARKETING STRATEGY OF DALI ZHIKANG TEA REFINERY

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ABSTRACT

In recent years, the tea industry is ushered in a golden period of development, in the face of such a good opportunity for development, how to rationally adjust and develop the tea industry product marketing development strategy is an important project.(Sun Jiali, 2018).However, there are some problems in Dali tea industry, such as development's lack of depth, the low uniqueness of tea products, the poor capital production, the insufficient propaganda and the poor brand building.The purpose of this paper is to solve the problems existing in the process of tea product marketing in Dali.First of all, this paper describes the relevant theoretical basis for the study of the article provides theoretical support.Secondly, the use of strategic analysis followed by the big reason Kang tea refined products marketing business and retail business analysis.Finally, the use of product mix theory for product marketing design.Formulate the development strategy suitable for enterprise product marketing and put forward the related safeguard measures.

***Keywords*：** *Yunnan Dali, tea, product marketing*

1. Introduction

Tea is one of the world's three major beverages, China is the hometown of tea, has been, a variety of tea products has been a major operating characteristics of our country. However, with the development of the society, the traditional tea product management can not meet the consumption demand of the contemporary people, and the development of the tea industry in our country is stagnant.

At present, there are many tea enterprises in China. With the development of the times, tea enterprises develop tea products as the most important thing. In the current economic situation, it is urgent to establish new product marketing concepts and create new products to adapt to the market and meet consumer demand.Since the beginning of the 21st century, with the continuous practice of innovative, modern economy has been greatly developed, people's living standards are getting better and better, more and more attention is paid to health preservation, the demand for tea products is growing, the demand for tea products is getting higher and higher, and even the pursuit of personalized tea products.At present, in the actual management of tea production enterprises, product marketing is more and more concerned by tea production enterprises and has been regarded as an important factor in the development of enterprises.(Philip Kotler, 2011).

Tea enterprises in Yunnan province in China after decades of development, the overall level of production continues to improve, in all industrial areas in the comprehensive competitiveness is also increasing, is a development potential industry.(Wu Yutai, 2013)

But in recent years, the development of tea industry in the whole province has been slow, the marketing of tea is not standardized, the depth of raw material resources is not enough, the lack of perfect management system and professional personnel, planting development and so on, there are different degrees of problems.Based on the existence of these problems, coupled with the rapid development of other tea production areas, as well as the rise of other tea alternative drinks brought about by the competition, the development of tea industry is a great threat.Therefore, if we want to make a reasonable product marketing strategy for the development of Dali tea industry, we need to draw effective and successful experience in the development of tea industry, and then combine Dali local tea product marketing problems to carry out comprehensive planning, so as to fundamentally improve the effective development of tea enterprises.(fu Xiuli, 2018)

2. MARKET ANALYSIS OF THE PRODUCTS OF DALI ZHIKANG TEA REFINING FACTORY

2.1 A great variety of products

Mainly involved in business: As the bulk of the products are mainly customized sales, and almost all of the targeted professional customers, product classification is currently normal.And this kind of problem basically is behaved on retail product.

Problems: In the past, the actual operation of retail products found that whenever the company introduced to customers to display products, especially for the first time to negotiate customers, the company thought that the everything list of products, but the interest of customers a little bit destroyed, or even confused, and finally because the choice can not be made or that the company is not professional enough to leave.And, in the course of examining other companies, also discover, a lot of even manage one kind or a few kinds of company only, its sales volume always exceeds like Dali city ZhiKang tea refiner such ten thousand essential oil portal.Still have, because the product is overmuch, sale force is dispersive, do not have a law to assure the portfolio of partner of company all acting partner, affect bilateral concern thereby, some end with release even.Generally speaking, the reason, on the one hand, is not enough to grasp consumer buying behavior, on the other hand, is the company's professional management.From the point of view of product combination theory, there is not much problem about the collocation of bulk tea and retail tea in the width, but there is no classification in the product arrangement of retail tea.

2.2 New product: open is less creative and less efficient.

Mainly involved in business: New product development creativity is not efficient enough on the one hand, reflected in the bulk of the business, more importantly, with the expansion of the retail business and more prominent.

Problems: At present, under the influence of the domestic tea market as a whole and the sales inertia of the original bulk commodities, except for some bulk buyers who have to carry out customized production according to the requirements, the retail commodities promoted by the concept of quick-sale products basically follow the general trend, and in order to promote the performance of the enterprises wantonly, the popular products which are in demand in the market have basically not been studied by themselves.Completely dependent on external cooperation or agent products.There are even times when this tactic is used on the development of commodities.In this way, the enterprise operation initiative reduces, the new product development creates stagnates, the brand is difficult to construct, if once the agent collaborator adopts the exclusive way, in the competition day by day intense time the company can only be isolated and helpless finally.

2.3 Low brand awareness.

Mainly involved in business: The customer to the brand cognition is low, the bulk business and the retail business has involves.Dali city zhikang tea factory in the local business should be for many years, a little famous, but the enterprise does not pay attention to brand building and promotion in the field of small visibility.

Problems: Dali city zhikang tea refining plant to adopt extensive management, neglect to build their own brand.In the past, there was no special investment in brand building, no matter the brand image design, concept building, publicity and promotion of professional classification of the operation.Perhaps such measures can save costs in the early stage, and it is easier to get a share on the basis of the existing business volume. However, with the expansion of the market, the development of enterprises, and the depth of consumers being increasingly influenced by brands, especially the planning of enterprises in the retail market, if a series of targeted brand building strategies are not paid attention to and implemented according to the past practice,The future of the enterprise will be more and more difficult.(Hou Yang, & Cai Zhe, 2018)

2.4 Packaging design of retail products to be improved.

Mainly involved in business: The issue mainly concerns the retail business.Because the bulk tea is limited by its inherent characteristics and market circulation standards, and the bulk sales customers have a certain degree of tolerance to the design of packaging, therefore, the strategies and methods adopted by enterprises are mainly focused on the functional and necessary information, and basically meet the requirements of the development of the company.

Problems: Retail tea packaging image design.Brand logo is not attractive, packaging design with the flow and not uniform.This is why the company's consumers always feel that the product is shanzhai, the total will subconsciously moved to other brands.In addition, because tea leaves are susceptible to moisture and other characteristics, more or less in the past there are always some tea sales by nature broken ring.Therefore, the company also found in the actual operation of tea packaging functional design for tea sales also plays a crucial role.Although at present uses each kind of method to guarantee the tea fresh degree and the integrity degree, but in the profession the sameness practice is always difficult to highlight.

3. ADJUSTMENT AND IMPROVENT OF PRODUCT MARKETING STRATEGY OF DALI ZHIKANG TEA PROCESSING FACTORY

3.1 The strategic adjustment plan is as follows:

First, the redundant parts of the product system should be reduced and the product classification should be simplified so as to solve the problems such as the difficulty of the demand side selection and the ambiguity of the market acceptance.

Second, to strengthen the development of new products, to ensure that the traditional high-quality products at the same time, development and the needs of new products, in order to keep up with the pace of market development.

Third, increase the investment in brand building, and gradually achieve brand multi-directional market implantation, in order to achieve the initial self-brand building.

Fourth, the establishment of enterprise exclusive packaging, from the image, the concept of adjustment, so as to gradually expand the corporate brand image and culture of the impact and impact.

3.2 Specific improvement measures are as follows:

First, product system improvement measures.Adjusting the retail product mix system: scientific classification is to classify the retail products, to classify the self-produced brands and the cooperative products, to determine their weights, to define the main sales direction, and to adopt the detailed division of the self-produced brands and the substitute products.Then, some of the contracted products are mainly concentrated in the external agency cooperation products, and the deleted products are mainly those that have conflicts with the company's strategic planning in the past actual operation sales, account for less, profit is not high, cooperation is slow, and problem risks are more.In addition, a separate emergency product category is set up from the agency cooperation products, so that in the future operation, in the face of the unpredictable market, once the current commodity impact on the larger problems, through daily cooperation and relationship maintenance, can quickly make up for the adjustment and transition period through the phased agency or other cooperation models to reduce operational risk.Setting dynamic stage combination of retail products: through vertical setting, the product combination system of the company is more standardized, the task is clearer, the choice is more convenient, the risk resistance ability is stronger, static and dynamic balance.The combination of horizontal setting stage, but also strengthen its dynamic, especially in the transition phase of the company's marketing to play a scientific guidance.

Second, the new product development improvement measures.Establish new product development management system: in order to make the system serve the company better in a certain period of time in the future, its structure will set up information management, research and development innovative, production science, personnel training four plates, through the corresponding responsible departments, by the specially set up group to monitor, to provide new product development with science source power.Development's new portable tea: tea is required not only to maintain the original flavor of traditional tea, but also to meet the needs of emerging consumer groups preferences.As a result, the company has proposed to study a variety of products, such as tea bags, instant tea, tea powder, but these are not practical competitiveness, or lack of innovative.And with the development of green's food concept, packaging additives such as tea bags have been questioned in some developed countries abroad.

Third, strengthen the brand building measures.Bulk tea brand building: mainly through mobile phone scanning QR code and other signs to obtain relevant information, while requesting to assist the buyer to do so, in order to ensure that they received each piece of goods are not just phenomenon, to ensure the rights and interests.And the use of information for visual scientific design to achieve the purpose of brand publicity.

In addition, the system can also be used for retail tea brand building, as a branch to strengthen brand influence.Retail brand building: embedding corporate image.The company should be a comprehensive image design, including corporate identity, cultural values, to address the existing lack of visual, cognitive and interest influence.Secondly, the company logo design should meet the standards of tea origin, fashion internationalization, and so on. In order to meet certain factors forced to add or delete content in the logo, should be done cycle trade, the purpose is to let consumers like, rather than narcissism.Strengthening cooperation.As mentioned above, the enterprise is not large enough, weak influence of its own brand and other practical problems, if hastily promoted, whether funds or influence are not necessarily in accordance with the beautiful imagination.Therefore, the initial stage, we should find a breakthrough from the current surrounding cooperation resources, and even new development channels, through capital cooperation or brand cooperation, marketing cooperation, etc., for the future self-promotion to lay a good foundation.In the short term, of course, it would cut the company's bottom line, but if it didn't, it would probably be zero.(Zhang Hong,2014)。

Fourth, packaging design improvement measures.From packaging functionality to enhance product competitiveness, mainly for retail tea.With the development of tea industry, tea packaging has gradually become a familiar industry. Tea packaging is the key to ensure the quality of tea in the areas of purchase, sale, storage and circulation.Therefore, combined with the current situation of Dali tea refining plant, through research and analysis, put forward the automatic vacuum tea packaging method to enhance the functionality of the packaging.According to the changing market demand, development creates packaging design that caters to the market.In today's economic environment, people's consumption behavior is greatly affected by consumer psychology, catering to the market packaging design, to a certain extent, to meet people's consumption needs.Keep up with the trend of the times, constantly innovative, research and development to meet the market packaging design is extremely important, to a certain extent, can promote product sales, and constantly expand the market.

4. CONCLUSION

With the development of the society, the competition of tea product marketing is based on the difference products and the characteristic culture.The advantage that the acquired development of an enterprise forms, make a series of development strategy is very important, the action that has to the market occupies dominant force.Chinese tea industry has great development prospects, tea industry has many characteristics, the current development momentum is good, many market opportunities.If Chinese tea enterprises want to become bigger and stronger, they must first do a good job in product marketing. Unique and novel tea products can better cater to the market, meet the consumer psychology of modern consumers, open up a broader market for enterprises and promote the effective development of tea enterprises.

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Innovative Marketing Strategy for Furniture Company

The Case of Mengzhen Redwood Company

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Abstract

This paper takes Mengzhen Redwood Furniture Company as the research object , setting up marketing idea and study marketing strategy which describes the development of China's furniture industry. Through literature analysis and in-depth interviews, it conducts objective research on the operation status of Mengzhen

Redwood Furniture Co., Ltd. in Nanning, Guangxi, and also combines the marketing environment theory with SWOT analysis tools in order to further analyze the advantages, disadvantages, threats and opportunities of the company. Finally, it analyze the company's market, positioning results through STP. On this basis, this paper proposes ideas of marketing strategy optimization for Mengzhen Redwood Furniture Company.

***Keywords**: marketing strategy; furniture; SWOT; STP*

1. INTRODUCTION

With the revival of Chinese traditional culture and the rapid development of economy in recent years, Chinese furniture industry has entered a stage of rapid development, among which Chinese mahogany furniture has great market opportunities. With the increasingly fierce market competition, many problems in China's mahogany furniture industry have begun to emerge, such as product homogenization, shortage of raw materials, market chaos and so on.

It is estimated that nearly 15,000 Chinese mahogany furniture enterprises and sales companies will be reduced by 10% in 2018, with an annual output value of 90 billion yuan, a year-on-year decline of 10%. The competition in the Chinese furniture market is fierce, and the cost of the mahogany furniture market is increasing; the mahogany furniture enterprises are also steadily declining and the operating costs of Guangxi Nanning Mengzheng Redwood Furniture Co., Ltd. are increasing; moreover, even competing with peers to obtain the price of consumers, meanwhile, real estate industry was affected by China's national policy control policies; the sales rate of real estate sales declined, which led to a certain impact on the furniture sales of Mengzhen Redwood Company.

Therefore, the purpose of this paper is based on the results of the interview data collected by Nanning Zhenjin Redwood Furniture Co., Ltd., combined with the marketing environment theory and using SWOT and STP for analysis, based on the analysis results to propose solutions to the problem, providing the important reference for future marketing strategy of Mengzhen Redwood Furniture Company. this paper is aimed at opening up new marketing scenarios and improving corporate competitiveness.

2. ENVIRONMENTAL ANALYSIS OF MENGZHEN REDWOOD FURNITURE COMPANY

2.1 Social macro environment

2.1.1 Analysis of political environment

Guangxi Daily(China) (2017) in the article on the new urbanization plan of Guangxi Zhuang Autonomous Region indicate that we should promote urbanization of urban and rural integration around urban and rural integration directly. Efforts will be made to promote urban and rural development as a whole, build a new urban-rural relationship and achieve urban-rural interaction and common development. According to the resource carrying capacity, environmental capacity and development potential and the construction scale of each town, especially the central city, should be reasonably determined. At the same time, the urban spatial structure should be optimized; the construction of urban new areas should be standardized and the renovation of old cities and shanty towns should be strengthened.

The Chinese government has proposed to accelerate the pace of urbanization and small-scale urbanization. Many industries related to urbanization will hopefully benefit from it. The furniture industry will certainly share the policy dividend, and the mahogany furniture enterprises in Guangxi will usher in new development opportunities.

2.1.2 Analysis of economic environment

According to the Statistical Communiqué of the National Economic and Social Development of Guangxi Autonomous Region, the order of the gross domestic product (GDP) of Guangxi in 2013-2017 is 145.117 billion yuan, 154.472 billion yuan, 168.704 billion yuan, 18317.64 billion yuan and 20,396.25 billion yuan; the order of growth rate in five years is 10.2%, 8.5%, 8.1%, 7.3%, 7.3%. From the perspective of household consumption level, the per capita disposable income of Guangxi residents in 1990 was 1,905 yuan, with an increase of 8.7% over the previous year. In 2017, the per capita consumption expenditure of Guangxi residents was 13,424 yuan, with a nominal increase of 9.2% over the previous year. The above shows that the income of residents in Guangxi is growing rapidly and the gap between urban and rural areas continues to shrink.

2.1.3 Analysis of social environment culture

Lu Lijuan and Deng Ying (2017) pointed out that Guangxi has many ethnic minorities in the autonomous region. There are many differences in traditional customs and values between the various ethnic groups. In the long-term exchanges and practices, local culture with Guangxi characteristics has been formed. According to the survey data of the Guangxi public's recognition of Guangxi's local culture, most people in Guangxi, as local people, native language, local costume culture, local art and religious culture, have a certain understanding of local culture and hold an attitude of approval.

Redwood culture is one of China's “national quintessence” culture. The stable society, population and economy provide a good external environment for the development of mahogany furniture industry. However, the public of Guangxi has a certain cultural sentiment in consumption. The development of Redwood Furniture Industry has close relationships with the cultural deposits.

2.1.4 Analysis of natural environment

China's redwood timber resources are mainly depend on imports, primarily imported from several Southeast Asian countries such as Myanmar, Thailand, Vietnam, Laos, Cambodia, and South America and Africa. Adjacent to Vietnam Guangxi, relying on this unique geographical advantage, Guangxi becomes the import port of the redwood producing areas in Southeast Asia naturally. Most of the redwood timber is directly imported from Vietnam. While countries like Myanmar and Laos use Vietnam as a third-party country to conduct entrepot trade. This provides the advantage of raw material production for the development of the mahogany furniture industry in Guangxi. However, affected by the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the price of rosewood timber has skyrocketed and the cost and risk have increased. The mahogany furniture industry is facing an impact.

2.1.5 Analysis of technical environment

In recent years, with the rapid development of science and technology, the corresponding modern production technology of mahogany furniture enterprises has been correspondingly developed. The steam drying workshop and the vacuum drying workshop are used to effectively improve the processing quality of the original wood. The mahogany furniture processing method has changed from manual production to partial machining and it finally turns to the current numerical control processing method, effectively improving production efficiency and reducing production costs.

2.2 Analysis of social micro-marketing environment

2.2.1 Analysis of Competitor

Nanning Jinyun Classical Redwood Furniture is affiliated to Guangxi Nanning Huiran Import & Export Trading Co., Ltd., which was established in 2006. It is a integrated large-scale professional classical furniture enterprise with R&D, production and sales, including red rosewood, black rosewood, rosewood and other precious mahogany furniture, mahogany furniture supplied by Jinyun mahogany furniture, which is not only perfect in style, elegant in style, but also well decorated and crafted. The materials of all kinds of mahogany furniture are real and the appearance is inside; and the whole body is like one. After years of continuous development, the company has accumulated a solid strength, bringing together a large number of outstanding management backbones and skilled artisans.

2.2.2 Consumer Analysis

The writer analisis the consumers of the market target in Guangxi . The consumers in the primary market are mainly in the provincial capital cities; the consumers in the secondary market are mainly in the prefecture-level cities; and the consumers in the tertiary market are mainly located in the county-level cities. Although the living standards in Guangxi have improved, consumers have limited ability to purchase mahogany furniture products due to regional differences. Therefore, Mengzhen Redwood Furniture Co., Ltd. constantly understands the customer's goals and needs according to the market in which it operates, and constantly adjusts the products.

3.ANALYSIS OF MENGZHEN MAHOGANY FURNITURE COMPANY SWOT

3.1 Analysis of advantage

3.1.1 Excellent product quality and high social reputation

Mengzhen Redwood Furniture Co., Ltd. uses traditional craftsmanship to manufacture furniture. The furniture is exquisite and uniquein shape, simpleness in color, nature in material. The products from the log material to the mahogany furniture are all produced by the company, which guarantees the firmness and quality of the furniture. All furniture products pursue "one wood to do", keep improving in the color wood grain texture symmetry. It has launched a strategic cooperation with the Forestry College of Guangxi University to present the authentic mahogany inspection certificate for the products of Mengzhen Redwood Furniture Co., Ltd., enjoying the free after-sales warranty maintenance service with the certificate, and relying on the integrity and quality products to win the high social awareness in the local.

3.1.2 Excellent geographical location and rich production experience

Mengzhen Redwood Furniture Co., Ltd. is located in the city of Nanning, Guangxi, with convenient transportation. Nanning, Guangxi, as the host city of China-ASEAN Expo, is adjacent to Vietnam and relies on this unique location advantage to facilitate the import of mahogany raw materials from Southeast Asia. Exchanges between these countries have reduced costs. Mengzhen Redwood Furniture Co., Ltd. has nearly 30 years of experience in the production of mahogany furniture, which has increased the added value of the company's product furniture. The company's internal staff have more than ten years of experience in making furniture. For the manufacture of mahogany furniture, whether the furniture is comfortable, the design and maintenance of the furniture has a unique secret recipe.

3.2 Analysis of disadvantage

3.2.1 Out-date product style

The furniture of Mengzhen Redwood Furniture Co., Ltd. is basically a classic style of imitation lighting, lacking innovation. And the difference in style between furniture products is small, and it does not form its own characteristics because there is no core competitiveness of talent design, there are few or no products in the style that tend to be new Chinese mahogany furniture, and only traditional styles can be maintained.

3.2.2 Single marketing method and unstart of brand building

The sales staff of Mengzhen Redwood Furniture Company lacks modern marketing knowledge and strategy and the marketing management work is difficult to carry out. It is hard to implement customer tracking and analysis. For a long time, the lack of brand marketing awareness relies on the traditional single sales method. At present, the company's performance is mainly based on the customers generated by word of mouth, while the customer group formed by the brand effect is weak and cannot effectively integrate market resources.

3.2.3 Extensive Management and low degree of machine

Mengzhen Redwood Furniture Co., Ltd. lacks a sound management team, rules and regulations, insufficient staff training and construction and low cultural quality, resulting in low production efficiency, causing in high operating costs due to internal consumption. The arrears have not been recovered and the rise of the Internet, the price has become increasingly transparent. The reshuffle of the mahogany industry has intensified; the raw materials have risen; the environmental protection has become increasingly severe and the prices of accessories for mahogany furniture have been rising. Many reasons have caused the funding of Mengzhen Redwood Furniture Company to be tight. Although mahogany furniture is mainly based on traditional craftsmanship but it needs to be combined with machines. And the machine has not been able to get modern automation updates due to the vicious cycle of funding problems.

3.3 Analysis of threat

3.3.1 The impact of e-commerce and rent

When the furniture store has reached the saturation standard, the cost of raw materials is high; the labor cost is high; and the various costs such as rent and accessories are high. Coupled with the impact of e-commerce on physical furniture stores, the era of meager profit, the competition pressure in the same industry is unprecedented; with the continuous impact of e-commerce on the traditional retail industry, the development status of retail furniture stores has chilled.

3.3.2 shortage of raw materials

The shortage of redwood resources is a problem that mahogany furniture enterprises face sooner or later, and the longevity of redwood raw materials is longer. With the entry into force of the Convention on International Trade in Endangered Species of Wild Fauna and Flora, some parts of the mahogany wood are produced countries in Southeast Asia which are prohibited from logging and exporting, resulting in rising raw materials.

3.3.3 Shortage of Artisans and the spread of fake goods

Due to the characteristics of the products of mahogany furniture, the input of manpower is still the main part of the whole process. The lack of advanced craftsmen and the mahogany furniture that caused the disasters hindered the rapid development of Mengzhen Redwood Furniture Company. China's current mahogany furniture market is not standardized, and there are widespread problems such as “white skin” , “done-old” in the industry, such as shoddy, fake, and rotten.

3.3.4 The tightening of environmental protection policies and fierce market competition

The implementation of the new environmental protection law has been strengthened. Local governments have paid close attention to key pollution in the production chain of the mahogany furniture enterprises. Also,everything has been regulated by the government. The production of mahogany furniture outside Guangxi has formed a regional industry. The proliferation of counterfeit goods has led to malicious competition between peers in the price war, and the continuous expansion of home stores has led to an increase in customer churn rate.

3.4 Analysis of opportunity

3.4.1 New urbanization construction

The announcement of “China's New Urbanization Plan (2014-2020)” will have a profound impact on China's urbanization construction, and the construction of new urbanization will bring huge business opportunities to the furniture industry. In 2012, China began to promote the transformation of shanty towns (dangerous houses) and gave support to policies and funds. Two policy benefits are expected to bring consumption increments to the furniture industry.

3.4.2 Younger trend of furniture market

The market consumers in the 21st century are mainly after 80s and 90s. With the age of 80 and 90, they enter the “marriage and childbearing” age and prefer the personalized design on the furniture, making the furniture more fashionable and trendy. The traditional Chinese mahogany furniture style is mostly classical, but the new Chinese mahogany furniture is a combination of traditional and modern culture, which is recognized and chased by consumers.

3.4.3 Intelligent furniture

The mahogany furniture is integrated with human ergonomics. Perhaps in the future, science and technology is the driving force for the development of the furniture industry. The enhancement of smart chip functions, cost reduction, the increase of information receiving terminal processing, integration into mahogany furniture, to meet of different needs of consumers are the an impetus.

4. MENGZHEN REDWOOD FURNITURE COMPANY STP ANALYSIS

4.1 Market segmentation

The competition in the mahogany furniture industry is becoming increasingly fierce. Customers are unable to meet all the customer service needs in the market due to the difference in demand. Therefore, the market segmentation is the most favorable for the business target market for the actual situation of Mengzhen Redwood Furniture Company. The division of the population is mainly for intellectuals, collectors, business owners, politicians and ordinary consumers. The first part of the consumer age group was born in 1960, 1970 after the classic culture which has a special plot. Mahogany furniture is mainly based on antiques. The second is the arrival of the age of "marriage and childbearing" after the 1980s and 1990s. Their higher level of education and the individuality of the personality have a deeper sense of Chinese classical aesthetics. The rejuvenation of mahogany furniture has undoubtedly become an important trend.

4.2 Target market selection

Through the above market segmentation, we can understand that the members of the mahogany furniture consumer group are people who are first interested in Chinese traditional culture, followed by the collectors of investment wealth management mahogany furniture and finally the decoration owners include politicians, entrepreneurs and ordinary consumer. These people constitute the consumer group of mahogany furniture. The above-mentioned mahogany furniture consumer groups have obvious three high characteristics: high income, high culture and high grade. Therefore, Mengzhen Redwood Furniture Co., Ltd. determined the target market range middle form high income consumers. That’s because they have certain economic strength to purchase mahogany furniture products, and they love Chinese traditional culture.

4.3 Market positioning

Mengzhen Redwood Furniture Co., Ltd. has determined that the target market is selected as a middle-to-high-income consumer. The company has positioned its core products as a mid-range and high-end series, with traditional classic models and new Chinese-style mahogany furniture in style positioning. The high-end products use the top wood in China's national mahogany standard: lobular rosewood, Vietnamese huanghuali and red rosewood, which is defined as the finest in mahogany furniture. The mid-end products use the relatively medium-sized timber African pear (Hedgehog rosewood) in the Chinese National Redwood Standard. The price of the mid-end products is more acceptable to the public at the time of pricing.

5. MENGZHEN REDWOOD FURNITURE MARKETING STRATEGY

5.1 Optimizing innovative furniture products

Mengzhen Redwood Furniture company incorporate professional furniture design talents with heavy gold and improve the comprehensive competitiveness of products. It also uses traditional Chinese enamel structure and environmentally-friendly lacquer, combining with modern craftsmanship, so that Mengzheng mahogany furniture is not only durable, but also beautiful and elegant with high level of artistic value and practical value. It also combine tradition and innovation with actual needs and aesthetic needs. The product structure incorporates the concepts of contemporary mechanics and ergonomics, making the mahogany furniture more evenly used for a longer period of time, more in line with the modern life.

5.2 Focus on brand building and increase the added value of furniture products

Mengzhen Redwood Furniture Co., Ltd. registers its own brand trademark with the Chinese government. The company's furniture has brand trademark, production date and unique verification QR code. Besides, the furniture are equipped with the official seal product inspection certificate of Guangxi University Forestry College. Customers can enjoy warranty and maintenance services by verifying the QR code and product inspection certificate.

5.3 Experiential marketing"front store and post-factory"

Mengzhen Redwood Furniture Co., Ltd. should adopt the method of experiential marketing. By creating the “pre-store and post-factory” operation mode of Mengzhen Redwood Furniture Factory Experience Store, the decoration style is based on Chinese classical style, setting up the model room and playing classical light music. Different from other furniture, mahogany furniture not only reflects the charm of classical culture, but also shows the collision between classical and modern in the exhibition hall. The mahogany furniture itself has a heavy and serious effect, so it is appropriate to change the layout and combine the home decoration. The product creates a relaxed home atmosphere. For the factory floor that does not involve confidentiality is open to consumers. The company welcome visitors to visit every step of the mahogany furniture production process in the factory and understand the implied culture of each mahogany furniture carving process.

5.4 Network WeChat Marketing

Chen Yunxia (2015) believes that WeChat marketing acquaintances become good promoters and friends in the circle of friends must first pass the certification instructions. Effective customers can form an effective promotion effect and the credibility of the acquaintances is higher than that of ordinary online stores and it includes factors such as human consumption. Therefore, Mengzhen Redwood Furniture Co., Ltd. started the construction of WeChat online store and introduced the traffic consumers on WeChat to the Mengzhen Redwood Factory Experience Store.

5.5 Information management and recruiting talents

Mengzhen Redwood Furniture Co., Ltd. should recruit talents and train technical teams. On this basis, a talent team will be formed to carry out information management and provide professional management solutions , rules and regulations for the company's further development. The company will arrange free accommodation for its employees and solve the child's local schooling problems and other benefits to retain the company's professionals.

5.6 Improve the marketing incentive mechanism and the quality of sales staff

Mengzhen Redwood Furniture Co., Ltd. should increase five social insurance and one housing fund of the staff, improving the system of meal compensation and vacation, etc. The annual bonus will be changed to monthly bonus and the amount of bonus payment will be linked to sales performance. The company has established a cooperative relationship with Guangxi University to carry out marketing theory knowledge learning.

5.7 update of equipment

Science and technology are the primary productivity force. Mengzhen Redwood Furniture Company update the wood drying technology which is the key point to ensure the quality of mahogany furniture, replacing the automatic material cutting machine, improving the wood yield rate to speed up the efficiency of the later furniture production process, engraving with CNC machine Location, supplemented by manual refinement.

5.8 Utilize regional advantages to absorb transnational labor

In addition to funds, the labor force is also an important condition for the survival and development of the mahogany furniture industry. Because the assembly and polishing of mahogany furniture products require manual work, the senior technical workers in the mahogany furniture industry are increasingly lacking. Mengzhen Redwood Furniture Co., Ltd. Should take advantage of the location advantage of the border area of Guangxi. The Vietnamese are hard-working and conscientious. The company should take the employment of Vietnamese surplus labor to the company which plays an active role in facilitating cross-border ethnic exchanges. And it should also devote itself to solve the labor shortage problem and reduce the enterprise. Labor costs.

6. SUMMARY

At present, furniture companies will face a "modern revolution" that closely follows the trend of the times. In order to optimize marketing strategies, Mengzheng Redwood Furniture Co., Ltd. should target the market to high-income consumers in Guangxi. The company should position its core products as both mid-range and high-end series. It should optimize furniture products and innovate its producing method, pay attention to brand building, “front store and post-factory” experience marketing, WeChat marketing, information management and recruit talents, improve incentive mechanism to update machinery and equipment and use regional advantages to absorb surplus labor. The above measures provide useful reference for the planning marketing strategy of the same industry. Throughout the current industry situation, each mahogany furniture enterprise needs to find the suitable development path of the appropriate enterprise in light of its own situation.

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The Influence of Social Network and Employee Self-initiated Behavior on Corporate Performance

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ABSTRACT

One of the new development directions of modern enterprise management, continuous reflection and research is the company's management of employees, this study is to prove that enterprises through the use of social network analysis methods employees in the internal and external parts of the enterprise to establish a good social network, So that employees in the enterprise can spontaneously complete the existing work tasks at the same time to carry out some beneficial behavior to the enterprise, this study mainly uses the questionnaire survey method to explore the impact of the two on the company's performance。

Keywords: *social network, employee self-initiated behavior, corporate performance*

1. INTRODUCTION

How to use social network to manage employees in enterprises and stimulate employees ' autonomous behavior.In the past related research,These studies show that when the theory of social network is applied to the management of enterprises, it will have a certain impact on the performance of the company;The spontaneous behavior of employees in an enterprise can also have a significant impact on the performance of the company, but these articles do not address ' whether social networks and employees ' spontaneous behavior will change over time ' and ' An in-depth study of the effects of the interaction between social networks and the spontaneity of employees on the results of the company's performance ' and so on.In addition, this paper also wants to understand whether the impact of social network and employee spontaneous behavior on corporate performance will produce different results because of different observation objects.

1.1 Research Purpose

First, through empirical analysis, it explores the impact of social networks on employees' spontaneous behaviors, and finds the influence relationship between them. The final impact on performance has certain practical significance. Secondly, it is of great significance to sort out the theoretical and logical relationship between the two and find out the impact on performance, so as to provide a certain theoretical basis for future research.

1.2 Research Problem

1. Does the social network in the enterprise have a significant impact on the spontaneous behavior of employees?

2. Will changes in the social network within the enterprise have a positive impact on company performance?

3. Does the spontaneous behavior of the company's employees have a significant impact on the company's performance?

2. LITERATURE REVIEW

In past studies, scholars have targeted ' the impact of social networks on the spontaneous behaviour of employees ' (Zhang Bin, Xiao Gang, & Zhang Jian Yu.2011);' Impact of social networks on organizational performance ' Li Gaoji (2010), Liu, Cai Peng, & Bingbin.(2010), Fernández ‑ Pérez, v., & García ‑ Morales, V.J.(2012) and ' the impact of the spontaneous behavior of employees on organizational performance ' Wang & Ahmed (2004), These studies show that when the theory of social network is applied to the management of enterprises, it will have a certain impact on the performance of the company;The spontaneous behavior of employees in an enterprise can also have a great impact on the performance of the company.

2.1 Social network

"Social network" refers to the relatively stable relationship system formed by the interaction between individual members of society, and the social network focuses on the interaction and connection between people, and social interaction will affect people's social behavior.Social network theory holds that people and people in social life will have an interactive impact, if a person has a strong spontaneous behavior, then he will have a positive sexual impact on other people around him, other people in his social network may also have strong spontaneous behavior.At present, this kind of influence only exists in the theory, still lacks the empirical analysis and the proof.

Shenqingguang (2018) in studying the influence mechanism of enterprise internal staff social network on employee's work performance, it is pointed out that the scale, center and heterogeneity in social network also have influence on performance, and this paper also cites the question of social network as the design of questionnaire.

2.2 Employee self-initiated behavior

Employee "self-initiated behavior" refers to a series of spontaneous or conscious behaviors that the knowledge employees in the organization exhibit in order to better complete the work task.For enterprises in emerging industries, because of their production activities have a high scientific and technological content, so often need employees have a strong sense of learning, the need for employees have a strong, more frequent spontaneous behavior.Therefore, how to encourage employees to actively implement spontaneous behavior in order to improve the working level of their employees and the productivity of their enterprises is one of the necessary items for the development of technology in today's enterprises, which are bound to be taken seriously in the source of human resources.Therefore, the study of the factors that affect the spontaneous behavior of employees plays an important role in the organizational performance of enterprises.

Gongjian (2013) Define the behavior of the company as employees in order to improve the work flow, improve the company's current situation and reduce decision-making errors, and take the initiative to colleagues or superiors to put forward constructive advice, change-oriented staff spontaneous behavior, at the same time, this paper also cited the idea of the behavior of the question as a questionnaire design.The influencing factors of organizational citizenship behavior include individual characteristics, individual attitude and individual motivation at the individual level, and the initial definition of organizational citizenship behavior shows that it is a kind of behavior which has a positive effect on organizational performance, and it is also used as one of the questions of questionnaire survey. prosocial organizational behavior, POB refers to the behaviour of employees aimed at improving the welfare of individuals, groups or organizations when performing the roles of members of the Organization (Brief & Motowidlo, 1986).Gao Zhicai (2011) considers that prosocial behavior is provided voluntarily by members of the Organization, is to benefit others or can promote the coordination of interpersonal relations, and this paper also selects the relevant questions of prosocial behavior as a questionnaire design.

2.3 Corporate performance

"Corporate Performance" has always been an important index to measure the quality of a company's operations, but also the company's management attaches the greatest importance to one of the indicators.Usually refers to the completion of the organization's tasks, efficiency and profitability within a certain period of time, the realization of organizational performance is through the completion of individual performance of employees but to achieve, employees only in accordance with the volume of the Organization to complete the task of publishing, through the performance appraisal to achieve performance improvement, but in the actual situation, Improved employee performance does not necessarily improve organizational performance.It is also difficult for the company's managers to evaluate the full contribution of employees only in terms of job performance (Conway, 1999).The introduction of the concept of relational performance expands the scope of work performance, reflects the interaction and coordination between employees and others in work activities, and reflects the content of employees whose activities exceed the statement of work.

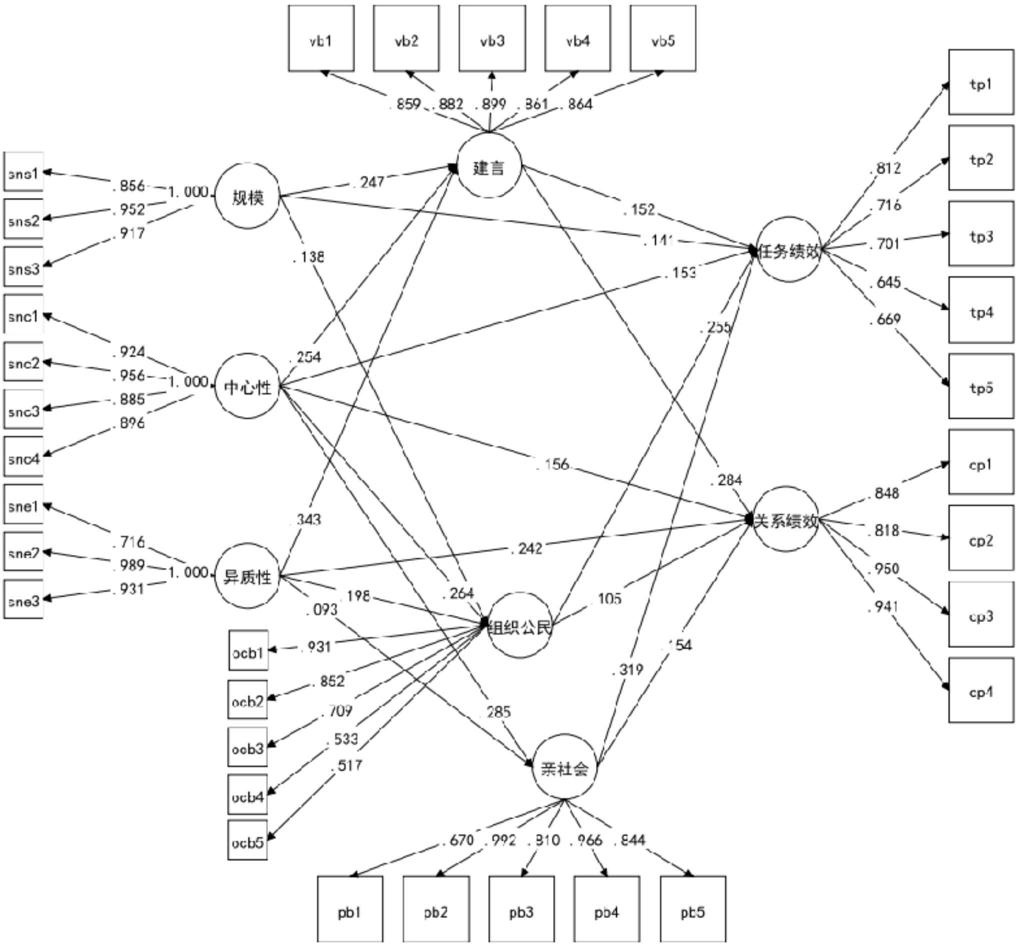
3. RESEARCH METHOD

The main research method of this paper is questionnaire survey, the main purpose of which is to explore the impact of social network and employee spontaneous behavior on the company's performance, in order to achieve the purpose of this research, first of all, according to the social network, spontaneous behavior and corporate performance of the relevant literature collection and analysis, the establishment of a research framework and put forward research assumptions, According to the review and analysis of the literature, the contents of the questionnaire are designed, including basic information, social network, employee spontaneous behavior and organizational performance four parts.The main research methods are principal component analysis method and structural equation test and analysis method.

4. EMPIRICAL ANALYSIS

The questionnaire was issued from February 20, 2019 to March 20, 2019, lasted 30 days, a total of 700 questionnaires were issued, 553 recovered questionnaires, after screening to exclude the unqualified questionnaire, the official questionnaire recovered a total of 528 effective questionnaires, the effective recovery rate of the questionnaire was 75.4%.

This paper mainly carries on the structural verification analysis to the theory model proposed above, calculates the path coefficient between each variable, analyzes the influence of the independent variable on the dependent variable, analyzes the significance of the theoretical model, as well as the fitting superiority of the model, and through the previous research and analysis, has confirmed the reliability and validity of all the variables, Whether the theoretical model is close to the relationship presented by the sample data.



Therefore, the research focus of this research is on the basic proposition that social network and employee spontaneous behavior will affect the company's performance. Exploratory case studies, theoretical research, large sample statistics, etc. are applied to the proposed three hypotheses. Research methods and quantitative statistical tools such as SPSS,Analyze and form point of view:

First, it is assumed that a social network has a positive and significant impact on the spontaneous behavior of employees.

The second is to assume that the two social networks have a significant positive impact on corporate performance.

Finally, it is assumed that the spontaneous behavior of three employees has a significant positive impact on the performance of the company.

5. RESEARCH RESULT

The centrality in the social network has the greatest impact on the task performance dimension in the company's performance, that is, the closer the employee is in the company and the colleagues, the faster the work is completed, the higher, so that the company's performance can also continue to improve.Heterogeneity in social networks has a greater impact on the relationship performance dimension in corporate performance, meaning that the more frequent the communication between different departments within the company, the closer the relationship between different departments, will make the company in the operation to reduce the losses caused by improper handling of problems between departments or uncoordinated.

The speech behavior in spontaneous behavior has the greatest influence on the relationship performance dimension in the company's performance, that is, the company employees actively put forward constructive opinions on the work of the company within the company, and will not let the superior dissatisfaction or the relationship between colleagues is not harmonious, but can make the company more dynamic, In the long run, we can also continuously improve the company's operating capacity, but also enable employees to be recognized and developed within the company.The second is that the pro-social behavior in spontaneous behavior has a higher impact on the dimension of task performance in the company's performance, that is, employees in the company can actively cooperate with colleagues to complete the work, and with the customer also maintain a good relationship, which will enable employees in the work faster and better to complete the task, improve work efficiency, In order to make the company's performance continues to improve.

There is a significant positive correlation between social scale and social network centrality and social network heterogeneity.This can show that the greater the network of employees in the company, the closer the relationship, the more they can stand in the company's main position, not only with their own department colleagues to work together to complete the job, but also with other departments of colleagues to coordinate with each other.

There is no correlation between social network centrality and social network heterogeneity, from which we can see that employees in the establishment and processing of relationships within the Department and colleagues will not affect the relationship with colleagues in other departments to a certain extent, because the colleagues in their own departments should not only maintain the working relationship but also consider social relations, And there is a strong competitive relationship within the Department, and for colleagues in other departments is more of a working relationship.

There is a clear positive correlation between the behavior of speech and other dimensions, and it can be inferred that the act of speech plays an important role in the operation and management of the whole company, and that employees in the company can find shortcomings and problems in the work, and dare to ask questions and solve them, which is one of the key factors for a company to maintain its vitality. For the company, such employees are indispensable, it can also be known that the company in the management of staff to establish a really feasible management mechanism, consciously cultivate the spontaneous behavior of employees, to provide employees with a good channel and way to make suggestions.Organizational citizenship behavior has nothing to do with relationship performance, but it is obviously positively correlated with other dimensions, we know that organizational citizenship behavior can simply think of it as a management and restraint of their own behavior, so it does not have a significant impact on relationship performance, but it does not mean that there is no impact.

Pro-social behavior and other dimensions are clearly positive correlation, pro-social behavior is a way for employees to establish their own social network, in the company can maintain harmony with colleagues, without affecting their own work to meet the needs and aspirations of colleagues;For the company's customers at the same time to meet the needs of customers.

Relationship performance has nothing to do with task performance, both are indicators used by companies to measure corporate performance, they are measured in two different ways, and in current management relationship performance is not quantified, it is as a hidden performance in the impact of the overall performance of the company.

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Research on the Impact of Policy Support on Chinese College Students

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ABSTRACT

The employment pressure in China increases sharply every year. The number of college students cannot be satisfied simply by the recruitment in the talent market. The widespread enrollment in Chinese universities and colleges has led to a growing number of graduates, and companies large and small are making large-scale layoffs as jobs become more difficult and scarce.In the face of these problems, entrepreneurship not only solves the problem of college students' work, but also alleviates the social employment pressure and promotes the country's economic development through entrepreneurship.However, the current situation is that the willingness of many college students is not proportional to the actual entrepreneurial action, and the number of entrepreneurs is small.Therefore, the national government has issued many supportive policies for college students to start their own businesses. In order to encourage more college students to start their own businesses, a study on the influence of policy support on the entrepreneurial motivation of Chinese college students has been carried out.This paper analyzes the incompleteness of China's entrepreneurship policies for college students in the emerging stage, and puts forward reasonable Suggestions to make it more convenient for college students to solve the problem of graduation.At the same time, today's college students can make full use of the technology and knowledge they have learned through the strong support of the government, and innovate the traditional ideas and industries or technologies.

Key words: *entrepreneurship policy; Student entrepreneurs*

1. .INTRODUCTION

The first "Tsinghua University Business Plan Competition" was launched by Tsinghua University in the 1990s.China has begun to pull up the curtain of College Students'independent entrepreneurship.Slowly began to let college students across the country have a sense of self-entrepreneurshipGradually, college students'awareness of entrepreneurship has spread all over the country.College students'entrepreneurship is not only a great and meaningful contribution to society.It is also a good platform to enhance self-worth.Statistics from 2011 to 2017.The number of college graduates in China has reached 57.5 million.The phenomenon of difficult employment and waste of high-level talents has increased sharply.Make the country pay more attention to college students as a group.So the government issued a large number of policies to encourage and support them.The Chinese Government to Promote College Students'Awareness of Self-employment.A variety of policies have been introduced.Mainly the tax policy of entrepreneurship, the financing policy of entrepreneurship, the education policy of entrepreneurship, the service policy of entrepreneurship, etc.And different policies of encouragement and support in different regions.Under many policies.In China, 90% of college graduates have entrepreneurship ideas.However, only 0.01% of college graduates have taken action to start their own businesses.Thus it can be seen,There are still more problems in entrepreneurship policy that need to be improved.Only in the end can we really improve the entrepreneurship rate of College students.

Research on the Impact of Policy Support on Chinese College Students' Entrepreneurship Motivation.Considering the current situation of China.Sum up reasonable and meaningful suggestions.

2. LITERATURE REVIEW

Entrepreneurship is a form worthy of public support and encouragement. In the case of entrepreneurship, it not only benefits the entrepreneurs themselves, but also makes great contributions to the national economy.At present, the annual increase of college students leads to the imbalance of the number of recruitment in the talent market and the difficulty for college students to find jobs.Now college students have great social pressure, and the emergence of entrepreneurship slowed down the phenomenon of difficult work, for college students also opened a new way of employment.

"Enterprise" was first mentioned by the French economist Richard Cantillion in 1775.He believes that entrepreneurship is to create a new organization, and then create a new value, seize the opportunity to realize the value in innovation, with high risks, and these risks need to be borne by the entrepreneurs themselves. Ajzen and Fishbein believe that to make people have the initiative to start a business, they need to have the awareness of starting a business. College students' active entrepreneurial behaviors are all because of their radical self-entrepreneurial awareness. It can be found that entrepreneurship is to have market risks, and at the same time, entrepreneurs should learn to grasp the market opportunities around them at all times.Through their own reserve of knowledge and skills, can be used for their own use, efforts to innovate, into a new entrepreneurial industry, and then through their own industry to provide customers with innovative good service and good products.According to Allison, if the entrepreneurial policy achieves the maximum effect, 90% of the proportion is due to the strong executive power of the government. Liao zhongju (2017) started from the same word by searching.After analyzing the entrepreneurship policy vocabulary of college students for about 15 years, 29 words with the highest frequency were found, and the conclusion was that there were many supply policies. However, there are few service policies, so we should add more service policies, such as information provision policy and consultation policy. Wang jiajia, Solomon and Theron (2014) studied 15 globally renowned countries on a broader basis. There are many perspectives and more comprehensive results. They put forward three directions of useful entrepreneurship policies for college students: The first is to improve the entrepreneurial enthusiasm of college students; Second, college training in entrepreneurship; Third, we need to foster a favorable external environment, including financing, taxation and subsidies. In addition, the entrepreneurship policy system is also elaborated. The main components are: Publicity of entrepreneurial ideas, education of entrepreneurial skills, easier market access, more convenient financing, training of target market, etc. According toZoltan （2006）,Entrepreneurship policy is composed of four dimensions: personal dimension, government dimension, financial dimension and legal dimension, and relevant Suggestions are made.

As for the research on college students' entrepreneurship, China's economy is facing the realistic demand of transformation, and new economic entities and economic models are urgently needed. The constant emergence of entrepreneurship can promote the achievement of economic transformation. In numerous literatures, although scholars have different opinions on the content of entrepreneurship policies, they have some commonalities, including entrepreneurship education, supportive policies and financial support. However, due to China's entrepreneurship policy research is late, more reference to foreign experience. At present, most researches start from the macroscopic direction, but few are targeted. This paper focuses on the study of the entrepreneurial motivation of Chinese college students and the influence of policy support, which is very rare in the existing literature. Therefore, the study in this paper can supplement the study of entrepreneurial policy.

3.RESEARCH DESIGN AND METHODOLOGY

In China, young college students are a large group with entrepreneurial vitality. In the entrepreneurship of college students, the entrepreneurial environment has a very big influence factor, and the government's entrepreneurship policy, It is an important foundation for college students to decide the entrepreneurial environment in entrepreneurship.

Roy Thuric is a famous entrepreneurial economist in the Netherlands. Facing the demand of national economy and the development of society, he puts forward six directions of policy support for the government from the perspective of entrepreneurs and job providers.Here's the theory behind his policyFirst, provide free entrepreneurial work place to avoid the shortage of capital for those who need to start a business and end the idea of starting a business.Second, the government makes more people know about entrepreneurship through a large number of external factors, which increases the attention of college students on entrepreneurship.Let college students have more entrepreneurial ideas and actions, so that the entrepreneurial trend into society.Third, in order to avoid the situation of increasing lack of jobs, in order to provide people's demand for jobs with greater value,To enable more people to start their own businesses, the government has the courage to advocate and endow actions, and has actively promoted and innovated many technologies in the current society.Diversity of jobs, It makes social work more demanding, it makes entrepreneurship more diverse and more selective.Fourth, the government has set up a platform for college students to consult and start their own businesses in a faster and more convenient way. In addition, it also provides them with financial exemptions and subsidies, providing a good platform for more entrepreneurs to develop themselves and realize their own value.Fifth, the government introduced new policies to avoid the suppression of large enterprises over small enterprises and mature enterprises over new enterprises.Sixth, the government improves and introduces new policies to enable new entrepreneurs to have their own entrepreneurial options.Tax relief and labor laws and regulations, as well as some policies issued by the social government, provide certain guarantees for entrepreneurs.Finally, there are a series of policies on bankruptcy, so that people with entrepreneurial ideas are more willing to join the entrepreneurship because of the protection of policies and strong encouragement and support.From the above six opinions proposed by Roy Thuric for the government and the studies of many scholars, we can clearly see that,All the scholars have been thinking about the demand side of entrepreneurship and the supply side of entrepreneurship.The supply side of entrepreneurship is formed by the education, policies, demands and execution of external factors.And the demand side of entrepreneurship is the need, want, to give the actual action of the entrepreneurs themselves.In order for entrepreneurship to be vigorously developed and advocated, and for entrepreneurship to play the biggest role and influence in a country, it is necessary to balance the development of entrepreneurship from both the demand side and the supply side.Whether from the perspective of the demand side of entrepreneurship is larger than the supply side of entrepreneurship, or from the perspective of the results of the demand side of entrepreneurship is smaller than the supply side of entrepreneurship,Both outcomes are in a bad state. In a country with an economic system, the best state is the balance between the demand side of entrepreneurship and the supply side of entrepreneurship.In this way, the perfect configuration of entrepreneurial supply side and the perfect demand of entrepreneurial demand side make entrepreneurship bring better benefits to the country, which is the most ideal state under an economic system.This paper proposes a general framework of research by combining the theories proposed by various scholars on entrepreneurship and the current situation of entrepreneurship under the current system.This framework can intuitively show the influence of Chinese policies on the entrepreneurial motivation of university entrepreneurship. This paper divides the entrepreneurial policies proposed by the current government into four directions:First, financial policy; second, service policy; third, education policy; fourth, training policy.These four policy directions can be used to study the influence of policy support on the entrepreneurial motivation of Chinese college students, which can closely follow the original idea of this paper and make this paper of certain research value.In order to investigate the influence of policies on the entrepreneurial motivation of Chinese college students, an online questionnaire was used for analysis.The questionnaire is designed to survey college students in university and within three years after graduation. There are six majors in the survey, namely economic management, art, humanities and social science, science and technology, agriculture and forestry, and medicine. The electronic questionnaires were distributed, 226 copies of the valid electronic questionnaires were recovered, and the questionnaires were analyzed reasonably after verification.

4.RESULT ANALYSIS

Through the data of the questionnaire survey, the following statistical analysis was made:Out of the 226 questionnaires, 151 were or were starting businesses, accounting for 66.8% of the total. It shows that today's college students have a strong sense of entrepreneurship; However, from the remaining 33.2%, we can see that the policy support and publicity efforts still need to be improved.

3.1% of the respondents are very familiar with the entrepreneurship policies issued by the national government. Those who are familiar with it account for 33.6% of the total. Generally, it accounts for 42.0% of the total proportion. Less familiar 10.6% of the total,Total unfamiliarity accounted for 10.6% of the total.From this analysis, it can be concluded that college students are not familiar with entrepreneurship policies, and there are almost no college students familiar with entrepreneurship policies.The policy on entrepreneurship also needs to be vigorously publicized through various channels to encourage college students to be more passionate about entrepreneurship.

According to the statistics of the most attractive startup policies in the survey, the relaxed loan policies accounted for 9.3% of the total. Support for start-up capital and financing accounted for 44.2% of the total. Tax breaks and free entrepreneurial environments accounted for 12.4 % of the total. Information and training on entrepreneurship accounted for 34.1% of the total.It can be seen that what college students lack most is capital, and the support of start-up capital and financing is what college students need most.Secondly, the lack of management ability of college students, the lack of entrepreneurial information, entrepreneurial information and entrepreneurial training is particularly important.

According to my survey,Although there is a lot of policy support for entrepreneurship, many college students are still confused on the way to start their own businesses due to insufficient publicity and wrong publicity channels.The entrepreneurship policy is weak, which only solves a small part of college students who understand the policy, while the substantial problems of most college students' entrepreneurship are still not improved.At the same time, I found the importance of entrepreneurship training, as well as college students' half-knowledge of entrepreneurship, so they are more eager to entrepreneurship training.Entrepreneurship training can more actively encourage college students to devote themselves to entrepreneurship, which can guide, guide and cultivate college students. It can also be seen that support for education and entrepreneurship is particularly important.

5.CONCLUSION AND SUGGESTION

Combined with our research, The motivation of policy support for Chinese college students, whether in entrepreneurship financial policy, entrepreneurship service policy, entrepreneurship training policy or entrepreneurship education policy,All kinds of policies are required by college students, and all these different policies have an impact on the motivation of college students to start their own businesses.

Existing problems include:

The problem of insufficient implementation of government policies lies in the fact that many basic government personnel fail to do a good job in their positions.A lot of time will shirk responsibility to each other, do not give preferential policies, or slow down the time to deal with the start-up procedures.There is a lack of sound entrepreneurship policies. Nowadays, entrepreneurship policies are different in different regions and the development of entrepreneurship is uneven. The survey found that entrepreneurship education is also very lacking.So many college students just have the idea of starting a business, but they can't do it. They are not familiar with the idea of starting a business, and they are burdened by the high risk of starting a business and the preparation of capital.We will improve entrepreneurship policies and establish a scientific entrepreneurship education system to reduce the risk of entrepreneurship among college students and increase their enthusiasm for entrepreneurship. Due to insufficient publicity of entrepreneurship policies, it is difficult for college students to learn about policies related to entrepreneurship of college students through other channels. In addition, many college students do not know much about entrepreneurship policies and are in a blank state. Therefore, publicity channels should be improved. Let more college students understand the policy, according to their own needs to get help in accordance with the entrepreneurship policy, on the road to entrepreneurship.

The author made the following recommendations:

Enhance the sense of responsibility of administrative personnel, and do a good job in their own positions.In the process of preferential policies for entrepreneurship, it is not necessary to delay the process of entrepreneurship procedures or make the process of entrepreneurship policies repeated and complicated.The government has a system of supervision and control over administrative personnel and administrative punishment.

Vigorously publicize entrepreneurship policies, Let the policy into the life of college students, To make it easier and easier for college students to understand the direction of entrepreneurship policies, and combine innovation and entrepreneurship with solid professional knowledge and skills to make entrepreneurship more diversified.

We will improve financial policies, increase lending for startups and lower lending requirements.Venture capital funds have been established and increased across the country to make it easier for college students to start businesses with the support of reform funds.

The government has urged colleges and universities to offer courses on entrepreneurship education. College students should not only study and learn professional knowledge, but also carry out entrepreneurship education, so that college students have entrepreneurship awareness, entrepreneurship, entrepreneurial ability and so on.

The government has established and provided free entrepreneurship training and services to provide college students with a platform to consult information on entrepreneurship policies.And through entrepreneurship training,You can get a general idea of the process before you start a business.can evaluate the risks of starting my own business and improve the success rate.Set up a business base, so that more college students carry out business training, practice learning entrepreneurship, so that the entrepreneurial ability of college students to improve.

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A STUDY ON THE BRAND BUILDING OF CULTURAL ANCIENT CAPITAL TOURISM "TAKE GAOGURUI CULTURAL ANCIENT CAPITAL JI'AN" AS AN EXAMPLE

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Abstract

Tourism is a sunrise industry in the 21st century economy. The development of tourism brands drives the transformation of consumption patterns and stimulates economic growth. The popularity of tourism brands is an important factor in attracting tourists to visit and shop.Ji'an City, Jilin Province, China is located in the northeastern part of China and is the border between China and North Korea which is known as the "small Jiangnan". However, in recent years, the development of tourism brands has lagged behind, and it is necessary to carry out new planning and development through brand building strategies.This paper conducts an in-depth study on the problems in the development of tourism brand in Ji'an City, and uses data collection method and field investigation method to analyze the problems of tourism brand lagging and service quality in the development of Ji'an City, and find corresponding strategies to research.

***Key Words**: Tourism Brand building Development Strategy*

Introduction

The ancient capital of Gaogurui culture - Ji'an City is located in the southwest of Jilin Province, China. It is a small town on the edge of the Yalu River in the Sino-DPRK border. It has beautiful scenery, beautiful ecology, unique historical atmosphere and rich cultural heritage.On July 1, 2004, the 28th World Cultural Heritage Conference was held in Suzhou. The summit, "The Royal Tombs of Gaogurui Dynasty and the Tombs of the Nobles" was included in the World Cultural Heritage List by UNESCO, and it is the 42nd natural history and cultural heritage site of china.In 2005, china raised the tourism development strategy of Ji'an City to the status of building a world-renowned cultural and tourist destination. Since then, the tourism industry in Ji'an has entered a fast lane.

With the acceleration of urbanization and the increase of population, people are more and more wasteful of resources and environment. The imperfections of cultural relics and tourism resources development have always been the key factors affecting the cultural ancient capital to create brand effect and develop ecological culture. In the process of developing and shaping the influence of the brand, there are many places where the development is unbalanced and conflicts, the promotion of urban business cards is insufficient, the resources are not fully coordinated, etc., and the brand effect of the cultural ancient capital and the cultural brand of Ji'an City is an important breakthrough for the development of tourism of the cultural ancient capital. Therefore, it is particularly important and urgent to formulate corresponding strategies and improvement plans for the outstanding problems in the development of Ji'an City. To shape the brand effect of Ji'an tourism industry, the tourism brand of Ji'an City will be renewed with new brilliance and vitality.

1. Macro environment analysis

Policy: in order to promote the development of tourism, in 2009, State Council issued a document entitled "opinions on speeding up the development of tourism," and the Ji'an municipal government formulated and published relevant documents, such as the "opinions of Ji'an city on making every effort to promote tourism," to include the work of the promotion of tourism in the resolution of the second meeting of the standing committee of the people's Congress of Ji'an city.These policy documents promote the development of tourism in Ji'an city, and help to upgrade and transform the tourism brand of Ji'an city.

Economy: Economic development is the main measure of prosperity and stability in a region. It is also an important driving force for scientific and technological progress and social development. As a tertiary industry, tourism plays an important role in the economy. As of the end of 2015, the total revenue of Jilin Province’s tourism reached 221.5 billion yuan, a year-on-year increase of 25%. The number of tourist receptions reached 130.55 million, and the foreign exchange income of tourism reached 700 million US dollars. The economic indicators increased year by year.

Society: An important factor in promoting social progress is population change and consumption concept. By the end of 2017, the total population of Jilin Province was 27,714,300, a net decrease of 156,000 from the end of the previous year, of which the urban resident population was 15,394,200, accounting for the total population. The rate of urbanization of permanent residents was 56.65%, an increase of 0.68 percentage points over the previous year.

Technology: The development of science and technology has promoted the improvement of productivity. At the same time, it has also promoted the improvement of regional infrastructure and the improvement of service level. At present, Ji'an City actively responds to the national “Belt and Road” policy and vigorously expands to relevant international logistics and trade places such as the Industrial Park Zone which provides the necessary technical conditions for the international tourists to enjoy the sightseeing. The China-North Korea International Rail-way, Ji'an-Dandong Highway, Ji'an-Dalian Highway and many other important trunk lines have been completed.

2. Micro environmental analysis

Resources: Ji'an has a long history and rich cultural heritage. Many ethnic minorities live in a rich and colorful history. The cultural relics and historical sites of more than 1,500 years have been completely preserved. Ji'an has a total of more than 200 scenic spots and tourist attractions and 36 ancient relics. There are 8 ancient city ruins and a total of 6,974 noble tombs. In terms of cultural book brands, they are published in a brand that represents the culture of Gaogurui . There are a batch of important literature published such as The Collections of Gaogurui Seals and Calligraphy, The Legend of Ji'an, and The History of Ji'an natural resources- ginseng, Shanzhen, velvet antler, mink and so on are precious wild resources, which are with great medical value and many functions.

Products: Ji'an has rich brand resources, all kinds of resources and commodity brands. Among the tourism brands in Ji'an, handicrafts are one of its characteristics, including various jade articles, stone carvings, bamboo products, paper-cutting, embroidery,hand-made and so on. In addition, there are many tourism commodity manufacturing companies and producers in the urban area, which are rich in the cultural color of the ancient capital of Gaogurui, attracting many Chinese and foreign tourists.

Market: The tourism market is an important place for the development, production and sales of tourism resources and tourism brands. From the perspective of the source market, the survey and research show that from November to April of the following year, it is the off-season of tourism. The quantity of receving tourists only accounts for 20% of the annual reception volume in Ji'an City. From May to October, it is the tourist season, accounting for 80% of the tourists reception quantity. The summer months of June, July and August are the most vigorous, accounting for about 60% of the annual reception volume.

3. Tourism brand building strategy

（1） Unified planning, reasonable arrangement and creating fine tourism brand

According to the research and discussion of the researcher, and the comprehensive study of the investigation, questionnaire and interview of the Ji'an City Gaogurui ancient capital, combined with research results for further analysis, the researcher thinks that the construction and development of the Gaogurui ancient capital tourism brand should be unified planning, reasonable arrangement,and according to its own development characteristics and actual situation, to make a feasible planning scheme. It also needs Co-ordinate coordination, scheduling all available resources, and do not waste any public administration resources.

（2）Increase brand promotion and enhance brand awareness

According to the field visits and investigations of the researcher, and in combination with the analysis of relevant data, Gaogurui Ancient Capital has a resounding business card of “World Cultural Heritage Site”. However, among the respondents, some people think that the popularity of Gaogurui Ancient Capital is not enough. Therefore, combined with the research results, the researcher believes that Ji'an City should enhance its popularity in the aspect of tourism brand building, increase the propaganda of various aspects, and use the multimedia, TV, film, webcast and other forms to promote the ancient capital tourism brand.

（3）Base on the whole, implement the characteristic business strategy

According to the analysis of the research results and the research content, the researcher believes that the process of implementing Gaogurui ancient capital branding should be developed towards the characteristic business strategy, and combine with relevant contents and links such as local characteristic culture, characteristic activities, characteristic folk customs, special festivals, special products and so on. The links are combined to form a unique business strategy of Gaogurui Ancient Capital. Based on its own reality, it could carry out diverse cultural activities and brand management to achieve the perfect combination of brand building and development.

（4）Long-term layout and strive for sustainable development

According to the actual situation of the local city of Ji'an, the researcher believes that Gaogurui ancient capital should follow the sustainable development strategy and build an ecologicalized and internationalized tourism city. When developing and constructing corresponding brand products and brand activities, it should pay attention to comply with the principle of green clean, environmental proted on saving, pollution-free and non waste, try to protect the ecological environment. When developing new projects and new products, we must make rational use of land, water sources and resources that should be developed, make rational use of every inch of land, each of a resource, every drop of water, to achieve harmonious coexistence between man and nature, and to protect the environment and local ecology, and promote the development of regional economic and trade activities, especially the tertiary industry, which is mainly based on tourism, to jointly safeguard the ecological environment which humans and society depend on.

Conclusion

The branding and upgrading strategy of Ji'an tourism industry should be based on the characteristics of its actual tourism development, adapt to local conditions, and proceed from the actual situation, from the commercial management strategy, ecological protection and customer-oriented marketing strategy to develop a branding strategy close to its actual situation. At the same time, we must pay attention to the development of new tourism products, the implementation of boutique tourism routes, to create their own unique brand advantages, in order to better play the advantages of the Goguryeo ancient capital brand.

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Research on the Impact of Transformational Leadership on the Voice Behavior: Leader-Member Exchange as Mediating Variable

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ABSTRACT

In recent years, for various reasons, the topic of transformational leadership has become increasingly hot and worth studying. Most importantly, there are many company leaders who fail to implement transformational leadership among their teams, and low level leadership issues have had many negative effects on businesses around the world. Therefore, the issue of transformational leadership in the workplace is worth of in-depth discussion and research. The low-level leadership has been costly both financially and environmentally, and we should pay attention to the causes and consequences of transformational leadership and behavioral research. Therefore, this study is aiming to find out whether leader-member exchange can mediate the relationship between transformational leadership and voice behavior. The purpose of the whole analysis is to explore the specific influence of transformational leadership on voice behavior, and to discuss the leader-member exchange. The mechanism of specific intermediaries is designed to improve the transformational leadership and voice behavior.

This study uses an empirical survey with targets of large new high-tech enterprises in Zhejiang. Based on regression analysis and intermediary verification research hypothesis, the conclusions are as followed: 1. Transformational leadership has a positive impact on voice behavior; 2. Transformational leadership has a positive impact on leader-member exchange; 3. Leader-member exchange has a positive impact on voice behavior; 4. Leader-member exchange has a partial mediating effect between transformational leadership and voice behavior.

***Keywords**: Transformational Leadership, Voice Behavior, Leader-Member Exchange*

1. INTRODUCTION

1.1 Research Background

Previous studies, although obtained a small amount of literature researched on transformational leadership and voice behavior (Svendsen et al., 2016), still acquire certain research achievements. However, the relevant theories mostly overlooked the machanism of the process as well as the machanism of interaction between relationship and personality. Based on social exchange theory, this study explores this particular issue and examines the mediating functions of leader-member exchange. This study uses transformational leadership and voice behavior relationship as the foundation, expands the leader - member exchange as intermediary variable for empirical research, and eventually analyzes the influence of variables, validates and expands the influencing factors of the machanism of interactions between the two variables, adds and enriches relevant research, and provides assistance to the practice of the organization.

In addition, due to cultural differences, this study will conduct an empirical study under the Chinese background to explore the specific impact of transformational leadership and voice behavior of managers at all levels (low, medium and high) in high-tech enterprises in zhejiang province and to analyze the role of leader-member exchange as an intermediary variable.

1.2 Research Questions

To some extent, the study describes two possible scenarios. In the case of effective transformational leadership, employees will show positive voice behavior if their perception of leader-member exchange is improved. In such a positive environment, employees are likely to further improve the generation of their voice behavior. In the second case, the amelioration-oriented transformational leader will not be open to the employee's voice behavior, and the employee will feel the threat of low-level leader-member exchange. Another organization that allows them to be more expressive and think about their efforts is more likely to have less voice behavior, or even none. Therefore, in order to clarify these possible results, it is particularly important to actively explore the relationship between transformational leadership and voice behavior and the mechanism of leader-member exchange between them. The problems studied in this paper are mainly reflected in the following three points:

(1) What is the influence of transformational leadership on voice behavior and leader-member exchange?

(2) What is the influence of leader-member exchange on voice behavior?

(3) What is the mediating influence of leader-member exchange between transformational leadership and voice behavior?

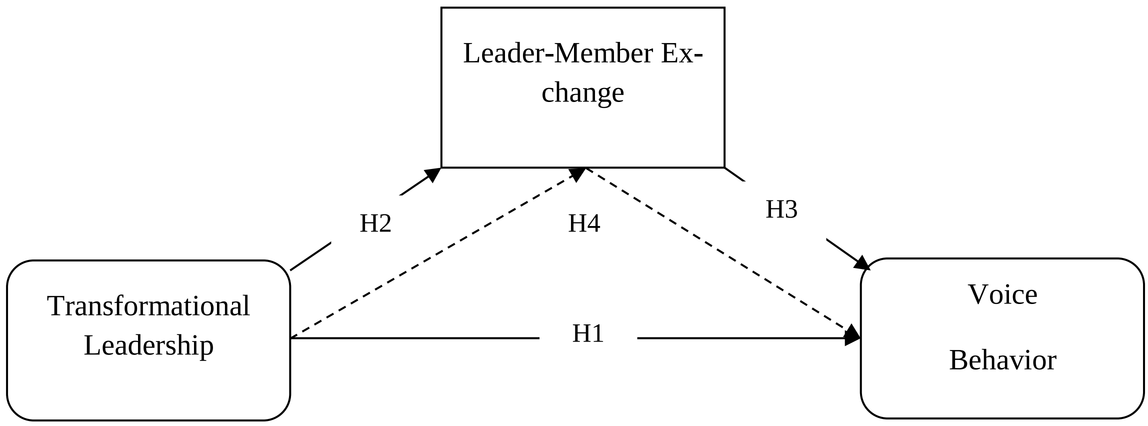
1.3 Research Innovation

This study provides innovations from several important aspects: This study uses the social exchange theory as the theoretical framework and the researching target of high technology enterprise in ZheJiang province as the premise. With the consideration of the relationship between transformational leadership and advice behavior, this study proposes the usage of leader - member exchange as the intermediary between the two variables, commits to integrate and clarify the intermediary factors about the relationship between transformational leadership behavior and advice behavior as well as the interaction among the three under different cultural background, and demonstrate the research hypothesis in the form of interview.

2.RESEARCH METHODS

Based on the three research questions, previous literatures did explore the influencing process of transformational leadership, the influences to voice behavior, as well as the role of leader-member exchange in the influencing process, however it is still not satisfied to answer the question raised in this study: In the background of current Chinese situation, what is the relationship between the transformational leadership in the scope of our regulators and voice behaviors, what is the mediation role of leadership - exchange in the process, and what is the difference that possibly exists between the special cases in private manufacturing enterprises in zhejiang province.

Although most of the factors included in this study are related to one or another of the current variables in other studies, this study presents a complex conceptual model. This research model is constructed as shown in figure 2.1:



Research Model 2.1

2.1 Research Hypothesis

H1: Transformational leadership has a positive impact on voice behavior;

H2: Transformational leadership has a positive impact on leader-member exchange;

H3: Teader-member exchange has a positive impact on voice behavior;

H4: Leader-member exchange has an intermediary effect between transformational leadership and voice behavior.

2.2 Introduction of Analysis and Statistical Methods

The statistics come from questionnaire collection, reliability validity, discriminative validity, regression analysis, mediation and adjustment verification. The retrieved sample data will be statistically analyzed with software SPSS 21.0 and AMOS 21.0, and will be analyzed through various statistical methods.

2.3 RESULTS ANALYSIS

2.3.1 Demographic Distribution Analysis

During this study, totally 702 questionnaires were issued and retrieved, 131 samples invalid questionnaire were eliminated, and a total of 571 copies are consider effective with an effective rate of 81.33%.

Table 2.3. 1 Population Characteristics Distribution Table

Population	Group	N	Percentage
Gender	male	294	51.5%
	female	277	48.5%
Total Working Years	Less than one year	0	0%
	One year ~ less than three years	202	35.4%
	Three years ~ less than five years	284	49.7%
	5 years and above	85	14.9%
Current Working Years	Less than one year	0	0%
	One year ~ less than three years	289	50.6%

	Three years ~ less than five years	239	41.9%
	5 years and above	43	7.5%
Rank	Ordinary employees	0	0%
	Junior manager	414	72.5%
	Middle management	157	27.5%
	Senior management	0	0%
Education Background	Junior college	95	16.6%
	Bachelor	430	75.3%
	Master or above	46	8.1%

source：N=571

As shown in table 2.3.1, males account for the majority (441,52.7%) of the genders. As for the total working years, the proportion of people who have worked for three years to less than five years is large (284,49.7%). As for current working time, people who have been working for a year to less than three years is the majority (306,36.6%) showing that experienced staff takes over the majority of the sample; In the aspect of ranks, the proportion of junior managers is the highest (414,72.5%), indicating that junior managers takes over the majority of the sample in respect of ranking. Last as for education background, people with bachelor's degrees is the largest proportion (430,75.3%), indicating that most samples have a certain level of education.

2.3.2 Reliability Analysis

Table 2.3.2 Reliability Analysis Table

No	Variable	Subscales	N	The dimension Cronbach α	Variable Cronbach α
1	Transformational leadership	Idealization	7	0.924	0.944
		Incentive	6	0.897	
		Intellectual stimulation	4	0.875	
		Personalized consideration	5	0.878	
2	Voice behavior	Promotion	5	0.881	0.912
		Inhibitory	5	0.890	
3	Leader-Member Ex-change	LMX-7	7	0.910	0.910

Source: this study

As shown in table 2.3.2, the Cronbach 's alpha of transformational leadership = 0.944; the Cronbach' s alpha of voice behavior = 0.912; the Cronbach 's alpha of leader - member exchange = 0.910; the result that all dimensions are higher than the Cronbach' s alpha coefficient index of 0.7 demonstrated that all variables and dimensions are in accordance with reliability standard.

2.3.3 Discriminant Validity Analysis

The confirmatory factor analysis of this study is shown in table 2.3.3:

Table 2.3.3 Discriminant Validity Matrix Table

variable	Mean	SD	1	2	3
1.Transformational Leadership	3.562	0.788	0.782		
2. Voice behavior	3.644	0.844	0.421***	0.830	
3. Leader-Member Exchange	3.629	0.906	0.509***	0.458***	0.771
AVE			0.612	0.689	0.595

Source: this study

As shown in table 2.3.3, the AVE square root of transformational leadership =0.782 (0.612); the AVE square root of voice behavior =0.830 (0.689); the AVE square root of leader-member exchange =0.771 (0.595); the AVE square root in the diagonal are all greater than the correlation coefficient and AVE indicating that all variables have good discriminant validity.

2.3.4Regression Analysis

The summary of regression analysis is shown in table 2.3.4:

Table 2.3.4 summary table of regression analysis

	Voice Behavior	LMX	Voice Behavior	
	M1	M2	M3	M4
Gender	0.020	-0.020	0.021	0.027
Total Working Years	0.106*	0.043	0.094*	0.092*
Current Working Years	0.047	0.000	0.048	0.047
Rank	-0.076	-0.036	-0.071	-0.064
Education Background	0.016	0.039	0.001	0.003
Transformational Leadership	**0.415*** **	**0.504*** **		**0.252*** **

LMX			**0.450*** **	**0.322*** **
R2	0.194	0.263	0.223	0.271
AdjR2	0.186	0.255	0.215	0.262
F	22.650***	33.601***	27.055***	29.847***

Source: this study

(a) The hypothesis validity of the impact of transformational leadership on voice behavior

The regression analysis was carried out based previous steps. The first model in table 2.3.4 is the regression analysis between transformational leaderships and voice behavior with population variables taken into consideration. The results show that transformational leadership has a significant positive impact on voice behavior (=0.415***, p<0.000), indicating that the overall pattern is significantly.

Moreover, from the increased R2 in each model, it can be observed that with the addition of different influencing factors, the changes of the explanatory ability is 19.4%, as shown in table 2.3.4, R2 in model 1, and meanwhile reflects the significant impact of transformational leadership on voice behavior. Therefore, according to the research results, we can conclude that transformational leadership does have a significant positive impact on voice behavior.

In conclusion, hypothesis (H1) of this study indicates that transformational leadership has a significant positive impact on voice behavior, and hypothesis H1 is established and well supported.

(b) The hypothesis validity of transformational leadership and leader-member exchange

The regression analysis was carried out based previous steps. The model 2 in table 2.3.4 is the leader-member exchange regression analysis of transformational leadership with population variables taken into consideration. The results show that transformational leadership has a significant positive effect on leader-member exchange (=0.504***, p<0.000), indicating that the overall pattern is significant.

Moreover, from the increased R2 in each model, it can be observed that with the addition of different influencing factors, the change of explanatory ability is 26.3%, as shown in table 2.3.4. and meanwhile reflects that transformational leadership has a significant impact on voice behavior. Therefore, according to the research results, conclusion that transformational leadership has a significant positive impact on leader-member exchange can also be drawn.

In conclusion, the hypothesis (H2) of this study shows that transformational leadership has a significant positive impact on leader-member exchange, and the hypothesis H2 is well supported.

(c) The Hypothesis validity of Leader-member exchange to voice behavior

The regression analysis was carried out based previous steps. The model 3 in table 2.3.4 is leader-member exchange regression analysis of voice behavior with population variables taken into consideration. The results show that leader-member exchange has a significant positive impact on voice behavior (=0.450***, p<0.000), indicating that the overall pattern is significantly positive.

Moreover, from the increased R2 in each model, it can be observed that with the addition of different influencing factors, the change of explanatory ability is 22.3%, as shown in table 2.3.4 and meanwhile reflects that leader-member exchange has a significant impact on voice behavior. Therefore, according to the research results, we can also reach to the conclusion that leader-member exchange has a significant positive impact on voice behavior.

In conclusion, hypothesis (H3) of this study shows that leader-member exchange has a significant positive impact on voice behavior, and the hypothesis H3 is well supported.

(d) Leader-member exchange test the mediation hypothesis between transformational leadership and voice behavior

The regression analysis was carried out based previous steps. The models 1 and 2 in table 2.3.4 are the regression analysis of transformational leaderships to voice behavior and leader-member exchange with population variables taken into consideration, the steps are namely step 1 and 2 of the well-known three-step mediation method, which were significant. Model 4 is the regression analysis of both transformational leadership and leader-member exchange against voice behavior with demographic variables taken into consideration. The results show that bot transformational leadership and leader-member exchange have significantly positive impact on voice behavior (=0.252***, p<0.000, =0.322***, p<0.000), indicating that the overall pattern is significant.

Moreover, from the increased R2 in each model, it can be observed that with the addition of different influencing factors, the change of explanatory ability is 26.2%, as shown in table 2.3.4. and meanwhile reflects that leader-member exchange has a significant impact on voice behavior. Therefore, according to the research results, a final conclusion of the significantly positive impact of both transformational leadership and leader-member exchange to voice behavior can be drawn.

In conclusion, hypothesis (H4) of this study shows that leader-member exchange plays a significant and mediating role between transformational leadership and voice behavior, and hypothesis H4 is established and has obtained partial mediating effect.

2.4 Interview Description

The interviewees of this study are the current managers from high-tech enterprises in Zhejiang Province, and a semi-structured telephone interview was conducted with 10 selected interviewees through sampling. The sample selection was based on factors of region and scale.

A total of 5 interviewees were sampled, and a brief description of the background information and basic personal information of the five interviewees selected in this study is given in table 2.4.

Table 2.4 Basic Information of Interviewees

Name	Position	Gender	Age	Education	Working Years	Enterprise Nature
Zhang	General Manager of Air Valve	Male	49	Dual Master	Unknown	Duo'an /Listed Private
Li	Minister of Solenoid Valve	Male	53	Junior College	15	Duo'an /Listed Private
Wang	HR Specialist	Female	26	Bachalor	4	Duo'an /Listed Private
Ding	Production Director	Male	52	Junior College	Unknown	suntec /Private
Zhang	Vice General Manager	Female	54	Bachalor/ EMBA	Unknown	Xinsong/state-owned

Source: this study

2.4.1 Interview Content and Method

According to sun Haifa and zhu chuying (2004), case study is a qualitative research method which has been commonly used to establish new theories or test existing theories. This case study has a certain theoretical basis, and the purpose is to understand the enterprise phenomenon and to find the supporting evidence towards the model through personnel interview, observation and other methods. Therefore, in this chapter, on the basis of literature review and research model, we aim to validate the relationships between all variables in the model (transformational leadership, leader - member exchange and voice behavior) through studying multilaterally of the three high-tech enterprises in Zhejiang Province and researching in-depth on leaders as well as members from the three companies.

In this study, the research object is limited to high-tech enterprises in Zhejiang Province. Based on the consideration of sample typicality, availability, time, region and other factors, this case study selects Dun 'an group, Suntec and Xinsong group as the research objects. The case study will be carried out in April 2019 starting from preliminary preparation including the selection of the research company, the preparation of the interview outline and the contact of interviewees. Next comes the field research and telephone interview, mostly the observation and interview of managers and employees. Finally is the collection and analysis of the information obtained, the summary extraction of relevant phenomenon and partial conclusion.

2.4.2 Research Conclusions

Conclusion of the impacts of transformational leadership on voice behavior

The analyses of this study show that transformational leadership has a significant positive impact on voice behavior and share the same conclusion of Liu et al. (2010). The support from hypothesis H1 shows that transformational leadership has a significant positive impact on voice behavior, indicating that the higher the level of transformational leadership in an organization, the higher the level of employee voice behavior.

Conclusion of the impacts of transformational leadership on leader-member exchange

The support from hypothesis H2 shows that transformational leadership has a significant positive impact on leader-member exchange, and this conclusion also verifies the research conclusion of Li et al. (2012) that transformational leadership will produce many positive effects and positive behaviors of subordinates in organizations. In other words, transformational leadership within an enterprise affects the interpersonal relationship between leadership and member exchange. High-level transformational leadership can play a positive role in leader-member exchange and promote the improvement of interpersonal relationship within an enterprise.

Conclusion of the impacts of leader-member exchange on voice behavior

The support from Hypothesis H3 shows that the exchange of leaders - members has a significant positive impact on voice behaviors, and this conclusion also verifies the conclusion of Botero et al. (2009). Clercq, Dimov and Thongpapanl (2010), on the other hand, observed the social process between leadership and staff from the perspective of social exchange theory. For the relationship between interpersonal relationship and employee behavior, this study focuses on voice behavior, uses the relationship quality between leadership and staff to influence employees' emotion, morality and behavior. This study also proves the point that Leader-member exchange, as a mechanism to determine the working environment, can help the interpersonal relationship of employees at all levels throughout the organization, effectively implement overall work activities, and largely reduce the occurrence of non-ethical behaviors of employees.

The conclusion of mediating effect

The support from Hypothesis H4 shows that leader-member exchange has a partial mediating effect between transformational leadership and voice behavior. This conclusion also verifies the research conclusion of Nohe et al. (2017) that leader-member exchange within an organization is an important mediating variable and will contribute to many indirect positive effects and behaviors. In other words, the higher the leader-member exchange level in an organization, the more effective transformational leadership will be enhanced, and the improvement of employee and voice behavior in the organization will be promoted.

On such basis, interviews with the medium managers from the enterprises mentioned above were conducted and the results show that the conclusions drawn above were all firmly supported.

2..4.3Interview Conclusion

Through comprehensive investigation and interview of the three high-tech enterprises in Zhejiang Province, the following conclusions can be preliminarily drawn based on description and analysis above: (1) Transformational leadership can improve voice behavior and the leader - member exchange in high-tech enterprises in Zhejiang Province; (2) Leader – member exchange can improve voice behavior in the high-tech enterprises in Zhejiang Province. However, the mechanism through which transformational leadership uses to influence voice behavior needs to be further verified. This case initially explored the relationship between variables in the research model. However, due to research methods and sample quantity, there are still some limitations and cannot effectively prove the exact relationship between variables.

Therefore, this study can be used as a deepening cognition of the variables in the model and a preliminary exploration and verification of the relationship between variables. Subsequent empirical analysis is in need for more complete analysis.

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Research on the Relations among Organization Culture Identity and Turnover Intention --Taking Nanning's Private Teachers as an Example

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ABSTRACT

Organizational culture is the resource of an enterprise, which is not so obvious as other resources, relatively obscure. Nowadays, more and more enterprises begin to attach importance to the construction of organizational culture. Organizational culture has the functions of guiding and motivating the members of the organization. Good organizational culture can effectively guide and standardize the behaviors of the members of the organization. At the same time, it can motivate the members to work actively. By analyzing Nanning private primary and secondary schools in China, this research project explores the teachers' identity of organizational culture, job satisfaction, and so on. The results show that there is a significant negative correlation between organizational cultural identity and turnover intention; there is a significant positive correlation between organizational cultural identity and job satisfaction; there is a significant negative correlation between job satisfaction and turnover intention. This project aims to put forward feasible suggestions to reduce the brain drain of teachers, stabilize the teaching staff, and sustain healthy development of Nanning private primary and secondary schools.

Keywords*: private primary and secondary schools organization culture identity job satisfaction turnover intention*

1. DEFINITION

1.1 Private Schools

Private schools refer to social organizations or institutions other than state institutions, which use non-state financial funds to organize schools or other educational institutions for the society by law.

1.2 Definition of Organizational Cultural Identity

In this study, the definition of organizational culture identity is adopted by Chen Zhizhong and Zhang De (2009). The degree of organizational culture identity is to define how much employees will accept the organizational culture, and constantly internalizes the values and norms of the organization to their mind.

1.3 Definition of turnover intention

This paper adopts Wang Zhong and Zhang Lin (2010) definition of turnover intention, which refers to the idea or intention of employees to leave an organization after working for a period of time.

1.4 Definition of Job Satisfaction

This paper adopts Wang Xuehan, Song Hongpeng and Li Ruisen (2017)'s common definition. Teachers' job satisfaction refers to teachers' subjective emotional feelings about their occupation, working conditions and environment in the process of school work.

2. RELEVANT RESEARCH

2.1 The Study on the Relationship between Organizational Cultural Identity and Job Satisfaction

Denison et al. (2000) put forward the hypothesis of corporate culture trait model, which includes participatory, consistent, adaptable and mission traits. After putting forward the above hypothesis, a total of 764 senior managers in the United States were surveyed and analyzed. The results show that the existence of four corporate culture traits are confirmed. There is a very significant correlation between job satisfaction and four cultural traits. Liang Mei (2013) started from theoretical research to the case study of IBM culture, and verified that the dimensions of corporate culture, corporate spiritual culture, behavioral culture, institutional culture and material culture had a correlation effect on job satisfaction. Bai Yu (2013) believes that creating a good corporate culture can improve job satisfaction, job satisfaction and sustainable development of enterprises, depending on the strength and depth of corporate culture construction. Ji Xiaoli, He Chen and Ji Mingfei (2010) made an empirical analysis of

139 MBA students in Chongqing University. The results show that corporate culture has a significant positive impact on job satisfaction of knowledge workers.

2.2 Study on the Relationship between Organizational Cultural Identity and Turnover Tendency

Abrams et al. (1998) considered that organizational identity was negatively correlated with turnover intention and had a direct impact on it. Bamber and Iyer (2002) conducted a survey and research. The results show that organizational identity can significantly reduce employee turnover intention. Riketta (2005) adopted meta-analysis, and the results showed that there was a significant negative correlation between organizational identity and turnover intention. Iftikhar and Zubair (2013) considered that there was a high degree of correlation between organizational cultural identity and turnover intention. Xiong Mingliang (2008) investigated 383 construction workers in 32 enterprises, affiliated to a large construction company. The results show that organizational identity has a significant impact on employee turnover intention. Zhang Shuhua and Liu Zhaoyan (2016) obtained a large number of documents through literature search and screening, and explored the relationship between organizational identity and turnover intention by meta-analysis method. The study found that there was a significant negative correlation between organizational identity and turnover intention.

2.3 Study on the relationship between job satisfaction and turnover intention

Mowday (1982) confirmed that job satisfaction was negatively correlated with turnover intention and positively correlated with retention intention. Price and Mueller (1981) investigated 1901 nurses in seven hospitals and conducted empirical analysis. The results showed that job satisfaction was negatively correlated with turnover intention. Shi Weizhen (2005) conducted a questionnaire survey on 417 employees in seven state-owned enterprises. The empirical analysis showed that job satisfaction had a significant negative impact on turnover intention. Liu Bing and Penglai (2005) conducted a questionnaire survey on 315 employees in different regions and non-passing industries. The results show that job satisfaction has a significant predictive effect on turnover intention, and there is a significant negative correlation between job satisfaction and turnover intention. Wang Zhong and Zhang Lin (2010) surveyed employees of nine different types of enterprises in Shenzhen, including state-owned enterprise, private enterprise and foreign-funded enterprise. The results showed that job satisfaction had a significant negative impact on employees' turnover intention.

2.4 Summary

To sum up, through collating the literature and analyzing the relevant research of scholars at home and abroad, there are obvious correlations among organizational cultural identity, job satisfaction and turnover intention.

3. RESEARCH OBJECTS AND METHODS

3.1 Research subjects

By taking teachers in Nanning private primary and secondary schools as the research objects, 316 questionnaires' results were collected, 84 invalid questionnaires were removed, 232 questionnaires were valid, and the recovery rate of valid questionnaires was 73%. The sample is shown in Table 1.

Table 1: Demographic characteristics statistics

		frequency	Percentage
Gender	male	71	30.6
	female	161	69.4
Marital status	unmarried	47	20.3
	married	185	79.7
Educational background	College and below	114	49.1
	Undergraduate	111	47.8
	Master and above	7	3.0
Working life	Less than 1 years	26	11.2
	years	58	25.0
	3-5 years	26	11.2
	More than 5 years	112	52.6

3.2 Research Tools

This paper studies the scale of organizational cultural identity, which is compiled by Chen Zhizhong and Zhang De (2009). The scale method is a measurement of organizational cultural identity in the context of Chinese enterprises. The scale is divided into four dimensions, totaling

20 questions, including those in cognitive level, emotional level, behavioral level and social level. This scale is used to measure the maturity of organizational cultural identity. The subjects of this study are teachers in private primary and secondary schools in Nanning. According to the needs of the study, the "company" in the scale is changed to "school". The teacher job satisfaction scale edited by Hu Yongmei (2007) was adopted. The scale is divided into seven measuring factors, totaling 17 items. They are teacher's satisfaction with leadership and management, teacher's satisfaction with development environment, teacher's satisfaction with the rationality of pay and return, teacher's satisfaction with self-realization, teacher's satisfaction with colleague's relationship, teacher's satisfaction with teacher-student relationship and teacher's satisfaction with school reputation. The compilation of the scale is scientific and reasonable, and it can measure the satisfaction of primary and secondary school teachers with their work. Fan Jingli (1998) was used to measure turnover intention. The scale is a one-dimensional scale with 4 questions.

The above three scales were scored by Liken 5-point method, ranging from "completely inconsistent" to "completely consistent", with 1-5 points respectively.

3.3 Statistical Analysis Method

SPSS22.0 was used for statistical analysis, mainly descriptive statistical analysis, correlation analysis and regression analysis.

4. RESULTS AND AMALYSIS

4.1 Relevance Analysis of Variables

The correlation analysis of organizational cultural identity, job satisfaction and turnover intention of teachers in Nanning private primary and secondary schools is shown in Table 2. Relevant results showed that there was a significant positive correlation between organizational cultural identity and job satisfaction ($P<0.01$), a significant negative correlation between organizational cultural identity and turnover intention ($P<0.01$), and a significant negative correlation between job satisfaction and turnover intention ($P<0.01$).

Table 2: Relevance Analysis of Variables

		organization culture identity	turnover intention	job satisfaction
organization culture identity	Pearson Correlation		-.360**	.588**
	Sig. (2-tailed)		.000	.000
turnover intention	Pearson Correlation	-.360**		-.266**
	Sig. (2-tailed)	.000		.000
job satisfaction	Pearson Correlation	.588**	-.266**	
	Sig. (2-tailed)	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

4.2 Regression Analysis of Variables

According to the correlation analysis of this study, the correlation between organizational cultural identity and turnover intention is significant negative correlation, but correlation analysis can not determine the causal relationship between the two variables, and regression analysis can determine the causal relationship between the two variables. As shown in Table 3, regression analysis shows that organizational cultural identity negatively affects turnover intention. That is to say, when organizational cultural identity is increased by one unit, turnover intention will decrease by 0.604 units ($B=-0.604$, $P < 0.01$). Organizational cultural identity positively affects job satisfaction. That is to say, when organizational cultural identity is increased by one unit, job satisfaction will increase by 0.751 units ($B = 0.751$, $P < 0.01$). Job satisfaction negatively affects turnover intention, that is to say, when organizational cultural identity is increased by one unit, turnover intention will be reduced by 0.349 units ($B=-0.349$, $P < 0.01$).

Table 3: Regression Analysis of Variables

	Model 1		Model 2		Model 3	
	B	Sig.	B	Sig.	B	Sig.
organization culture identity and turnover intention	-.604	.000				
organization culture identity and job satisfaction			.751	.000		
job satisfaction and turnover intention					-.349	.000

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5. SUGGESTIONS

5.1 Strengthening the Cultural Construction of Schools

Schools should attach importance to the construction of school culture, clarify the development goals of schools, school-running concepts, the core values of schools, improve the connotation of school culture, and form a school culture in line with the development of schools.

5.2 Establishing a comprehensive teacher training mechanism

Establish a sound teacher training mechanism, pre-job vocational training for new teachers, so that new teachers can have a clear understanding of the school's culture, and then identify with the school's culture. At the same time, teachers should be regularly trained with relevant cultural activities to deepen their understanding and recognition of school culture. This is to ensure the stability of the teaching staff, and reduce teachers' turnover tendency.

5.3 Attention should be paid to the participation of teachers in the construction of school culture

Teachers' participation is indispensable to the cultural construction of schools. Teachers' enthusiasm should be brought into full play. Establish effective communication channels and feedback mechanism, let teachers participate in school management, and put forward suggestions and suggestions for the long-term development of the school.

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A Study on the Management and Marketing Strategies of Automotive Component Industry Transformation from OEM to ODM – The Case of T Company

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ABSTRACT

This study conducted a qualitative research to examine the case company in the current development of automotive industry in Thailand. Through the analysis of SWOT, the five forces, and 4Ps of the case company, this research aims to propose a feasible future development model based on the core competitive capabilities and the changes in the industry.

Keywords: *SWOT, Five Force, 4Ps, OEM, ODM*

1. INTRODUCTION

The automotive industry is widespread across the world, including European countries, American regions, and Asian countries. Major automobile manufacturers worldwide have constantly engaged in innovation endeavors because of competition within the industry. Factors such as technologies, automation based on the Industry 4.0 trend, and even considerations for energy conservation and environmental protection significantly influence the sales performance of the automotive industry.

Thailand became a major producer of vehicles and automobile parts ever since it entered the free trade agreement (FTA) with the Association of Southeast Asian Nations (ASEAN). In terms of trade, the geographical location of Thailand has made the country an automobile making giant in Southeast Asia, providing both cost and geographical advantages for transportation of goods via sea, air, and even land in the near future. Since three decades ago, the Thai government has begun developing the country’s automotive manufacturing capability and the midstream and downstream supply chains of the automotive industry. Initiatives taken by the government included imposing custom tax on imported vehicles to protect the interests of the domestic automotive industry, while offering tax relief incentives to attract foreign investments, human resource input, and development of industrial policies, supply chains, and the market. The ultimate goal is to transform the surrounding areas of Bangkok in central Thailand as well as Chonburi Province and Rayong Province in the southern and eastern parts of Thailand into major producers of automobiles that are capable of enticing investments from internationally acclaimed automotive manufacturers around the world. In terms of policies, the Thailand government is actively promoting the Thailand 4.0 next-gen automotive industry to facilitate the recruitment, investment, and incentives of the Eastern Economic Corridor (EEC).

The Thailand Automotive Institute (TAI) announced a six-year development plan in 2002 to transform Thailand into the "Detroit of Asia" and effectively expedite the growth of the automotive industry in Thailand. Automotive output in Thailand grew by a full 383% between 2002 and 2012, during which 60% of the produced automobiles were exported. However, the rise of middle classes in Thailand was accompanied by continual increase in domestic demand. According to a global automotive demand survey conducted by the market survey company Nielsen in 2013, 92% of families in Thailand own at least a car. The Organization for Economic Co-operation and Development (OECD) also anticipated that there will be 400 million middle-class individuals in Southeast Asia by 2020, which provides increasingly positive outlook for the automotive industry in Thailand.

In the early days, most of the Taiwanese firms invested in Thailand initiated their businesses as OEM (Original Equipment Manufacturing). As traditional manufacturing approach are labor-intensive in nature and difficult to compete in the fast changing global market. If a company fails to make breakthroughs in technology and skills, it would easily fall into the trap of low profit and limit its business growth. Thus, it is critical for a company to explore the management and marketing strategy for the business model transformation in the automotive parts industry.

2. OBJECTIVES

This research is mainly to explore the management and marketing strategy for the business model transformation of the automotive parts industry. The objectives of the research include :

- To analyze the SWOT of Company T
- To analyze the Five Force of OEM/ODM under Company T
- To analyze the 4Ps marketing strategies of OEM/ODM under Company T
- To analyze and compare the different management and marketing strategies of OEM/ODM transformation of Company T
- To propose new operational strategies to enhance the future development of Company T

3. LITERATURE REVIEW

a. Corporate Business Models

The most effective way for a OEM company to maintain its competitiveness is to retain a high-profit customer base. Looking for new target customers, from low-profit, high-risk operations/sales, when the technology develops to a certain level, its profits will reach a saturation point, so if it can't break through and transform again, and it will also face a bottle-neck of growth. Therefore, how to confirm what kind of marketing can bring the highest profit to the enterprise and which is the target customer of the enterprise in the future. Therefore, through the SWOT analysis method, we can effectively grasp the advantages of the company Strengths, Weaknesses, Opportunities and Threats, and use the five-force analysis to analyze the customer's competitive environment, namely The bargaining power of the merchant, the bargaining power of the buyer, the entry ability of the potential competitor, the replacement ability of the substitute, and the current competitiveness of the competitor in the industry. The combination of five different forces will ultimately affect the industry's profit changes. And use 4P, Product, Price, Promotion, and Place as marketing tools to make the marketing strategy flexible and maximize the benefits. Continuous optimization, rapid evolution and development with the times to adjust marketing strategies and their own products or services.

Yuan (1993) reported that business operators adopt necessary transformation strategies to sustain in a rapidly changing environment; the results showed that the top ten key success factors of business transformation were as follows: (1) The sharpness of the operator’s strategy; (2) the degree of the involvement of the operator; (3) the leadership team; (4) the situation that supports industrial competition; (5) communication of visions; (6) the industrial scale/speed of globalization; (7) the situation of the industrial competition; (8) human resource quality; (9) interpersonal relation network/strategic alliance; and (10) inventive and creative abilities. By contrast, the top ten factors that least affect successful business transformation were as follows: (1) Accounting system; (2) patent rights; (3) exchange rate; (4) capital; (5) the building of career development plan; (6) distribution channels; (7) the degree of the openness of a country; (8) financial management ability; (9) business opportunity of a product; and (10) market size and growth rate. The study results also indicated the strategy sharpness and the attitude of a business operator toward business operations directly lead to the success or failure of business transformation. Moreover, factors that were out of the control of a company, were invariable, or basic abilities that the company should possess did not exert critical influence.

Shen (1998) indicated that most customers of original equipment manufacturers (OEM) are the window of contact between business companies. When a business transforms the mode of its brand operation, the business’ customer base expands to include consumers of the mass market. These two groups of customers have entirely different attributes, and therefore, customer relation management practices must be adjusted accordingly.

Chu (2006) reported that the nature and mode of operation of OEMs and their brands are completely different. Self-developed brands require abundant human resources for innovative research and development (R&D) and brand marketing activities, and these human resources exhibit significant discrepancy with those composed of the existing administrators of OEMs.

Wu and Lin (2008) revealed that the organizational dynamic capabilities and organizational learning influence the relationship between successful transformation and channel building during the market channel building process in which firms transform their OEM/original design manufacturer (ODM) businesses by creating their own brands. In particular, the organizational redesigns of marketing departments and a knowledge exchange platform for double-loop learning and development are the criteria for a successful transformation.

b. Background of Company T

Company T is a diversified enterprise group with diversified industries including LED backlight module industry, technology industry, lamp industry, hotel service industry and automobile component industry. Since its establishment in 1964, it has been engaged in the manufacturing and sales of bicycles, motorcycles and other parts, and the export of lights to the development of domestic automobile industry. It has introduced foreign advanced technology research and development, and today it has 85% share of OEM lighting in Taiwan's domestic lamp industry. For future development, implement internationalization and cooperate with the global internationalization strategies of major domestic automakers. In 1990, Company T decided to invest in Thailand as the third manufacturing factory due to Taiwan's southern policy to promote the transfer of Taiwan's overseas investment to Southeast Asia. To promote the foreign investment in Thailand, Board of Investment of Thailand has provided tax reduction and incentive policies to attract foreign companies. In addition, the low wages, the expansion of industrialization, and the accumulation of customers in the automotive industry in Thailand, Company T has expanded its investment from the lamp industry to the exterior decoration components. In 2005, it obtained the ISO/TS16949 automotive quality management standard certification. In the same year, the stock of company have been listed. In the next few years, the company has partnered with Ford to develop the pickup truck and other products, as well as GM, MG and Mitsubishi Motors to jointly develop exterior decoration components. With the praise of customers and many design cooperation cases, the second plant was expanded in July 2018 and also launched its new productions of air filters.

4. METHODOLOGY

The research used structure interview for data collection. The interviewees are the general manager, deputy general manager, and quality assurance manager from Taiwan Head Office. Plant director and purchasing manager from Thailand branch. The research used SWOT analysis to analyze the management and marketing strategy. The research also employed Five-Force analysis, which are Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of New Entrants, Threat of Substitutes, and Rivalry among Existing Competitors, to analyze the external competition factors. Lastly, the research used 4Ps Marketing Analysis to analyze planning, control, and marketing strategies.

5. RESULT AND DISCUSSION

Five executive managers of Company T in Taiwan and Thailand were interviewed in this study. The focus was on the marketing process in which Company T transforms from OEM to ODM. The SWOT analysis, Porter's five forces analysis, and 4 Ps marketing mix were used to investigate the changes in the business management marketing strategies adopted by Company T. The following findings were obtained.

5.1 The SWOT analysis of Company T as an OEM and ODM

1. The timeliness of development cooperation is ensured by forging stronger ties between product and process developers, increasing the depth of basic modularization research, and consolidating development initiatives, thereby homogenizing material procurement for greater competitiveness.
2. The uniformity of a team's goal and cooperative capability of the team can be improved by training mid-level and high-level leaders and positioning their duties and competencies.
3. The strategic cooperation of suppliers or vertical integration is ensured by synchronizing the capabilities of raw material suppliers and reviewing whether key factors or cost of Company T could be determined and whether cooperation in raw material development is possible.
4. Excess demand for labor due to peer industry competition and product replaceability influences the development of a company. Thus, the professional capability of employees must be improved to deliver professional personal performance for faster and better-quality project development.
5. The competitive edge and competitiveness of a company in the market can be guaranteed by improving the advanced technologies used in product development and ensuring the technological levels of innovation research to produce patent-worthy products.
6. Because of foreign investment relations, local political factors and languages are a form of challenge. New items (electronics) must be involved in the development of the automotive industry in the future to avoid nurturing weaknesses. Given Thailand's participation in the development projects of other countries and its investment advantages, other development patterns can be incorporated so that companies could capture more development opportunities.

5.2 The Porter's five forces analysis of Company T as an OEM and ODM

1. Bargaining power of suppliers: Limitations of supply chain management, under developed capability of suppliers, and special conditions due to product materials.
2. Bargaining power of customers: Automotive manufacturers require a certain percentage of reduction every year given the stable quantity of OEM orders.
3. Threat of new entrants: The gradual growth of the automotive industry in Thailand, and competitors in the company's supply chain are limited but they still threatened the company's right to initiate new projects.
4. Threat of substitutes: Projects can be substituted because materials are not confined to specific craftmanship skills and changes to customers' designs can be replaced (due to price considerations).
5. Competitive rivalry: The intensity of the company's competitive rivalry was high because the competitors are well-known for their years of experience in production. Thus, Company T struggles to solicit new development projects. Company T in Thailand was inaugurated in only 2014; therefore, existing producers and manufacturers took precedence over Company T, making it extra difficult for Company T to acquire new orders.

5.3 The 4 Ps analysis of Company T as an OEM and ODM

The value of a product stems from the development of diverse product items that can be applied to not only the automotive industry but also to other products (e.g., aviation products, electronics, or cruise ships) derived from the technologies of Company T. The industry of the corporate group to which Company T belongs is one of the external factors of Company T; therefore, Company T can make good use of the resources that its corporate group have accumulated over the years and participate in overseas exhibitions to increase the company's visibility, expand its international market, and attract the attention of potential customers in other regions. Internal marketing activities require additional time and cost inputs because the company's manufacturing technologies are not yet completely mature. However, only with constant innovation and enhancement of corporate technological capacity can the company provide diverse services that are market and product oriented and in turn become an indispensable partner to next-gen customers.

The main differences in the marketing strategies adopted as Company T transforms from an OEM to an ODM: (1) A company must invest a considerable amount of capital to transform from an OEM into an ODM. (2) The business operation of ODM is practically the same as that of an OEM, with the only difference being that a set of design procedures is required to meet customer demands and solve product-related problems. (3) Unique designs are developed at the expense of profits because more money and time are needed for R&D activities.

6. CONCLUSION AND SUGGESTIONS

The strengths and weaknesses of OEM:

Strengths: Strong emphasis on its robust capabilities in manufacturing, production line optimization, and low procurement cost. Except for production yield problems, design-related problems are typically handled through a customer-governed approach.

Weaknesses: Profits are generally minimal. Key parts are probably purchased by customers themselves, which weaken bargaining power. After discovering a problem, OEMs can only report the problem to the customer, and nothing much can be done about it (which makes the handling process relatively simpler).

The strengths and weaknesses of ODM:

Strengths: ODMs can generate more profits on production activities, provide more services at lower price (hence lower cost for customers) to sustain customer loyalty, and attract more customers who are not equipped to design products themselves (e.g., new startup companies).

Weaknesses: Excess number of product categories easily causes resource inefficiency. Customers without design capability often have clever ideas but typically question an ODM's ability to design products that meet customers' needs (in fact, customers are overly idealistic and are inexperienced in product design). A group of engineers of an ODM might have accepted (or have been allocated) a high number of cases, rendering them unable to dedicate their time and effort on every customer and every case. Any problems arising thereof are resolved by the ODM, and customer attrition results if the ODM lacks sufficient technical support to solve these problems. The value chain activities of purely ODMs include product designing, manufacturing and assembly. ODMs must be equipped with the ability to design, develop, produce, and assemble products. They must be able to discuss and determine product specifications with ODM buyers and engage in product designs or improvements accordingly.

1. Independent design capability

Although more R&D costs must be invested in ODM activities compared with other types of manufacturing processes, ODMs can design their own products; therefore, if process designs can be integrated with concurrent engineering and modular process designs throughout the development of a new project, then significant strengths can be obtained with respect to manufacturing cost. ODMs could cooperate with governmental and academic sectors to reinforce their output capacities in product R&D, design, and high technological manufacturing level and to promote the strategic alliance of industries for joint R&D initiatives. The advantages of Taiwanese industries in information electronics and electromechanical technologies can be combined to develop distinctive and value-added innovative products for stronger innovation capacity in R&D and to develop differentiated functional products.

2. Strengthening business management and identifying skillful marketers

Industry–academia cooperation could be strengthened to foster talents systematically, strengthen business management capabilities, recruit skilled marketers, cultivate marketing capabilities, actively promote marketing activities, and improve market development and international marketing capabilities to establish international market channels and develop emerging markets.

3. Establishing mechanisms for division of production labor and increasing strengths

The years of experience in working with international manufacturers have placed Taiwanese operators at an advantaged in production technology. This strength can be combined with the production advantages of Japan or European and American regions. Production labor can be divided by technological level and product level to reinforce a flexible production model and domestic market expansion.

4. Building professional brand image as OEM/ODM and soliciting orders on a global scale

Taiwanese operators can endeavor to build brand image and visibility as OEM/ODM and establish a positive rapport with international brand manufacturers or distributors to further solidify Taiwan's leading status as a high-quality production base.

5. Integrating upstream and downstream suppliers for maximum productivity

The technologies of upstream and downstream suppliers and upstream, midstream, and downstream information systems should be integrated to tighten the relationships between upstream suppliers and downstream customers, which can lead to lower production cost, shorter product manufacturing and supply duration, and stronger association between procurement, production, and supply plans to maximize the competitiveness of the entire production system.

Manufacturing industries in Taiwan are in fact tremendously competitive. Every customer with whom a company cooperates is associated with a surprising element— “latent value,” which invariably exists in a company as suggested by its literal meaning. However, companies are generally uncertain about how to promote their own “latent value.” The world looks up to Taiwan’s manufacturing services not for the sake of their designs and manufacturing capabilities, but for their unparalleled abilities to those of manufacturers in other regions. From a global market’s perspective, Taiwanese manufacturers are not merely “manufacturers with design capability,” but are “consulting companies with manufacturing capability.” Although at the end of the day products are sold or purchased, manufacturers in Taiwan can nevertheless offer capabilities in product R&D, experiences in industrial integration, a professional attitude toward cooperation, customized services, and flexible production services. These values are aspects most valued by the global market. Therefore, when a company offers consulting services, it should not position Taiwanese manufacturers as an ODM, because customers of these manufacturers regard them as a provider of know-how and consulting services. If a name had to be given to these manufacturers, it would have been original knowledge manufacturers (OKM) or original consulting manufacturers (OCM). However, Taiwanese companies should not confine their status to OKM or OCM.

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A Comparative Study between Overseas Purchasing Marketing Model and Traditional Marketing Model

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ABSTRACT

Overseas purchasing marketing is an innovation and development based on the network marketing model， which is the demand of the fast-developing Internet market economy and the inevitable result of today's social and economic globalization. Through a convenient network platform, the new marketing model of overseas purchasing has been rapidly established and developed, forming a situation that is currently scaled and threatens the traditional marketing model. This paper analyzes the changes in the marketing methods of Thai purchasing, states the similarities and differences between overseas purchasing and traditional marketing models and studies the development prospects of the two marketing models and also derives their main points.

If overseas purchasing and traditional marketing methods can be effectively integrated, the advantages of the two marketing models will be complemented. The mutual integration of the traditional marketing model and the overseas purchasing marketing model can facilitate the rapid and convenient purchase of goods by consumers and will not weaken the profit margin of the traditional marketing model, thereby enabling the commodity consumer market to achieve healthy competition.

Keywords: *overseas purchasing marketing; business model nine chunks; Thailand purchasing*

1.INTRODUCTION

With the rapid development of China's economy, whether it is from the type of goods or the price of goods, everyone's consumer demand is getting higher and higher and China's various commodities have not been able to meet the growing material needs of the people. For example, young people are keen to buy overseas fashion brands while middle-aged and elderly people are keen to buy overseas health products, etc. In order to meet the shopping needs of various consumer groups without going out, the new international sales model begins. From the initial friends to help each other to buy, until now the demand for supply exceeds demand, the professional purchaser is produced. Not only companies, but also individuals have begun to establish platforms to open up overseas international markets and cross-border e-commerce has become an emerging international trade model. The international e-commerce market mainly includes cross-border e-commerce transactions (B2C) for foreign trade enterprises to individuals. In short, enterprises directly sell products to individual consumers through the Internet. And cross-border e-commerce transactions (C2C) between consumers, that is, China Taobao and other online trading platforms provide trading protection for buyers and sellers through third-party platforms. Therefore, C2C is currently the main mode in China's e-commerce transactions. This paper is to study the impact and comparison of this business model on the traditional marketing model under the C2C model.

For today's China, the overseas purchasing marketing model in online marketing is showing a rapid development trend but such marketing models still have many limitations; for example, marketers spend more times on marketing through the Internet, although the promotion is rapid and wide-ranging. However, in terms of consumption habits, Chinese people are accustomed to physical consumption, whether they are conservative consumption of middle-aged and old people or fashion consumption of young people. They also enjoy a series of feelings brought by shopping and it is difficult for consumers to access the actual goods because of purchasing Screen , which makes them lack some trust in network marketing. As a new marketing means, Overseas purchasing marketing lack of some systematic control measures and regulatory measures, so there will be uneven level of network marketing and operators. However, traditional marketing has not kept pace with the rapid development of the Chinese market. Therefore, it is necessary to combine network marketing and traditional marketing to enable enterprises to adapt to the progress of the times and go further.

2.OBJECTIVES

As an innovative marketing method, overseas purchasing is currently in a period of relatively vigorous development and overseas purchasing has had a direct impact on the traditional marketing model of certain industries, shaking the real economy.

With the increase in the number of Chinese people living and traveling in Thailand, it has promoted the popularity of many products in Thailand, such as cosmetics, medicines, food, latex products and Buddha's cards, etc. because the goods have the advantages of affordable price, good effect and high comfort. In the Chinese consumer group, it has become popular. More and more Chinese people have demand for Thai goods. Therefore, various sales channels have begun to sell Thai goods. Most of the traditional marketing models are operated by stores or by the power of tour guides. Sales, etc because of the limitations of these sales channels and other inevitable factors, resulting in a high price of goods, as well as a variety of reasons such as uneven quality, which led to the emergence of new occupations - purchasing.

This article takes Thai merchandise purchasing as an example, conducting a comprehensive analysis through the theoretical knowledge, SWOT model and the nine lock theory of business model. Starting from the definition of overseas purchasing and traditional marketing model, this paper analyzes its development status and characteristics and studies the similarities and differences between the overseas purchasing model and the traditional marketing model. According to a series of research results, the argument is that the overseas purchasing model and the traditional marketing model can be effectively integrated to form the complementary advantages of the two marketing models, which can not only facilitate the consumer shopping experience, but also promote the marketing market. The development ensures the steady progress of the physical industry. At the same time, we hope to play a certain role in the formulation of corporate marketing strategies in this field, which improve market competitiveness and increase corporate profits.

3.MATERIALS AND METHODS

This study mainly compares the purchasing marketing model with the traditional purchasing marketing model. In the design study, the theoretical framework is used as the basis and decide which research method is used. The writer generates interviews based on literature theory and develops interview methods for case companies.

Based on the theory of nine blocks of business model proposed by Osterwalder & Pigneur (2010), this study interviewed five Thai purchasing individuals and analyzed the conclusions from the interviews.

Semi-structured interview

In a semi-structured interview, the investigator will prepare an interview outline to indicate the purpose and content of the interview. Respondents can speak freely on questions without a fixed order or answer.

This study uses a case study method to explore the purchase of five Thai individuals based on the business model distribution map in order to understand the current situation of individual purchasing, the proportion and impact of the nine major factors. This paper sets the research direction and structure and collects relevant literature from domestic and foreign scholars and discusses them. Through the collation and induction of the data, we determine the feasibility and value of the research individual in the research case and conduct video interviews with the respondents.

Respondents were allowed to record the conversations and the results of the interviews were completed verbatim and the relevant materials were organized and analyzed. Finally, the research papers were written and gave recommendations to future studies and the recommendations will be discussed after discussion with the instructor in order to make corrections and supplements and finally complete the research paper.

Introduction to individual purchasing

Zhou Peng Fruit Purchasing has been purchasing fruit from Thailand since 2009. The main products are durian, mango and jackfruit. They provide the appropriate taste according to the taste of the customer and they have many loyal customers.

Xiaorong's home, since 2012, started to purchased Thailand's skin care products and cosmetics purchase. Thier main products are Beauty Buffet, Snail White, Mistine, Kiss Skincare and Boots and they has always been the focus of young customers.

Hao & Hua, started purchasing Thai medical weight loss products in 2013, whose main products come from Yanhee Hospital and Dermcare Clinic (DC), giving customers their own medical cards, tailoring their own personal information and physical condition.

Bin Foyuan, started purchasing Thai Buddha in 2012, rooted in the needs of customers, helping customers to seek Buddhist cards in the temple and representing Buddhist services such as Taisui.

Xiaoyu is in Thailand and has been purchasing Thai latex products since 2013. The main products are latex pillows and latex mattresses from Premium, Quatex, Morndern and Beikii.

Questions of interview

1.The core value

What do you think is the core value of purchasing? What kind of competitiveness is in purchasing? What are the advantages of purchasing products? What is the weakness? What is the company's proud service project?

Faced with the diversity and uncertainty of the market, how to respond to the changing environment?

2.Internal activities

What do you think the key resources for purchasing are and which capabilities or technologies are key advantages?

What do you think the key partners in purchasing are? Are there any important partners in the industry?

What do you think the key activity of purchasing is ?

3.External market

How about purchasing customer segmentation?

How to maintain and establish customer relationships in management?

How about purchasing the current market access? What are the potential customers in the future?

4. Financial benefits

What is the cost structure of purchasing?

What are the fixed costs and variable costs of purchasing?

What is the current source of income for purchasing? How to generate income?

4.RESULTS AND DISCUSSION

Summary of analysis results

This chapter will analyze the results of the case purchaser interview and combine the nine elements in the business model to describe the analysis results and summarize the current business model of the case purchaser. As shown in Figure 5.1, we adjust the business model and adopt innovative business models and operational strategy which are suitable and feasible in the future and enhance the competitive advantage of case purchasers.

Table 4.1

<table>
<tr>
<td rowspan="2">Key partner
supplier</td>
<td>Key activity
Enhance chat skills to get customer information, reflect customer needs and record order habits</td>
<td rowspan="2">Value proposition
quality assurance

Tracking service to customer satisfaction

Caring service</td>
<td>Customer relations

Caring service

Timely promotion

quality assurance

Customer relationship</td>
<td rowspan="2">Customer interval
Number of customers

Power of consumption

Customer's willingness to spend</td>
</tr>
<tr>
<td>Key resources
Alternate supplier

Old customers drive new customers</td>
<td>Access
Adjusted according to market changes and customer needs</td>
</tr>
<tr>
<td colspan="2">Cost structure
Network cost

transport cost

transportation cost</td>
<td colspan="3">Source of income
labor costs

price difference</td>
</tr>
</table>

Value proposition

The core value of purchasing is to ensure the quality of purchasing products, excellent service and product quality assurance in order to make this business model survive in a strong competition. Purchasing is equivalent to customized shopping. For the sake of ensuring customer satisfaction, we should continue to develop.

From the examples we can conclude that purchasing must maintain a good relationship with customers and treat customers as their own family and track services. We should ensure that customers recognize us.

The speed of logistics has greatly affected the customer's desire for patience and the product. In an extraordinary period, there must be corresponding adjustments for different products.

The core value of the product is the quality of the product and the key point is to ensure the quality of the product. Satisfying the customer's needs is the way to survive. While making the customer more satisfied is the task of development. To give customers the right value proposition and product knowledge is the key point of ensuring a win-win situation.

Key activity

Regular inspection of the supplier's products ensures product quality and timely promotions can make the relationship with customers closer. Enhancing chat skills can help to obtain customer information and record the customer's needs while recommending products for customers. Customer's buying habits are also recorded when the customer places an order.

Key partner

The key partner of purchasing is undoubtedly the supplier. It has established a good cooperative relationship with the supplier. In addition to being able to get the first-hand source of goods to the customer in the first time, it can get a lower price than usual. Finding trusted partners in your peers can solve the situation of short supply in an emergency.

Key resources

Without affecting the supply resources of the original supplier, the purchaser also needs to always look for a better supplier. In case of emergency, we should record the customer's information, track the customer service because satisfactions of these customers determines new customer resources.

Customer segmentation

Generally, customer segmentation is divided into three indicators: the number of customers, the consumption power of customers and the willingness of customers to consume. Segment customers first start with the number of research customers. For different industries and different types of enterprises, the number of customers is different. The customer's spending power directly determines the type of product purchased and the average spending power can be measured by the per capita disposable income. In reality, per capita GDP is often used to replace. Consumer willingness can be started by analyzing customer class characteristics and customer intergenerational characteristics.

Customer relationship

Intimate services make customers inseparable from you and timely promotions let customers pay attention to you. Constantly improve the tracking service can make customers care for you, ensure the excellent quality of products can let customers loyal to you. The quality has been continuously improved, so that customers can not bear you.

Path

On the basis of the original purchase, in order to catch up with the changes in the market and the needs of customers, the access to certain products must be changed. Products with a long shelf life can be stocked. If it is a purchasing product like fruit, there is no way to blame or the cost of the warehouse because it is too high but it can be adjusted according to the actual situation.

Cost structure

The cost structure includes personnel, transportation, equipment, warehouse, marketing channels, funds and other factors. Depending on the different products, the type of cost may increase or may decrease. How to minimize the cost of purchasing and maximize the benefits of customers is the key.

Source of income

The source of income from purchasing is mainly from the labor service provided by the customer in purchasing the designated product. Creating income is more about purchasing skills in communicating with customers. The key is how to satisfy customers and pay more satisfactory labor costs.

5.CONCLUSION

According to the interview data of the interviewees, we can conclude that the main key resources for purchasing are the suppliers' supply. The main shortcoming of purchasing is the access, that is, the transportation time is too long. In addition to the short shelf life of seasonal products such as fruits, you can use the traditional marketing model of Kamakura like the purchase of Xiaorongjia. In case of funds, you can select some products to be transported in advance according to the analysis of customer data. After the customer places an order, they can send it directly from China. In this way, we can save transportation time and increase customer satisfaction.

Due to the increasingly strict laws and regulations on purchasing in China, some high-priced purchasing products have a limited number of restrictions, which will increase the cost to the purchaser from the channel. For example, some luxury goods are difficult to transport back to China through formal transportation. We need to increase labor costs, hire a round-trip passenger or friend to bring products back to China. This will create a flow cost.

Finally, the researcher believes that the purchasing marketing model should be combined with the traditional marketing model and there will be good results in finding new customers. The suggestion are: purchasing has its own customer base and customer source area and it is recommended to be located. In the exhibition stores where the products are opened in the region, customers who need to know the products at a close distance which can take the established stores to try and listen. If the traffic is not convenient, we can provide the door-to-door service for the expansion of the source of customers. We need to increase customer satisfaction with us and give customers a value proposition that belongs to us. This way the guests will be more certain about the product as a result of increasing the order rate, thereby increasing profits.

6.ACKNOWLEDGEMENTS

Over time and with age, my two-year postgraduate study career is coming to an end. On the occasion of this master's thesis, looking back over the past two years, I can't help sighing with emotion . In those years, my passion is burning and branding scientific research footprints, distress, confusion and jealousy have once plagued me; challenges, transcendence, and setbacks have continually inspired me. This road has come, dreams and persistence have never given up! Looking back at the past two years, there are too many touches and there are too many people who need to thank. Thanks to the teachers, classmates and relatives who have given me the encouragement, tempering, support and help in this time!

Thanks to my dear alma mater, Rangsit University, in the days and nights of my studies, I has lived and grew in your arms. It is so kind and warm. Nowadays, I am deeply acquainted with your studies. No matter where I am going, you will always be the home of my soul.

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The Comparative Study of Business Performance for Textile Industry Utility System in Thailand, Bangladesh, Vietnam and Pakistan by B Company Score

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ABSTRACT

Company B promotes textile utility system engineering job. Mainly in Thailand, Bangladesh, Vietnam and Pakistan. Due to varying conditions using normal commercial ways to compare marketing performance would be unrealistic. By using internal data, and the DEA (Data Envelopment Analysis), this study will provide accurate results to performance.

Annual evaluation showed greater results in later years. 2009 is the worst year due to the 2008 global financial crisis. Market comparison at strong and weak relative efficiency leaded by Thailand and Pakistan respectively.

Keywords: *Comparative Study of Business Performance, Textile Industry Utility System, Data Envelopment Analysis*

1. Introduction

Textile is industry's basic core. Company B promotes textile utility system engineering job in Thailand, Bangladesh, Vietnam and Pakistan. Company B is an engineering contractor therefore; using sales quantity to measure performance would be unrealistic. The prosperity of the business varies greatly annually, and it is difficult predict the following years business prosperity. As there are minimal accounts regarding textile utility system in South and South-East Asia, this paper plans to find the answers to the following areas in 2006-2017:

- Annual performance
- Marketing performance
- Effect of external influences on performance
- Effects from reduction of fixed costs.

2. Literature Review

The definition of "performance" includes the terms "efficiency" and "effectiveness". The term "efficiency" came from engineering roots, comparing the different between output to input, the maximum value is always 1 or 100%. The term "effectiveness" includes all the aspects of "efficiency" but includes a sense of direction. Using simple terms "efficiency" can be explained by "doing the things right" while "effectiveness" can be explained by "doing the right things". (Chen, 2012) Efficiency's definition can further be divided into two parts: "technical efficiency" and "scale efficiency". A firm must have the technical efficiency, and with additional scale efficiency the firm can increase their production output. (Wu & Ho, 2008)

A good study of analyzing efficiency should include efficiency value and needs to be able to point out the method to increase efficiency, meanwhile, can provide future planning for the decision maker. (Lewin & Minton, 1986)

DEA is using "envelopment" ways to put the analyze target's DMU (Decision Making Unit) onto a geometric graph according to input and output values. Using the highest output and lowest input DMU points creates the "efficiency frontline". (Farrell, 1957) (Chiou, 2007) Then evolved CCR (Strong Measure of Relative Efficiency) and BCC (Weak Measure of Relative Efficiency), thus DEA became the most reliable quantitative analysis method. (Charles, Cooper, Rhodes, 1978) (Banker, Charles, Cooper, 1984) Due to the high elasticity of the input and output items of the DEA method, can use various directions to read the results of the analyze target. Therefore, the DEA method is objective. (Wu & Ho, 2008) (Chang, 2014)

Due to most of the engineering jobs are customized, it causes a big portion of range small size engineering company performing better. (Schiersch, 2012) International companies handle different markets; some time the largest market does not own the best performance. (Lai, 2009)

Company B started to forward business since 1995 from Taipei. In 2001 it switched head office to Bangkok in order to approach major market with ease, and to deal with large trade houses such as "Marubeni" and "Itochu" to further extend the business.

3. Methodology

Firstly, collect company B's data and organize as following items.

1. Cost : Each year single market fix cost (USD)
2. Quotation : Each year single market create how many quotation to customer (No.)
3. Project : Each year single market deal how many project with buyer (No.)
4. Order : Each year single market total deal project amount (USD)
5. Income : Each year single market total deal project cross profit amount (USD)
6. Benefit : Each year single market total deal project net profit amount (USD)

Market	Thailand		Bangladesh		Pakistan		Vietnam	
Year	Q(No.)	P(No.)	Q(No.)	P(No.)	Q(No.)	P(No.)	Q(No.)	P(No.)
2006	31	4	120	16	14	2	24	2
2007	20	11	87	22	14	2	9	5
2008	16	3	71	16	6	1	6	3
2009	15	2	79	8	14	1	13	1
2010	16	8	81	12	27	2	19	1
2011	18	2	62	12	18	3	11	1
2012	22	6	77	9	20	1	8	1
2013	13	6	90	15	18	3	9	2
2014	9	1	78	12	19	1	6	2
2015	7	3	103	13	9	1	3	1
2016	11	2	87	28	9	1	3	1
2017	9	3	88	23	14	1	2	1

	Cost (USD)			
	Thailand	Bangladesh	Pakistan	Vietnam
2006	241,784	648,551	87,236	85,128
2007	199,979	636,185	81,529	225,737
2008	230,039	778,809	34,201	229,635
2009	277,221	674,612	36,715	159,619
2010	279,745	811,056	54,014	134,237
2011	171,976	765,106	56,780	143,281
2012	650,370	410,726	43,978	136,797
2013	337,508	531,051	178,306	236,049
2014	333,941	750,361	52,484	96,582
2015	273,000	701,672	58,924	90,295
2016	158,932	921,060	46,753	137,979
2017	183,708	939,145	88,238	87,342

	Order (USD)			
	Thailand	Bangladesh	Pakistan	Vietnam
2006	344,322	2,177,625	236,594	128,789
2007	723,673	7,438,685	409,411	2,167,950
2008	446,781	3,386,676	5,322	474,980
2009	318,004	1,203,372	8,403	85,864
2010	878,446	4,558,170	153,341	14,304
2011	333,188	4,188,807	178,511	84,728
2012	3,724,238	1,616,600	5,094	37,454
2013	1,411,060	2,743,234	1,126,469	1,149,497
2014	1,428,430	4,026,050	55,428	97,844
2015	1,369,572	4,136,834	105,318	58,229
2016	376,593	9,506,725	22,905	852,460
2017	722,133	11,895,275	804,317	64,480

	Income (USD)			
	Thailand	Bangladesh	Pakistan	Vietnam
2006	112,344	195,756	34,663	6,632
2007	216,220	764,984	111,825	186,707
2008	161,992	323,815	1,457	101,474
2009	119,945	100,994	3,273	4,853
2010	307,770	455,502	55,715	3,974
2011	145,133	608,625	40,045	10,880
2012	352,321	301,465	844	6,481
2013	532,468	543,305	412,517	370,959
2014	646,507	623,762	18,391	35,330
2015	464,950	745,832	43,203	18,670

2016	151,544	2,037,127	7,940	252,341
2017	327,975	1,548,497	250,441	26,724

Each market owns a total of 12 annual data and covers 4 markets, which accounts to 48 DMUs. This study uses single input compare with single output DEA calculation ways and set 10 DEA calculation model.

Each DEA calculation model handles CCR, BCC-I (Input-oriented) & BCC-O (Output-oriented) 3 kind of efficiency calculation way.

Also forward these efficiency values going to calculate SE (Scale Efficiency) & RTS (Returns to Scale) in order to find out the development conditions of each market and propose improvement directions.

4. Results

CCR (Average between Thailand, Bangladesh, Pakistan & Vietnam)										
In	C						P		O	Q
2006	0.378	0.398	0.178	0.109	0.000	0.218	0.089	0.024	0.338	0.220
2007	0.224	0.619	0.591	0.395	0.089	0.219	0.182	0.057	0.419	0.676
2008	0.181	0.345	0.168	0.141	0.000	0.318	0.092	0.042	0.521	0.486
2009	0.317	0.239	0.073	0.062	0.000	0.298	0.071	0.031	0.499	0.172
2010	0.399	0.399	0.231	0.240	0.018	0.259	0.102	0.042	0.601	0.349
2011	0.290	0.396	0.220	0.213	0.000	0.263	0.115	0.057	0.514	0.253
2012	0.367	0.278	0.198	0.118	0.000	0.266	0.148	0.038	0.341	0.254
2013	0.174	0.324	0.405	0.571	0.338	0.173	0.239	0.173	0.696	0.458
2014	0.278	0.267	0.231	0.307	0.127	0.298	0.327	0.284	0.716	0.293
2015	0.179	0.262	0.263	0.326	0.104	0.296	0.164	0.106	0.688	0.450
2016	0.189	0.326	0.382	0.455	0.278	0.345	0.246	0.158	0.693	0.427
2017	0.162	0.289	0.522	0.579	0.445	0.306	0.285	0.175	0.721	0.525
Out	Q	P	O	I	B	B+	O	I	I	P

BCC-I (Average between Thailand, Bangladesh, Pakistan & Vietnam)										
In	C						P		O	Q
2006	0.584	0.495	0.401	0.312	0.247	0.247	0.353	0.328	0.342	0.247
2007	0.378	0.742	0.740	0.491	0.287	0.287	0.491	0.235	0.434	0.749
2008	0.437	0.501	0.483	0.425	0.335	0.335	0.497	0.432	0.621	0.538
2009	0.484	0.382	0.390	0.365	0.330	0.330	0.656	0.656	0.539	0.183
2010	0.488	0.479	0.469	0.437	0.322	0.322	0.564	0.427	0.623	0.361
2011	0.397	0.454	0.467	0.429	0.293	0.293	0.600	0.479	0.520	0.270
2012	0.559	0.399	0.473	0.379	0.291	0.291	0.781	0.569	0.508	0.264
2013	0.337	0.378	0.491	0.651	0.406	0.406	0.313	0.267	0.697	0.488
2014	0.445	0.386	0.497	0.580	0.427	0.427	0.760	0.646	0.725	0.315
2015	0.468	0.391	0.521	0.575	0.384	0.384	0.712	0.640	0.718	0.486
2016	0.425	0.566	0.654	0.707	0.634	0.634	0.786	0.875	0.839	0.557
2017	0.368	0.454	0.722	0.717	0.589	0.589	0.833	0.785	0.794	0.630
Out	Q	P	O	I	B	B+	O	I	I	P

BCC-O (Average between Thailand, Bangladesh, Pakistan & Vietnam)										
In	C						P		O	Q
2006	0.684	0.478	0.215	0.124	0.000	0.492	0.142	0.084	0.353	0.322
2007	0.438	0.721	0.668	0.457	0.113	0.661	0.409	0.252	0.489	0.761
2008	0.499	0.538	0.423	0.415	0.000	0.534	0.197	0.145	0.650	0.556
2009	0.550	0.359	0.322	0.315	0.000	0.483	0.121	0.071	0.536	0.205
2010	0.603	0.486	0.386	0.425	0.268	0.568	0.240	0.192	0.665	0.403
2011	0.459	0.456	0.356	0.318	0.000	0.595	0.235	0.195	0.572	0.306
2012	0.578	0.373	0.451	0.394	0.000	0.525	0.329	0.171	0.544	0.298
2013	0.404	0.416	0.439	0.679	0.436	0.742	0.447	0.517	0.744	0.518
2014	0.422	0.331	0.328	0.445	0.176	0.687	0.424	0.398	0.780	0.343

2015	0.347	0.329	0.346	0.454	0.141	0.701	0.317	0.326	0.763	0.520
2016	0.366	0.459	0.655	0.771	0.380	0.868	0.402	0.405	0.836	0.541
2017	0.355	0.447	0.835	0.868	0.519	0.812	0.478	0.434	0.844	0.638
Out	Q	P	O	I	B	B+	O	I	I	P

Based on annual DEA comparisons there are 2 DEA calculation model shows better performance in early years (Quotation and Project compare Cost). All others model shows better performance in later years.

CCR (Average between 2006 ~ 2017)					
Input	Thailand	Bangla-desh	Pakistan	Vietnam	Output
Cost	0.126	0.251	0.521	0.147	Quotation
	0.306	0.396	0.458	0.221	Project
	0.255	0.498	0.217	0.185	Order
	0.385	0.321	0.295	0.171	Income
	0.144	0.097	0.161	0.063	Benefit
	0.155	0.048	0.635	0.248	Benefit+
Project	0.234	0.201	0.107	0.145	Order
	0.181	0.063	0.074	0.078	Income
Order	0.784	0.309	0.661	0.496	Income
Quotation	0.510	0.330	0.199	0.481	Project

BCC-I (Average between 2006 ~ 2017)					
Input	Thailand	Bangla-desh	Pakistan	Vietnam	Output
Cost	0.172	0.628	0.701	0.288	Quotation
	0.326	0.539	0.692	0.319	Project
	0.365	0.523	0.789	0.427	Order
	0.451	0.389	0.804	0.378	Income
	0.269	0.180	0.760	0.306	Benefit
	0.269	0.180	0.760	0.306	Benefit+
Project	0.445	0.460	0.764	0.779	Order
	0.358	0.238	0.764	0.753	Income
Order	0.785	0.388	0.767	0.513	Income
Quotation	0.519	0.453	0.213	0.512	Project

BCC-O (Average between 2006 ~ 2017)					
Input	Thailand	Bangla-desh	Pakistan	Vietnam	Output
Cost	0.266	0.747	0.652	0.237	Quotation
	0.340	0.655	0.575	0.228	Project
	0.276	0.502	0.739	0.292	Order
	0.457	0.410	0.757	0.265	Income
	0.193	0.148	0.259	0.077	Benefit
	0.636	0.368	0.912	0.640	Benefit+
Project	0.365	0.542	0.139	0.201	Order
	0.373	0.454	0.116	0.121	Income
Order	0.799	0.518	0.765	0.510	Income
Quotation	0.520	0.582	0.202	0.499	Project

Based on market DEA comparisons, Thailand shows the highest performance by CCR calculation. Although Bangladesh creates the highest "Order/Cost" performance, but due to low profit rates this causes the "Income/Cost" rate unable to compete with Thailand. Pakistan owns the highest performance based on BCC-I & BCC-O calculation, but weak on "Income / Project" rate. Vietnam shows lowest performance in all 3 kinds of efficiency ways.

5. Conclusion

Market	Thailand		Bangladesh		Pakistan		Vietnam	
Year	SE-I	SE-O	SE-I	SE-O	SE-I	SE-O	SE-I	SE-O
2006	0.679	0.845	0.903	0.789	0.295	0.993	0.066	0.977
2007	0.943	0.864	0.822	0.790	0.678	0.949	0.884	0.851
2008	0.827	0.850	0.932	0.784	0.015	0.015	0.639	0.850
2009	0.705	0.834	0.638	0.788	0.033	0.031	0.049	0.891
2010	0.943	0.833	0.873	0.782	0.427	0.375	0.040	0.916
2011	0.782	0.881	0.840	0.784	0.331	0.453	0.106	0.906
2012	0.915	0.789	0.948	0.808	0.009	0.007	0.065	0.913
2013	0.854	0.820	0.852	0.796	0.887	0.877	0.905	0.847
2014	0.835	0.820	0.838	0.785	0.171	0.278	0.300	0.979
2015	0.870	0.835	0.823	0.787	0.352	0.473	0.173	0.994
2016	0.800	0.891	0.779	0.779	0.079	0.060	0.998	0.912
2017	0.929	0.873	0.787	0.764	1.000	1.000	0.237	0.109
Average	0.840	0.845	0.836	0.786	0.356	0.459	0.372	0.846
IRS No.	6	0	2	0	10	10	10	2
CRS No.	0	0	0	0	1	1	0	0
DRS No.	6	12	10	12	1	1	2	10

Comparing annual range, record above means that, in early years company B each market try best touch business chance submit quotation to customer, even quotation preparation needs higher manpower and cost support. Then early years also success deal more project compare with later years. But it does not create high performance such as "Order", "Income" & "Benefit" in early years. Late years does not own more projects but each project deals higher amounts. In later years each project's profit rate is also higher, as mentioned very clearly on calculation model "Income/Cost", "Income/Project" & "Income/Order".

Besides that 2009 was the worst year mention on different DEA calculation model. The 2008 global financial crisis effected the South and South-East Asia textile industry so deeply. Company B keeps business direction focused on textile only, but share risk by international business range. When a market is subject to a political or local economic impact, other market's income can balance company B's finance. But worldwide effects impact all markets on the same time, really pushing company B's finance into a danger zone.

Compare market range; above record show more complex condition.

Comparing by CCR calculation Thailand market owns the best efficiency, and match annual range better in late than early years with a stable increase. Bangladesh market is a little weaker behind Thailand market. And Pakistan market is less than Bangladesh market, and yearly efficiency value shows big wave change. Some year's own very low value, but the year 2017 create highest value compare with the other 47 DMUs. Vietnam market average efficiency is the lowest, even count by 12 years separately there are 9 years Vietnam market value is lowest.

Compare by BCC-I & BCC-O calculation both Pakistan market creates the highest efficiency value. But also show SE-I (Scale Efficiency Input-oriented) & SE-O (Scale Efficiency Output-oriented) both lowest compare with others market. And own 10 IRS (Increasing Return to Scale) out of 12 years both on input and output oriented. It means company B market capacity in Pakistan is too small. There is space going to invest more manpower and cost increase business chance as both BCC-I and BCC-O calculation owns high efficiency values.

Both Thailand and Bangladesh market owns good efficiency based on CCR, BCC-I or BCC-O calculation. Both also own high SE-I and SE-O value. On output oriented both also own all 12 years DRS (Decreasing Return to Scale), but Thailand's market showed 6 years IRS & 6 years DRS, and Bangladesh market own all 12 years DRS. It means although Thailand market owns the best efficiency but compared with Bangladesh market on BCC-I calculation output own space going to improve, or need to reduce cost once market business chance was less.

Vietnam market shows the lowest efficiency on all RCC, BCC-I & BCC-O calculation compared with others markets. SE-I was low and SE-O was high then own 10 years DRS on output-oriented calculation. This means Vietnam market does not create enough business record, and spends too much cost. Company B needs to control and reduce Vietnam market cost greatly, in case market share cannot improve.

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A STUDY ON THE ATTRACTION OF FRONTIER TOURISM IN FANGCHENGGANG CITY, GUANGXI, CHINA

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Abstract

The development of border tourism plays a very important role in prospering the economy of border areas.In April 2018, with the approval of China's State Council, the Ministry of culture and tourism and ten other departments jointly issued a notice on the implementation plan for the establishment of the border tourism pilot zone in Fangchenggang city, Guangxi, China. As a rare coastal border city in China, Fangchenggang city has the advantages of border tourism development.However, there is no research on the attraction of border tourism, which can provide reference for the development of border tourism in Fangchenggang city.
Through the collation of related research literature, this paper concludes that the main influencing factors of the frontier tourism attraction of Fangchenggang city are: natural environment, tourism resources, regional transportation, social environment, service facilities, cultural and historical environment and government policy.Based on these seven main influencing factors, a questionnaire is designed to be distributed to tourists and relevant research data are collected. The results show that inadequate infrastructure and supporting services can not meet the growing demand for tourism, which is the most important factor to enhance the attraction of frontier tourism in Fangchenggang city. In view of this problem, this paper puts forward three suggestions to improve the attraction of frontier tourism in Fangchenggang city, which are to provide the quality of tourism employees, to improve the infrastructure construction in the city, and to design the border tourism routes scientifically.
Keywords: *Fangchenggang city,Border tourism, Tourist attraction*

1. INTRODUCTION

Because of the influence of nature, geography, history, international politics and military affairs, economic development's society in China's border areas lags behind seriously. Therefore, it is of special and important significance to care for and support the development of the border areas.In April 2018, with the approval of China's State Council, the Ministry of culture and tourism and ten other departments jointly issued a notice on the implementation plan for the establishment of the border tourism pilot zone in Fangchenggang, Guangxi. Border tourism is a new type of tourism developed by relying on the natural and human resources along the national border. It can enhance the mutual understanding and contact between the border areas and neighboring countries, consolidate the stability of the border, and create more opportunities for economic cooperation and prosperity of the border areas. It plays a very important role in China's opening up and international economic and trade cooperation.

The establishment of border tourism experimental zone makes the development of frontier tourism in Fangchenggang get extensive attention and play an exemplary role. Fangchenggang city is one of the few cities along the border and coastal areas in China.Fangchenggang city, located in the southwest border of Guangxi Zhuang autonomous region, is a coastal port city.It is located at the juncture of south China, southwest China and ASEAN economic circle, and is also the core of Beibu Gulf economic zone. Southwest China is connected with Vietnam, and is the only city in China that is connected with ASEAN countries by land and sea. According to tourism statistics, Fangchenggang city received 20.252 million domestic tourists in 2017, representing an increase of 30.5% over the same period of last year, and tourism revenue was 17.89 billion yuan, up 30.9%.The continuous growth of the proportion of tourism economy promotes the development of Fangchenggang city, economic development.However, with the encouragement and support of the state policy of open and economic development, the competition of the border tourism industry is gradually fierce. The tourist resources of Fangchenggang, development's time is short, the economic base of the area is weak, and the attraction of the border tourism is not enough.It is the key to promote the sustainable development of tourism economy in Fangchenggang city to study the main influencing factors of the attraction of border tourism, find out the advantageous resources and tap the tourism potential.

The tourism environment in the border area of China is very complicated, and the tourism resources background, market conditions and tourism development are very different. This paper analyzes the main influencing factors of the attraction of the frontier tourism in Fangchenggang city, and puts forward some suggestions to enhance the attraction of the frontier tourism in accordance with the actual situation. It is of great practical significance to enhance the competitiveness of urban development.

2. RESEARCH METHODS

This paper focuses on two issues:

1）what factors affect the attraction of border tourism?

2）how to effectively enhance the attraction of border tourism?

In order to achieve the purpose of this study, according to the relevant literature collection and induction of border tourism and tourism attraction, determine the main influencing factors, according to the main influencing factors, using empirical method to design the content of the questionnaire, based on the perception of tourists to collect data, and analysis, draw Fangchenggang city border tourism development status, and put forward effective suggestions to enhance the attraction of border tourism.

Referring to the concept of border tourism proposed by Chinese scholars Liu Xiaobei (2004)and Wei Guozhao(2008), this paper defines border tourism as follows: tourist activities in border areas.The research scope of this paper includes all the tourism activities with Fangchenggang city as the destination. The definition of tourist attraction refers to the definition of tourist attraction introduced by Chinese scholar Wu Bihu in his a systematic study of the domestic tourist market in China in 1999: the tourist attraction of destination is the degree of tourist attraction, which comes from the combination of landscape resources, infrastructure, popularity, service and other factors.

According to Chinese scholar Chen Yanying(2004), pointed out in his paper the attraction system of tourist destination and its management that the composition of attraction of tourist destination includes tourist resources, tourist services and tourist environment.Scholars Liu Xiaobei(2004) and Liu Yongming(2008) concluded that border tourism has a policy.The scholar Yang Fang(2010) put forward that because of the particularity of the political environment, the safe and stable social environment is an important factor affecting the development of border tourism.Xie Chunshan(2001), a Chinese scholar, points out that tourism culture is the external manifestation of mind's factors, such as human inner values and aesthetics, and the quintessence of tourism. Scholar Li Xue(2009) found that tourism location traffic can directly determine the conditions, status and role of the development of border tourism.The superior traffic conditions can effectively shorten the time of tourists to the destination and improve the level of border attraction.

Through the summary of the relevant literature, the main influencing factors of the frontier tourism attraction of Fangchenggang city are: natural environment, tourism resources, regional transportation, social environment, service facilities, cultural and historical environment and government policy.

This paper uses the IPA (importance-performance) analysis method proposed by martilla and James in 1997.In the IPA grid, the horizontal axis represents the importance of the object of study, and the vertical axis represents its performance, that is, satisfaction.The space is divided into four quadrants with the average value of the importance and performance of the object as the dividing line of X axis and y axis.It can be concluded that the evaluation of the importance of indicators in the eyes of tourists and the actual gap between the perception of tourists.

3.ANALYSIS ON THE PRESENT SITUATION OF FRONTIER TOURISM IN FANGCHENGGANG CITY

A total of 400 questionnaires were sent out in this study, from December 10 to 25, 2018. The paper questionnaires were distributed in the top eight scenic spots of Fangchenggang city tourism Bureau website, and the tourists who participated in the tourism activities were selected as the research objects.A total of 317 valid samples were collected from 83 invalid questionnaires that had not been to Fangchenggang city and the answers were missing.Through the analysis of the data, the main influencing factors of border tourism in the performance of tourists perception.

The cronbach's alpha confidence value of each dimension was greater than 0.6, and the cronbach's alpha confidence value of the whole questionnaire was 0.807. It showed that the reliability of each dimension and the whole questionnaire was good. Kmo value and Bartlett spherical test were used as the validity index in this study.It is generally believed that when the kmo value is greater than 0.5, the correlation degree of each factor is similar. The closer the statistic is to 1, the stronger the partial correlation between variables is, and the better the effect of factor analysis is.The kmo value of this questionnaire is 0.837, and the significance of the Barrett ball test is 0.00, which indicates that the factors are interrelated and the values are related.

The proportion of male and female tourists participating in frontier tourism in Fangchenggang city is more balanced, mainly tourists aged 19-40, with higher academic qualifications and a higher proportion of undergraduate and master degree students, mainly employees and students of enterprises and institutions. The major tourist groups have lower monthly salaries and lower consumption level. The following figure can be obtained by bringing related data into the IPA two-dimensional tetragonal graph:

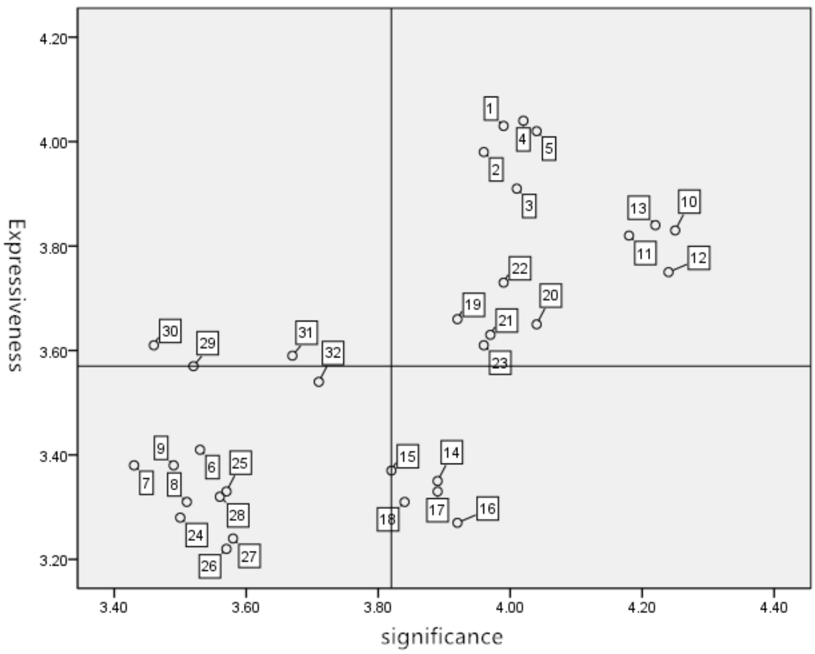

Figure 1 Importance performance comparison chart

Face	factor	Index number	Index description
Elements of attraction of frontier tourism in Fangchenggang city	Natural landscape environment	A1	Golden beach is a fine beach with fine sand, soft gold and calm water
		A2	Shiwan mountain forest park of national nature reserve has beautiful scenery
		A3	The world's only national Jinhua tea nature reserve is fascinating
		A4	The largest and most typical bay mangrove landscape in China is unique
		A5	Fangchenggang is comfortable, not stuffy, hot in winter, not cold in summer and not hot in summer.
	Social environment	B1	The port landscape is unique, and the border customs are prosperous.
		B2	Social stability and public security harmony in Fangchenggang city
		B3	The social economic development level of Fangchenggang city is relatively high.
		B4	The citizens of Fangchenggang city are hospitable and have high comprehensive quality
	Tourism resources	C1	There are many kinds of border folk culture, activities and special snacks.
		C2	Sino-vietnam cooperation tourism products (tourism route design) in Fangchenggang city have more choices
		C3	The scenic area is rich in recreational activities.
		C4	The products with Vietnamese characteristics can be selected for the scenic spot
	Infrastructure services	D1	The ticket price of scenic spot is reasonable
		D2	The cost of catering and accommodation in Fangchenggang city is reasonable and satisfactory
		D3	Border tourism transportation cost and tourism expenditure are reasonable
		D4	The traffic convenience of each scenic spot is higher
		D5	Professional service and good attitude of scenic spot staff
	Cultural and historical environment	E1	The traditional culture charm of the Jing nationality is displayed in the Jing nationality museum.
		E1	Dabanyao mountain culture is amazing
		E2	Du Xuan Qin of Jing nationality in intangible cultural heritage
		E3	The ruins of the ancient town are well preserved, such as the friendship bridge between China and Vietnam, the boundary stone of the first daqingguo, etc.
		E4	Tourists' curiosity and general acceptance of Vietnam's ethnic and cultural differences (language, clothes, etc.)
	Location traffic environment	F1	Short journey time to Fangchenggang
		F2	Reasonable transportation (motor car, plane, car) to Fangchenggang city
		F3	Fangchenggang city to Vietnam xialong bay sea travel route convenient transportation

	F4	Fangchenggang city is the only city connected with ASEAN by land and sea in China.
	F5	Fangchenggang city is an important node of the north-south gold tourism belt in Guangxi province
Government decision	G1	Ease and ease of clearance
	G2	Key projects supported by state border tourism policy
	G3	The government's financial support for scenic spots
	G4	Propaganda department's propaganda on scenic spots

Table 1 impact index of frontier tourism attraction of Fangchenggang

According to the analysis of the inner impetus of the frontier tourism attraction of Fangchenggang city, the tourists are satisfied with the natural landscape environment, tourism resources and human history environment of the frontier tourism of Fangchenggang city, which needs to be maintained.The clearance procedures for cross-border tourism in Fangcheng port and the government's policy and funding support for development are relatively perfect, and there is no need for special optimization, experience is better, so tourists generally believe that only the status quo. The publicity of social environment, traffic location and tourist attractions is not very satisfactory and needs to be improved, but at this stage the attention of tourists is not high enough, and the promotion of social environment and traffic location is also more difficult, the need for overall planning, and in a short time, the promotion effect is not obvious, the perception of tourists will not change significantly. The expansion of tourism promotion channels takes time and a lot of money, so we should focus on the infrastructure that needs to be improved.According to the IPA material-performance analysis results show that the overall development level of infrastructure and supporting services is not high in Fangchenggang city to enhance the attractiveness of border tourism the most important factors.

4.SUGGESTIONS ON THE PROMOTION OF FRONTIER TOURISM IN FANGCHENGGANG CTIY

According to the research results, the author thinks that Fangchenggang city should speed up the construction of tourism infrastructure and supporting service system.

(1) strengthening the training of tourism employees and building high-quality tourism teams

We will implement a new mechanism for the introduction and training of tourism personnel and strengthen the building of a contingent of tourism personnel.Relevant tourism management departments should actively play the role of supervision and guidance, through tourism education, scientific research institutions to establish a smooth contact mechanism, train and transport professionals for the tourism industry, improve the overall quality of tourism employees and service level. Tourism enterprises should establish a reasonable employment mechanism, make use of all kinds of preferential conditions to attract talents, provide training and further education opportunities for employees, constantly update their service knowledge and professional skills, enhance the comprehensive quality of employees, and provide talent motivation for Sustainable development in border tourism, so as to meet the various service needs of tourists.

(2) improve the construction of urban infrastructure

According to the document plan for the implementation of the construction of the pilot area, mind, relevant departments should encourage social capital investment in the construction of tourist hotels, in the urban areas and major scenic spots to build a number of high, medium and low-grade matching star-grade hotel groups, to comprehensively enhance the level of tourist reception services. We will actively build urban tourism complexes, with tourism services at the core, and transform and build tourism reception services infrastructure in tourist areas with high standards. Form high-end, mid-end and the public combined with the various grades of tourism destination products in line with market demand, to attract tourists at all levels of the market.

(3) scientifically designing the border tourist routes to improve the connection between the scenic spots

The design of tourist routes has an important influence on the rational utilization of tourist resources and can enhance the attraction of tourist products.Scientific and rational design of border tourism routes, increase the tourism products with characteristics, at the same time, reasonable planning of urban transport facilities, improve the accessibility of traffic between the various attractions, to attract passenger flow scenic spots, enhance the attraction of border tourism, has an important role. It can expand the tourist market, extend the stay time of tourists, increase their consumption expenditure, and enrich the multi-level development of border tourism.

Fangchenggang city is rich in tourism resources, high resource endowments, border tourism prospects are very broad, through a reasonable layout of resources planning, improve infrastructure construction, enhance the quality of tourism practitioners, can effectively enhance the attraction of border tourism, promote urban economy of Sustainable development.

5.Conclusion

There are eight main influencing factors of frontier tourism in Fangchenggang city: natural environment, tourism resources, location traffic, social environment, service facilities, cultural and historical environment, tourism market demand and government policy.Comprehensive evaluation, the development status of border tourism is good, but the overall development level of infrastructure and supporting services is not high, which is the most important factor to enhance the attraction of border tourism in Fangchenggang city. The construction of tourism infrastructure and supporting service system should be accelerated.To enhance the attraction of frontier tourism in Fangchenggang city is helpful for tourists to form the identity of tourism destination and has profound significance for the development of frontier tourism.

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Service Marketing Mixes Affecting Chinese Undergraduate Passengers' Airline Satisfaction for the Route to Thailand

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Abstract

This research aimed to study service marketing mixes affecting satisfaction of Chinese Students in a private university. The research instrument was questionnaire consisting of 3 parts as 1) personal information and behavior 2) service marketing mixes affecting the satisfaction and 3) additional suggestions. The instrument used a 5-rating level (Likert's Scale). The questionnaires' content validity was from 3 experts in the field of airline business and then translated into Chinese language. The reliability of the questionnaire from 40 sets of tryout from Chinese students in other private university was 0.88. The sample size based on Krejcie & Morgan table was 175 Chinese students out of 320 Chinese students from International College, Kasem Bundit University. The results of the study found that the highest scored factors affecting the satisfaction was product (mean = 4.11) and the lowest scored factor was process (mean = 4.70). Though, every factor was rate at a high level.

Keywords: *Satisfaction, Airline, Service Marketing Mixes, Chinese*

Introduction

Due to insufficient university and high competition in Chinese universities, Thailand is considered as a country for higher education or universities for the middle-class Chinese family whose children could not study in the Chinese universities. The reasons that Chinese parents send their children to study in Thailand are because they can afford the tuition fee for international colleges in Thailand, diverse business administration courses and possibility to do business in Thailand after graduation. In addition, Southern part of China is closed to Thailand. It is easier to come to Thailand within 1.5-2 hours from Yunnan with low cost airlines and national flags. Therefore, Chinese parents in Southern part of China, send their children to study in Thailand due to cultural similarity. Furthermore, there are numbers of high schools in Yunnan and Kunming providing Thai language and cultural knowledge for Chinese students before coming to Thailand. The parents expect that their children can adapt themselves in Thailand easily. In 2018, it estimated that there was around 8,000-9,000 Chinese students in Thai university in popular faculties such as Business Administration, Communication Arts, Hotel and Tourism (Manager Online, 2018).

Objective

To study service marketing mixes affecting Chinese undergraduate passengers' airline satisfaction for the route to Thailand.

Significance of the Study

To gain the knowledge of service marketing mixes affecting Chinese undergraduate passengers' airline satisfaction for the route to Thailand and used the information for the further study

Concept, Theory and Related Researches

The researcher included the concept of satisfaction, service satisfaction and service marketing mixes theory and related researches as:

Satisfaction

Satisfaction is important for marketing since it determined the service marketing mixes to use or to emphasize. Satisfaction of one may be different from another, based on experience, perception, values, expectation, and personal factors such as gender, age, income level, etc. However, the satisfaction must be fulfilled after consuming product or service. The repeated satisfaction causes repeated purchase and loyalty to product or services (Kotler and Armstrong, 2014).

Thought, service is much difficult to be fulfilled with satisfaction due to the characteristics of service as intangible, perishable, inseparable, variable, etc. Service satisfaction, unlike product depends on the situation of users. Service will be evaluated or satisfied based on holistic or personal evaluation (Lovelock, Patterson and Wirtz, 2014).

Service Marketing Mixes

Service Marketing Mixes are extended traditional marketing mixes or 4P's which is used as a tool to respond and increase the needs of customer. Three additional service marketing mixes are people, process and promotion. The service marketing mixes are used to deliver and respond service satisfaction of customers.

1. Product and Service can be service of the airline, meal, brand name, etc.
2. Price determined values appeared on ticket. Pricing can be based on promotion; pricing can be based on cost such as oil price, etc.
3. Place can be distribution of ticket selling, such as website, online, agent.
4. Promotion includes communication tools such as media, advertisement, public relation, salespersons. It can increase or encourage sales volume.
5. People are persons who provide service such as ground service officer, flight attendants, and reservation officers. People who provide service are expected to be punctual, polite, informative and responsive to passengers.
6. Process can be check-in, loading, in-flight service, etc. Some process can be done by passengers or customers such as website reservation, etc.
7. Physical Evidence is the environment encouraging using service. It can be in form of atmosphere, decoration, or factors affecting 5 human senses.

Related Researches

Namfon Channual (2013) did the research titled "Factors Influencing the Decision making of Chinese tourists travelling in Thailand. The researchers used 400 sampled Chinese tourists who used Thai Air Asia. The research instrument was questionnaires. The results of the study found that the most respondents were females whose age between 25-30 years old, earned diploma with salary of 5,001-7,000 Yuan or about 25,000-35,000 Baht. The results of service marketing mixes were at high level. Based on the behavioral analysis, it found that the first travellers prefer agencies service since they do not have prior information to travel in Thailand. They were told to visit the popular natural attractions in the Southern Part of Thailand.

Jiao (2016) did the research titled "Chinese tourist behavior affected to use full service airlines and low cost airlines in Thailand" The researcher used in-depth interview with 8 Chinese tourists who used Thai full service and low cost airlines. The samples live in the Southern Part of China such as Shanxi Province, Yunnan Province and Guangdong Province. The results of the study found 10 factors from Chinese tourists to make decision for using Thai airlines as 1) Safety 2) Ticket fare 3) flight schedules 4) punctuality 5) on-board comfort 6) airline staff service 7) on-board food and beverage service 8) amount of weight of luggage, 9) travel companions and 10) journey convenience. The study also showed that the Chinese tourists would like have easier payment channel and they would like to gain more information in Chinese language from the Chinese online social network such as WeChat, Sina blog.

Research Method

Population and Sampling

Population in the study was 320 Chinese students who are currently studying at International College, Kasem Bundit University. They are from 6 different majors as Business Administration, English for Communication, Aviation Industry Management, Hotel Management, and Thai Language for Foreigners. The samples size referred by Krejcie & Morgan table was 175. Convenience sampling was applied to the Chinese students.

Research Instrument

The research instrument is questionnaires consisted of 3 parts as:

Part 1: Personal factors included the questions of genders, ages, year, major, revenue per month, province (domicile) and behavior included most frequently used airline, frequency per year, influencer, cost for ticket and payment type.

Part 2: Service Marketing Mixes for Airline included product (service), price, place (channel of distribution), promotion, people, process and physical evidence. Likert's Scale in part 2 indicated 5 ranges as below:

4.20 – 5.00	Highest
3.40 – 4.19	High
2.60 – 3.39	Moderate
1.80 – 2.59	Low
1.00 – 1.79	Lowest

Part 3: Additional Suggestion

In order to construct the good quality of questionnaire, content validity by three experts from airline business were invited. After checking the content, the questionnaire was translated into Chinese language and then 40 sets of the questionnaires were pre-test or tryout by the similar groups of samples, which are the Chinese students from a private university. The reliability was 0.88.

Data Collection

The researcher collected the data from 175 samples from 6 majors at International College, Kasem Bundit University, from 18-22 February, 2019

Data Analysis

Descriptive statistics such as frequency, percentage were used in the questionnaire part 1: demographic profiles and mean and standard deviation were analyzed in the questionnaire part 2: service marketing mixes and Part 3 content analysis.

Results of the Study

Personal Factors and Behavior	Frequency	Percentage
1.Gender		
Male	82	46.9
Female	93	53.1
2.Age		
Less than 20 years old	14	8
20-23 years old	64	36.6
More than 23 years old	97	55.4
3. Year		
First Year	16	9.1
Second Year	53	30.3
Third Year	52	29.7
Fourth Year	42	24
More than Fourth Year	12	6.9
4. Major		
Business Administration	35	20
English for Communication	39	22.3
Aviation Industry Management	30	17.1
Hotel Management	70	40
Thai Language for Foreigners	1	0.6
5. Revenue Per Month		
Less than 10,000 Baht	49	28
10,001-20,000 Baht	57	32.6
20,001-30,000 Baht	62	35.4
More than 30,0001	7	4
6. Province (Domicile)		
Yunnan	65	37.14
Guangxi	101	57.71
Shandong	3	1.71
Shanghai	4	2.29
Beijing	2	1.14

7. Most Frequently Used Airline		
Thai Airways	57	32.6
Thai Air Asia	55	31.4
Bangkok Airway	59	33.7
Others	4	2.3
8. Frequency Per Year		
1-2 times per year	66	37.71
3-4 times per year	66	37.71
5-6 times per year	38	21.71
More than 6 times per year	5	2.86
9. Influencer		
Myself	45	25.71
Friend	58	33.14
Parents	61	34.86
Sales Point	11	6.29
10. Cost for Ticket		
2,500 Baht	41	23.43
2,500-5,000 Baht	73	41.71
5,000-7,500 Baht	55	31.43
More than 7,500	6	3.43
11. Payment Type		
Cash	43	24.6
Credit Card	69	39.4
Money Transfer	57	32.6
Web Pay	6	3.4

Table 1: showed frequency and percentage of personal information and behavior

The result of personal factors showed that the respondents are 93 females (=53.1%) and 82 males (=46.9%), the highest age range was 97 students whose age more than 23 years old (=55.4%), most respondents were from second year (=30.3%) and third year (=29.7%), the students from hotel management were highest (=70%), revenue per month were about 20,001-30,000 Baht (=35.4%) and 10,001-20,000 Baht (=32.6%), the provinces or domiciles of the students mostly were from Guangxi (=57.71%) and Yunnan (=37.14%).

The results of the behavior showed that the samples frequently used 3 airlines as Bangkok Airways (=33.7%), Thai Airways (=32.6%) and Thai Air Asia (=31.4%), frequency of flying per year was 1-2 times per year (=37.71%) and 3-4 times per year (=37.71%). The influencers of buying tickets are parents (=34.86%), friends (=33.14%). The cost of ticket were around 2,500-5,000 Baht (=41.71%) and payment type were by credit card (=39.4%) and money transfer (32.6%).

Service Marketing Mixes Affecting Satisfaction	Mean	S.D.	Meaning
1. Flight time period meets your needs	4.28	0.84	Highest
2. Flight punctuality	3.96	0.88	High
3. The taste of on-board dining	4.26	0.86	Highest
4.Airline reputation and credibility	4.18	0.85	High
5. Existing aircraft conditions	3.94	0.84	High
6. High quality ground service	4.10	0.92	High
7. High quality on board	4.26	0.82	Highest
8. Convenience of onboard entertainment and onboard activities	3.86	0.84	High
9. The fare matches the service you enjoy	3.82	0.84	High
10. The fare matches the flight fare	3.94	0.82	High
11. The fare matches the meal on board.	3.88	0.89	High
12. Convenient booking	3.94	0.85	High
13. Reservation office information service is helpful.	3.66	0.85	High
14. Easy to pay fare.	3.88	0.86	High
15. Air ticket promotions to stimulate consumption	3.88	0.85	High
16. Ticket benefits, and other special rights can be obtained through points and activities	3.64	0.84	High
17. Be able to see airline advertisement on major social media	3.70	0.81	High
18. The airline provides attractive public relation.	3.90	0.81	High
19. Sales staffs are helpful and informative.	3.94	0.89	High
20. Airline has some offline activities that attract consumers	3.86	0.91	High
21. Airline organization activities that are meaningful to society and the environment	3.90	0.88	High
22. Ground staff is good	3.80	0.84	High
23. Ground staff give good service	3.78	0.87	High
24. Ground staff can serve Chinese well	3.66	0.81	High
25. Flight attendants have good personality and disciplines	3.60	0.80	High
26. Flight attendants provide excellent service	3.74	0.83	High
27. Flight attendants can serve Chinese well	3.66	0.84	High
28. The pilot has enough experience and is able to operate the aircraft well.	3.78	0.79	High
29. The ticket ordering system is easy to operate and has simple steps	3.62	0.82	High
30. Have enough ordering and payment channels	3.86	0.87	High
31. Provide ticket change and refund service	3.78	0.89	High
32. Check-in and ticket checking process is convenient and fast	3.62	0.84	High

33. The security process is convenient and rapid	3.64	0.83	High
34. The airline's counter decoration is eye-catching and easy to be discovered by customers.	3.74	0.84	High
35. Counter service has a very friendly atmosphere	3.74	0.88	High
36. Airlines have unique and obvious signs that are easy for passengers to remember	3.74	0.84	High
37. Check-in counters are clean and tidy	3.72	0.77	High
38. The cabin environment is clean and tidy	3.66	0.88	High

Table 2: showed mean and standard deviation of service marketing mixes

Overall, the service marketing mixes gained high level (the range from 3.40 – 4.19). However, there are highest levels (range from 4.20 -5.00), flight time period meets the needs (mean = 4.28), high quality on board (mean = 4.26) and the taste of on-board dining (mean = 4.26), respectively. When considered the service marketing mixes in each factor, product was ranked as the first high (mean = 4.11).

Service Marketing Mixes Affecting Satisfaction	**Mean**	**Meaning**
1.Product	4.11	High
2.Price	3.88	High
3.Place	3.83	High
4.Promotion	3.83	High
5.People	3.72	High
6.Process	3.70	High
7.Physical Evidences	3.72	High
Total Service Marketing Mixes	3.83	High

Table 3: showed mean and meaning of service marketing mixes

Part 3 Additional Suggestion

The results of the written part in the questionnaire concluded that the airline should developed diverse communication channel for Chinese student passengers in Chinese language and through the media that they could access online such as WeChat, Sina Blog since there are numbers of Chinese students from Southern Part of China would like to use the airline service and many would like study in Thailand due to cultural similarities. Besides, some Chinese students suggested that aircrews for Route to China should be able to speak Chinese since they would like to ask about the airline service process and some information about Thailand. The Chinese students recommended that the check-in process and ticketing should be faster.

Conclusion and Discussion

Overall, the highest service marketing mixes was product (mean = 4.11) whereas other service marketing mixes were also not different. The Chinese students preferred punctuality, on-board service and meal provided by Thai airlines. This similar with the related research titled "Chinese tourist behavior affected to use full service airlines and low cost airlines in Thailand (Jiao, 2016) that Chinese tourists from Southern part of China preferred Thai airlines because of safety, punctuality of flight and on board service and they would like to know more information of airline in Chinese language from the on-line channels such as WeChat, Sina blog since they do not access some on-line tools such as facebook and line. From the in-depth interview, Chinese travellers preferred easier approach.

Recommendation

1. In order to gain more information, the research should have in-depth interview as a qualitative research in the study.
2. The choices of Chinese airlines should be named in the study. Therefore, some other topics can be explored such as comparison of Thai and Chinese airline service marketing mixes, for example.

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THE ROAD 3 ASIA (R3A) TOWARDS ECONOMIC GATEWAY AND TRADE BETWEEN THAILAND AND CHINA

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Abstract

The Road 3 Asia (R3A) Towards Economic Gateway and Trade between Thailand and China is a study about the trade development through R3A routes from the past to the present. It aimed to study the impact of R3A route on Sino-Thai trade development and to investigate business opportunities and obstacles of Thai SMEs. The data is collected from both primary and secondary sources. For primary data collection, the researcher used qualitative research methodology by conducting in-depth interview with the samples. The samples comprised 3 people and were defined as key informants who could give the information related to the research objectives. Related literature review and previous research have been read. The secondary data are collected from various sources such as international journals, articles, foreign research about Sino-Thai relations on trade and Thai business websites. The finding of the study found that the total trade volume of China and Thailand has significantly increased once the R3A route completed. The study indicated that Sino-China trade is very important in terms of economy. Thailand and China have continually collaborated and invested in building facilities and infrastructure to support the R3A. The transportation development has boosted investment in influenced areas and encouraged market expansion across the orders. The route was also found to reach the maximum potential of trade links between China and the Greater Mekong SUB-region countries with the complete construction of the bridge Connecting Chiang Khong (in Chiang Rai Province) with Huay XAI, Lao PDR in 2013. With this, cost and timer incurred on logistics have been reduced. SMEs on logistics service providers have high growth potential. However, the economic opportunities created by transportation development are not equally distributed to all the parties involved. Trade balance between Thailand and China has mostly been in favor of China. The government has to play a protective role to support and protect domestic business in trade and investment. Over the past few years, the popularity of

the R**3**A route has reduced due to China's economic condition and formalities, regulations which make investors turn to alternative transportation route. A SWOT analysis is done to provide an overview for Thai investors who are considering R3A as route for goods transportation and distribution.

Keywords: *R3A, Economic gateway, Thailand and China*

Introduction

The relationship between Thailand and China has been more than 600 years since Sukhothai era. While China changed its regime from absolute monarchy to socialism under the rule of President Mao Zedong, China was an isolated economy till 1970s. Deng Xiaoping brought big changes into China. Since China has opened its door to international economy, there is a huge influx of money into the country. (สุทธิพันธ์, 2005) This change doesn't only bring money to China, but also economic development, technology and modernity into the country as well. China's GDP increased to 59.8 percent. This has made China's economy stronger. **(chinability,2008)**

After China launched the country's opening policy and launched economic reforms under the leadership of Deng Xiaoping, Thailand has restarted trade relations with China. Meanwhile, China also has investments in Thailand as well. Currently, China is one of Thailand's leading trading partners. Thailand imports hard disk drives and rubber parts, cassava, rice and some fruits from China. In contrast, China imports raw materials such as rubber products from Thailand.

Under look south policy of China government, it has been proactive to connect Yunnan and South-West provinces to outside world. The reason for the Chinese government to pay more attention to the development of the South-West provinces is that such areas are densely populated but do not have any access to the sea. In the past, the major mode for transporting goods in the region has been via the Mekong River. Water transport is mostly used for international transportation due to its low cost and large carrying quantity. For example, the goods are shipped from China along the river into Thailand, where goods from Thailand are then shipped to Hong Kong or Guangdong in China, where from they are re-transported to Yunnan and South-West provinces. It takes longer lead time, which isn't suitable for perishable agricultural products. Air transport is faster, but it has a relatively high cost, so road transport can help the operators to solve this problem in this case. With a road connecting Thailand and South-West of China, logistics cost and time has been reduced and more days are allowed to distribute the goods within China. As a result , the Greater Mekong Sub Region has been using economic corridors to promote economic growth and three 'Economic Corridors' have been formed– the North–South Economic Corridor (NSEC which also known as R3A and R3B; covering southern China–Lao PDR–Myanmar–Thailand), the East–West Economic Corridor (EWEC which also known as R2 and R9; covering Myanmar–Thailand–Lao PDR–Vietnam), and the Southern Economic

Corridor (SEC which also known as R1 and R10; covering Thailand–Cambodia–Vietnam).

R3A, which linking China - Laos – Thailand, was established in 1995 under the "Economic Square" and officially opened at the end of March 2008. The R3A route is connects Bangkok to Kunming. The route starts from Chiang Khong, Thailand - Bo Kaew – Luang Namtha - Boten Laos – Bohan - Chiang Rung or Jinghong in the Xishuangbanna, Kunming. The distance is about 1,800 kilometers. (Tarathorn,2013) It is a strategic route to transport goods from Southwest China to the sea in Thailand. The Chinese government plans to develop Yunnan into a southern economic hub, by linking with ASEAN countries, especially in the economic square cooperation. It covers an area which covers parts of 4 countries: Northern Thailand, Laos, Myanmar, and southern China (Yunnan). When China has reached the ASEAN-China FTA, it became an important factor in expanding intraregional trade between the regions and increasing business opportunities such as cross-border trade. (Edisiam,2011) The R3A route helps to promote international trade and border trade both cities and cities along the route. Thai enterprises are able to export to some cities in Laos and China via these routes, especially Kunming which is a major economic and market town of China. Although most of products are still imported and exported by sea, over these few years products that are imported and exported through R3A between Thailand and China have increased significantly. In spite of this positive impact, there are some issues that need to be faced in order for the cross-border transportation to operate smoothly. Therefore, the researcher recognized the importance of exploring in-depth information on these routes in terms of trade investment along the route, the opportunities for growth and the barriers of SMEs.

Table 1 Trades value between Thailand and China in 2015

Export Goal	Total trades value (million USD)			Export trades value (million USD)			Import trades value (million USD)		
2015 A.D.	2014 A.D.	2015A.D.		2014A.D.	2015A.D.		2014A.D.	2015A.D.	
		Jan.-May	+/- (%)		Jan.-May	+/- (%)		Jan.-May	+/- (%)
+1	63,582.74	25,725.88	1.86	25,084.40	9,550.33	-8.20	38,498.34	16,175.55	8.91

Department of International Trade Promotion

Table 2 Agricultural products Trade value Thailand and China 2012-2014

Value: Million THB

	Trade value				Trade in agricultural products (Year Average 2012-2014)	*Proportion agricultural products (%)
	2012	2013	2014	Average		
Trade	1,990,296	1,979,849	2,057,660	2,009,268	146,338	7.28
Export	823,847	824,553	806,131	820,177	102,033	12.44
Import	1,160,449	1,155,296	1,251,528	1,189,091	44,304	3.73
Balance of trade	-330,602	-330,743	-445,397	-368,914	57,729	

*Note: Proportion of agricultural trade between Thailand and China as compared to total trade between Thailand and China

Source: Customs department(2017)

Table 3 Agricultural products Trade value Thailand and China 2012-2014

	Trade value Thailand – China					Trade value average Thailand - World	Proportion*	Compare Trade Value			
	2012	2013	2014	Average	GR (%)			2014	2015	settlement	GR (%)
Trade	127,355	140,265	171,393	146,338	16.01	1,395,79	10.48	15,905	13,508	-2,397	-15.07
Export	85,686	97,101	123,314	102,033	19.96	986,855	10.34	11,124	8,623	-2,501	-22.48
Import	41,669	43,165	48,079	44,304	7.42	408,943	10.83	4,782	4,885	104	2.17
Balance of trade	44,017	53,936	75,235	57,729		577,912		6,342	3,737	-2,605	

*Note: Proportion of agricultural goods trade between Thailand and China as compared to trade agricultural goods between Thailand and World

Source: Customs department (2017)

Objectives

1 To study the trade development between Thailand and China through R3A routes

2 To study impact of R3A on trade and investment between China and Thailand

3 To investigate and analyse business opportunities and obstacles of SMEs.

Literature Review

The relationship between Thailand and China

China-Thailand relations have been good for decades, but our giant neighbor is growing fast; maintaining the specialties will require extra effort. **(Cai Hong,2010**) China's trade and investment in Thailand has increased over the past few years, despite the political crisis in Thailand. Thailand has acted as a conduit in China's effort to increase its diplomatic role in Southeast Asia and the global community**.** (**Cai Hong,2010**) But things have changed in the intervening years. China went on to join the World Trade Organization and its economic growth has since been unstoppable. Today, Asia's giant is one of the world's economic superpowers. It is no longer Thailand that China has to cajole. China now has a global agenda, and Beijing does not need Bangkok as it used to. Now, Thailand needs to work out frankly with China what kind of relationship we should have in future. Certainly, it will not be easy due to Thailand's frequent government changes and the ongoing political uncertainties. Long-term commitment and planning are thus more difficult.

Thai policy-makers need to better understand China's potential and future limits. They can't take the past for granted. Whilst maintaining the current relationship, they must also be aware that future Thailand-Chinese ties will need rejuvenating, especially as China spreads its wings and looks to other regions of the world to secure its interests.

Cooperation between Thailand and China

Over the past decades, Thailand and China have been signed many several MOUs, in the fields of science, technology, and economy. In 1992, with assistance from ADB, Thailand and China, including another four countries (Cambodia, Lao PDR, Myanmar and Vietnam) entered into a program of subregional economic cooperation, designed to enhance economic relations among the countries. Under this program, The North-South economic corridors, highlighted by R3A and a bridge across the Mekong River Connecting Chiang Khong (in Chiang Rai Province) with Huay XAI, Lao PDR, has been constructed to generate economic activities, such as trade, investment, tourism, services and encourage rising urbanization along the economic corridor's influenced areas. There are two alternative in-land transportation routes connecting South-West of China to Southeast Asia: the route via Yuili to Myanmar and India, and the route to Laos and, hence, to Thailand. The route via Myanmar is often faced with insecurity owing to unrests caused by the uprising of minority groups in region. Hence, China pays much more attention to the route via Laos, the R3A, down to Thailand.

R3A Route

R3A is a route connectig Bangkok and Kunming, Yunnan. It is about 1855km which can be broken into Bangkok – Chiang Rai – Chiang Khong – Huay Xai Border Crossing – Boten – Bohan – Jing Hong – Kunming. It is a strategic route to transport goods from Southwest China to the sea in Thailand. It is a very long route. As a result, the opening of R3A has generated various economic dynamisms, i.e., trade, investment, tourism and logistics services and encourage rising urbanization along the economic corridor's influenced areas **(Sompop,2009)**. China attached great importance to the R3A route because China uses this route in backhauling or transporting goods from China to Thailand and transporting goods from Thailand back to China by the same car. It reduces the transportation cost. Although R3A route provides convenient and fast transportation, it has caused problems such as delay due to transfering from one carrier to another. Due to transportation between China and Thailand is for trade between Thailand and China, Laos PDR is just a land-link area for the two countries. It is not necessary for the transports to stopover. However, cross-border transport between Thailand and neighboring countries countries is allowed only between border cities. (I.e., up to 7km from the borders). Cross-border transport must be operated under bilateral or multilateral agreements. Hence, cross-border transport from Thailand to southern China (NSEC) through Lao PDR, still requires cargo transshipment at the Lao PDR border since Thai trucks are only allowed to enter into Lao territory and not beyond. China investors leased the city of Boten, Laos for 99 years. Boten town is a border town in Lao PDR. In general shipping in China will use a cargo truck from Chiang Rung (Jinghong) Kunming and neighboring cities Kunming to Bozheng. Meanwhile products from Thailand were changed to Boe Ten. **(Sayann, 2015)** One of the problems is the price of tax is not standard, since valuation at the point import of goods is not standard. Operators can't calculate the exact cost and have higher VAT costs. There is always a saying that this route "open route all time but inconvenience" **(Tidarat, Gosin, 2013)**

R3A Route: Source International Institute for trade and Development

International Institute for Trade and Development (2011) research project found that the major users of this route are southern Chinese and Thai traders. However, the Chinese traders are much more capable than Thai traders in terms of using their trade strategies to capture and expand their benefits from the available infrastructure by extending their influence toward the linking area of Laos. Below are the findings (1) Chinese officers have been effectively applied various preventive and control measures such as taxation, quarantine, import and export controls and restriction on trade procedures and practices. On the other hand, Thai trade agencies do less practice any control on trades and shipping business operated by Chinese trade counterparts. In consequence and in comparison to Chinese traders, Thai traders are subject to competitive disadvantage in terms of trade structure, market, and logistics management. (2) The existing market structure is the imperfect competition. Chinese traders gain a higher price bargaining power in comparison to Thai traders. For Thai traders to export Thai goods to the southern China, they have to go through only 5 Chinese companies, while Chinese traders can freely trade Chinese products with Thai traders, and are able to directly operate business in Thailand. This conduct is also found in the transport business along the Mekong River. The market structure is, therefore, controlled by Southern Chinese traders. (3) China's currently more open economy and its economic growth has resulted in the behavior change and an increasing demand for foreign goods among the Chinese people. Thai traders have been able to expand its trading into the markets in Southern China. Meanwhile, fruit products from Southern China are also able to penetrate into markets in Thailand due to product differentiation, less logistic costs, and the convenience and rapidness of the transport system. Therefore, trade between two countries has continuously increased. (4) China's investment in Laos by leasing the lands in Bo Ten and the Golden Triangle shows a comparative advantage of v Chinese traders and investors over Laos and Thai traders. In consequence, China will gain more advantages in using the Route R3A/E in exchanging trade and investment activities with Thailand and Laos in the future. (5) The linkage of area and trade agreement under the cooperation framework among countries leads to easier and cheaper inputs movements in the region. Route R3A/E plays a significant and supportive role by reducing the production costs. Given the existing comparative advantage of location, the effective cooperation will lead to more market expansion to other regions. However, the finding shows that, China possesses more advantages in utilizing the resources around Route R3A/E area within Lao PDR territory and in conducting business in Thailand. The findings from this study show that trading and investment expansion with the road linkage does not imply that Thai economy earn the real potential incremental benefit.

The impacts of R3A route

Positive Impacts

- Create more opportunities in service sectors such as hotel, tourism, restaurants & transportation
- Encourage market expansion of border trade, such as the border retailers
- Promote local developments that generate employment, and increase income of the local population
- Promote development in international investment cooperation

- Bring in investment in agricultural industry, such as contract farming, food processing industry, energy industry and mineral industry.

Negative Impacts

- This route may be used to transport illegal goods. Illegal drug transport, illegal immigration including transport weapons warfare etc.
- The influx of goods from China is much easier and more likely to affect the Thai industry due to cheaper price

Research Methodology

The main sources of data used in this research were from
(1) related previous research and literature reviews, (2) secondary data from different relevant journals, research, books, strategy and statistics from government agencies, such as custom department, department of internal trade and department of foreign trade , and (3) primary data from in-depth interview, field observation and questionnaire responses. The secondary data were used as a guide in designing a questionnaire and in-depth interview, and also used as a component in analyzing and processing data in the research. During the in-depth interviews, the researcher recorded the data by writing note and voice recordings of participants. Permission had been asked before the recording. The in-depth interviews were conducted with the samples, which were defined as key informants who could give the information related to the research objectives including an academician who is also a professor of Logistics, an entrepreneur who are using R3A route in importing and exporting goods, and a government official who is responsible to promote and support the use of R3A routes in Sino-Thai trade. Face to face interviews were conducted and questions are varied according to the interviewee's job functions and positions. The researcher has defined the criteria for selecting the samples for in-depth interview as follows:

- The sample is a person who has knowledge and understanding about the process of promoting people's participation or a person with experience in the field of the process involved in the promotion of public participation.
- The sample is a person who has a presence or interaction with civil society. Individuals in civil society generally accept who is various roles related to the process of promoting people's participation.
- The sample is characterized by thought leadership. The person can convince or persuade other people to have comments on their persuasiveness.

Lastly, a SWOT analysis was conducted. All collected data were processed and analyzed with the use of R3A routes by using descriptive and explanatory analysis to the impact occurred and the trade development between China and Thailand. SWOT analysis is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.

Data Description

Trade between Thailand and China

Overall, China is the 22nd trade partner of Thailand. Between 2012 and 2014, the total trade between Thailand and China is estimated at 2,009,268 million baht a year. Average annual export value is 820,177 million baht and average import value is 1,189,091 million baht per year. The average value of agricultural products is 146,338 million baht or 7.28% of total trade value. In general, trade balance between Thailand and China has mostly been in favor of China.

Overview of agricultural trade

China is Thailand's No. 1 agricultural trade partner. During 2012-2014, the share of trade in agricultural products was 10.48% of Thailand's agricultural trade with the world. The agricultural trade rose continuously from 127,355 million baht to 140,265 million baht in 2013 and 171,393 million baht in 2014. The average trade value of agricultural products is 146,338 million baht per year, with an average annual trade rate of 16.01 per year.

Export of agricultural products to China

During 2012-2014, Thailand exports 10.34% of the world's agricultural exports to the world. In 2012, Thailand exported to China valued at 85,686 million baht and trade value increased continuously in 2013 and 2014 to 97,101 million baht and 123,314 million baht, respectively. The average export value is 102,033 million baht per year, with an average export growth rate of 19.96% per year.

Import of agricultural products from China

During 2012-2014, Thailand imported 10.83 percent of world agricultural imports from the world. In 2012, Thailand imported from China amounted to 41,669 million baht. The value increased continuously in 2013 and 2014 to 43,165 million and 48,079 million baht, respectively, with an average import value of 44,304 million baht per year. The average import value increased by 7.42% per year.

Tax rate

In 2013, China collected a real import tax rate average of 9.9%. Import tax on industrial products was 9.0% and import tax on agricultural products (excluding fishery products) was average of 15.6%. Agricultural products are taxed according to the following groups:

	Goods Group	MFN applied duties (percent)
1.	Animal products	14.1
2.	Dairy products	12.3
3.	Fruit, vegetables, plants	14.8
4.	Coffee, tea	14.9
5.	Cereals & preparations	23.0
6.	Oilseeds, fat & oil	10.9
7.	Sugars and confectionery	28.7
8.	Beverages & tobacco	23.5
9.	Other agricultural products	11.8
10.	Fish & fish products	10.6

Source: World Tariff Profile 2012, WTO (2555)

Finding from in-depth interviews

Government support project to SME development

Thai government has begun to encourage the growths of small and medium business enterprises (SMEs), and thus enabling them to contribute to the national economy. Most SMEs have expertise in their local products and services and knowledge in local market. Furthermore, there are many local product fairs throughout the country. Thus it won't be difficult for them to get local market share. However, SMEs in Thailand still lacks of business experience in international trade. They face challenges concerning demand forecasting of China market and lack of knowledge in creating revenue. They need to learn the Chinese consumer preference and buying trends. Lack of reliable trade partners are other obstacles that constrain trade opportunities. Some Chinese traders do not make a contract with Thai SMEs. They order through telephone or online. SMEs have to work overtime to meet the orders once the orders are placed. Meanwhile it is risky for Thai SMEs to keep high inventories, because they have no contracts from Chinese buyers. A SME business owner is not always sure who can be trusted. Furthermore, Thai SMEs do not know enough about marketing and selling their products and services. Business consulting is usually expensive. To address these challenges, Thai government should consider on support SMEs by providing marketing consulting services, overall information investment policies, government regulation and investment procedures as well as professional consultancy in order to facilitate business communication and negotiation.

Limitations and opportunities for trade along the R3A route.

The significant reduction in logistics time and costs by using R3A benefits the transport of perishable goods in particular, as ‘time’ is the most crucial factor for ensuring quality control. The GMS north-south economic corridor development enables Thailand to export fruit to China within 4 days. This leaves more days to distribute fresher and higher quality fruit in that nation. However, there are other barriers along R3A that obstruct the efficient utilization of the transport infrastructure. These constraints could derive from unclear customs procedures, lack of supporting policy frameworks as well as human and institutional capacities which add to the stopping time at the borders. In addition, additional unidentified cost also leads to the current high logistics cost. Corruption and informal payments are common along the borders. Based on an interview with a Thai operator, the freight cost on route R3A (Bangkok–Yunnan) is much higher than the actual cost. The practice of corruption leads to an unreasonably high transport cost, resulting in the imperfect competition of international transport and hampering new entrants into the market. This also causes China shifted to shipping, as it has universal ports which allow the shipment of all frozen products. In the future, land transport will be reduced.

Nowadays, all goods are transported to Thai market in Central Thailand before they are distributed to other regions (eastern Thailand, northeastern Thailand, western Thailand, northern Thailand and southern Thailand). If Chiang Rai is a border freight center or a transportation and distribution hub, it will be more convenient for goods transport to China, Myanmar or Laos such as frozen seafood. Logistics cost and time will be reduced significantly.

Strategies for developing routes to increase efficiency in Thai-Chinese trade alonq R3A.

Freights can be transported between Thailand and southern China via Lao PDR or Myanmar. Moreover, freight transportation by water is active via the Mekong River from Guanlei and Jinghong in Yunnan to Chiang Saen Port in Chiang Rai. The problem with the R3A is that it is a mountain. Wiang Phuka is a high mountain, which is difficult for large trucks. Currently a about 90 km to Chiang -Saen Bridge will be built across the Lao PDR to Myanmar. It will be cut directly to Xishuangbanna. Now the bridge is finished but the road is still unfinished. If the road construction completes, the road trip will be faster.

Data Analysis

Strengths

The R3A is one of the routes under the GMS program, which links Thailand, China and Laos. This is the land transport route which goods can be transported at any time. Infrastructure has been developed, allowing traders to easily navigate this route by backhauling. It enables Thailand to export perishable goods, such as fruit and vegetables to China within 4 days. This leaves more days to distribute fresher and higher quality goods in that nation. The rapid rate of urbanization, accompanied by the increasing number of nucleus families in China, has changed consumer behaviors and lifestyles, stimulating the demand for imports of quality products and services. Chinese consumers consider Thai products as cheap yet good quality products. Most Thai products receive a high popularity abroad. Chinese people can travel by driving private car along R3A route. This will help in the promotion of tourism. Chiang Rai is rich in tourism resources in terms of natural attractions and beautiful diverse cultures. It is rich in natural resources, and a source of many agricultural products.

Weaknesses

It is necessary to change the truck head in transit through the country. Cross-border transport from Thailand to southern China (NSEC) through Lao PDR, still requires cargo transshipment at the Lao PDR border since Thai trucks are only allowed to enter into Lao territory and not beyond. Thai truck will have to change the truck head before entering China. There will be Lao operators as service providers. Transportation costs are more expensive than shipping. Furthermore, trucks need to slow down to avoid accidents. The truck can’t carry heavy load because the route is mountainous. It causes delay in some trips. Infrastructure development in each country is not the same. Chinese legal regulations are more stringent than Thailand. Thai companies can’t directly import Thai products. It must be imported from China companies. Thai farmers have little knowledge of the economic situation and the changes of the market trends. When particular product is in high demand, the farmers will plant it. It will cause oversupply and cause the drop of the price.

Opportunities

Investors are investing in the area because Thailand is ready in terms of infrastructure and skilled labors. The population at work level has increased. Most investors have changed to use the R3A route because R3B has a problem with tax ambiguity. Moreover, the shipping line from Thailand to China is the rip current. It takes a long time to transport. It is not suitable for transportation of agricultural products or perishable products. Mekong River freight has limitations from water volume in the river. If the water level drops. shipping can’t be carried. It can’t be transported at any time. And the shipping cargo is likely to be damaged and more easily damaged than road transport. It is an opportunity for road transport. Nowadays all over the city of Chiang Rai is full of investment projects, especially in the property sector. For example, Chinese capital group Wanda Group invests in 5 star resort, condominium, shopping mall and a water park - a large theme park on 3,288 rai of land and construction. China's opening of the country has resulted in changes in Chinese consumer behavior and high demand for foreign products. Not only Thai products have the opportunity to enter China market, but also more Chinese goods are getting into the Thailand easier and faster as well. SMEs have the opportunity to grow their businesses because China is a huge market. At present, Chinese buyers place more emphasis on the quality and safety of the products they consumed, such as organic products, and products that can be checked for possible source. For example, some farmers use barcode and QR code to help buyers or consumers to determine where a product comes from and when it is harvested. Consumers are more confident in making a purchase decision. Thailand has more opportunities to deliver standard products to China. The destination of the R3A route is Kunming, the cargo passes through the Kunming border it is transported to different cities, all over China. Thai products have the opportunity to be sold in other cities in China. The construction of the R3A route has led to both domestic and foreign investors investing in a number of sectors. As a result, the government can raise taxes. People have jobs and benefit from the lease of land.

After the opening of the country, China has expanded its investment abroad in many countries. China has significant influence in controlling trade, transportation routes and logistics systems in the R3A route. Chinese products are exported all over the world because China connects with many countries. The government provides support to the population in terms of education, public utility system, and infrastructure. In the past 10 years, the Chinese economy has grown dramatically. Many countries are interested in doing business with China. The Chinese government has given its support and attention to R3A route as it can connect to Malaysia and Singapore. In the future, China plans to build a distribution center in Bohan. In addition to being a distribution center, China also plans to become a shopping center. It is seen that China's investment is not only to benefit directly for the facilitation of trade, but also to create benefits for tourism as well. Overall, China is the one who gets the most out of the R3A route open investment because China has a great influence on logistics and control the import of goods into the country.

Treats

Thai entrepreneurs who trade with China do not have the power to negotiate with China. Because China is pricing both as a buyer and a seller. Trading with China, Thai entrepreneurs need to study the buying behavior and consumer trends regularly because the popularity of goods in China is changing all the time. Traders may lose the opportunity to trade if they can’t deliver the goods at the desired amount when the demand is high. On the other hand, over time the demand has changed. It may cause oversupply. R3A road transport has not yet been facilitated by the Lao PDR, lacking in logistics facilities such as warehouses, gas stations, bus stops, pick-up points, and switch boxes. The opening of the route allows the products to pass freely. It makes cheaper Chinese products to replace some local products. Laos also have to suffer from tax evasion. Increased investment in the industry affects the surrounding environment. The main problem Lao is the water level of the river, which China controls and releases water from the dam. Lao PDR plans to build a dam to control the water level. It will make shipping become more popular because of its low transportation cost and large carrying quantities. In the future, land transport may be reduced.

China – Economic problems Politics of partner countries China has a disadvantage in terms of investment because of political uncertainty. The infrastructure of partner countries it is not convenient to trade. Delayed government action led investors to switch to alternative routes. Language and Culture understanding. Most investors or traders are not able to communicate using the Chinese language, making it a communication device and accessing information deeply. The rise of the manufacturing industry. Impact on production factors and the domestic environment worse.

Conclusion

At present, many businesses on R3A route are growing as well as logistics service providers, because the most operators use third-party logistics services for reducing work processes and saving company costs. China market is a big market. Businesses that invest in Sino-Thai trade with Chinese people have more opportunities to succeed. Most of the goods that are transported through R3A are mostly agricultural goods, perishable goods or seasonal goods. On the other hand, customs procedures of cross border trade, lack of supporting policy frameworks as well as human and institutional capacities causes frequent delay in delivery through R3A. Nowadays, China has opened new many transport routes to southern China especially water transport. Traders can choose the route with the most competitive advantage to transport their goods. Although China will open new routes for transportation, but the R3A route still attracts both Chinese and Thai investors. The main concern of Chinese traders is the matter of time, not money. They prefer to select the route that makes transportation easier and delivery to the consumer faster. This is the main factor in choosing a transportation route. In the future, Thailand plans to build a freight center in Chiang Rai to be able to distribute more quickly. This will result in higher trade volume and make the economy of the two countries grow. Moreover, the R3A route have built a motorway, it would make it more convenient to transport goods to southern China. In terms of trade, the main problem is Thai SMEs trade with Chinese trade partners without any contracts. Some are through middlemen or agents. Thai government has to play a protective role to support and protect domestic business in trade and investment. A specific measure should be implemented to monitor Chinese traders to run business in accordance with Thai law and regulation. It is recommended that the Thai government should provide right information, initiate and introduce new knowledge and additional strategies in order to gain some real benefits from R3A route.

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PROCURMENT – DEVOLOPMENT OF MARKETING STRATEGIES AND PROJECT MANAGEMENT AT VOLVO CARS THAILAND

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ABSTRACT

Problem background and research question – The purpose of this report is that Volvo is the world safest car, in one of the world's most unsafe country, when it comes to traffic accidents. Over 25 000 people dying every year in a car accident here in Thailand and then Thailand doesn't even count the ones that die eminently on the spot. So, imagine the hidden statistics. (FUTURE MOBILITY, 2018). Despite this, Volvo cars Thailand (VCT) just has 5 % of the market. To answer the purpose there is two reaches question that been used for this report:

- *How can VCT marketing team develop the marketing strategies to make more people in Thailand choose to drive a volvo?*
- *What kind of internal changes does VCT marketing team need to do to achieve a more effective project management?*

Work activity - Been a part of the marketing team, planning and organizing for the yearly Thailand Motor show in Bangkok and been a part of the new start up marketing project, called Volvo Towers.

Areas of improvements - My main assignment was to organize and improve their already existing time table for their upcoming marketing projects.

I tried to make it more professional than before by using Volvos colour codes and font, simplify the way of using the time table by putting in automatic formulas and make it more effective for using. (Alvehus & Jensen, 2015) (Kvarnemo, 2017) (Abrahamsson, 2018)

Other than the timetable I been looking in to different kind of innovated activates which is influenced by Sweden for the upcoming Volvo Towers. To find a collaboration between VCT and different Swedish companies here in Thailand that can help out getting VCT a Swedish atmosphere at the marketing event.

Conclusion – The conclusion is the relationship between internal and external solutions for VCT marketing team. Based on the working task and previous reflections when I been to meetings, it easy to see that the problem isn't that they aren't good on their task, it's about the gap between the marketing team and suppliers. As Manager director said, the answered is always in the room, they just need to start talking to each other, dare to be questioning and have a discussion to find the optimal solution of the problem.

By changing the time table templets also make it look more professional when they share it with suppliers. Furthermore, the employees generally need to spend less time on doing changes when they have a standard templet they can use, and that the human factor for enter errors decreases when it is more automatically formulas. (Kvarnemo, 2017)

***Keywords**: department gaps, efficiency in project work, time table*

1. Introduction

This report describes my experience at the placement of Volvo Car Thailand at the head office in Bangkok. At Volvo Car Thailand, my roles have been to be a part of the Marketing team and support the Communication manager and Event manager to develop two major projects for Volvo Car Thailand expansion in 2019. In order to previous working experience and knowledge from courses such as international marketing and organization – management - a project, the goals of this placement course are to get a wider perspective of international marketing strategies on a project level. There, the context is to understand the gaps between suppliers, departments and different offices and how to avoid this through clear communication.

2. Company description

Volvo Cars Thailand

2.1 Company Background

Volvo Cars, (VC) was founded 1927 in Sweden, Gothenburg. Today Volvo is one of the biggest car company in the world. In 2010 VC became wholly-owned by the Chines company Zhejiang Geely Holding.

One of VCs branding strategy's the previous years has been "Designed around you". It focuses on putting the humans first in everything they produce by building a strong value about safety, quality and a commitment to the environment.

The biggest vision that makes them unique is their Zero Vision by 2020. That means that no one should die or be seriously injured in a Volvo. That's why VC constantly develops new approaches to increase safety. Volvo wants to make life easier, safer and better for every human being. (Volvo Cars Sweden , 2019). Another vision for VCT is to be "The fastest growing premium car company in Thailand" and the mission is driving profitable growth by providing a class leading customer experience in Thailand.

VC have for a longer time strived against to be a world leader within safety and electrification. A goal VC have by year 2025 is that half of their sold cars should be electric, a third part autonomous and half of all cars being subscription service Care by Volvo.

In 2018 VC set up their new ambition, to develop more than five million direct consumer relationships by the middle of next decade. That's why they launched the new mobility brand, "To give everyone freedom of movement in a safe, sustainable and personal way." (Volvo Car, 2019)

There are 38 000 employees at Volvo cars and 46 employees working as a team at the head office in Bangkok. Now VCT owns 5% of the market with the largest proportion found in Bangkok. Since the last two years their business has grown with 49% and their future goal for 2019 is to reach a growth at 62%. (Volvo cars , 2019)

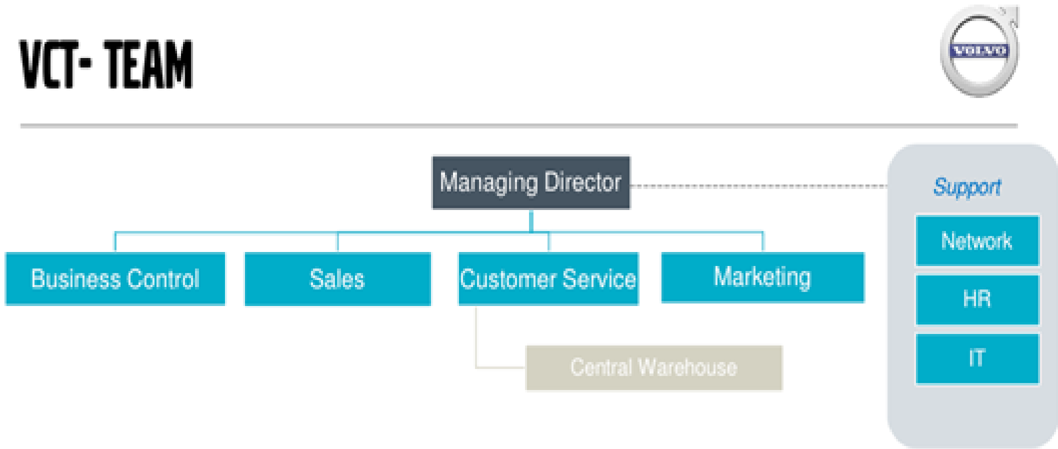

Figure 1: Volvo Car Thailand's Organization Chart

The Volvo Group is a divisional line organization with several underlying subsidiaries that works as machine bureaucracies, where VCT is one of the parts in the organization. VCT consists of a managing director at the top of the hierarchy with an underlying management that helps to manage and drive the company forward. Network, HR and IT helps to support the different departments both at the main office and their retailers all around Thailand. (Alvehus & Jensen, 2015)

Volvo Car Thailand leads the commercial expansion of Volvo cars in Thailand. The Marketing is responsible for the Brand development, the product management and the deployment of customers' experiences. The marketing team are four people were every one of them having a main responsibility in a certain marketing area, such as Bangkok international motor show (BIMS), the marketing planning with retailers and the new event Volvo towers.

3. Background

3.1 Problem Background

The aim of the work tasks at VCT is to acquire practical knowledge connected to previous studies. To experience the working conditions of a project- and marketing manager and the challenges that arise. The work tasks also reflect the ability to analyse different problems, come up with solutions and to make the work task more effective. The VCTs expectations of the placement course is to be shown the students ability to apply theoretical knowledge and offer the company new insights into their way of working, for the student to learn from the company and the company to learn from the student.

VCTs expectations of my internship here was that I would be part of the Marketing team and supports the Communication manager and Event manager to develop two major projects for Volvo Car Thailand expansion in 2019. The MotorShow 2019 happening end of March 2019 and the Volvo Tower project which is an innovative marketing experiential activation to improve VCTs customers' experience. For these two projects, a strong input of project management has been essential to secure milestones, quality of execution, coordination within all departments and delivery of KPIs.

3.1.1 Problem and Research Question

The purpose of this report is that Volvo is the world safest car, in one of the world's most unsafe country, when it comes to traffic accidents. Over 25 000 people dying every year in a car accident here in Thailand and then Thailand doesn't even count the ones that die eminently on the spot. So, imagine the hidden statistics. (FUTURE MOBILITY, 2018). Despite this, Volvo cars Thailand (VCT) just has 5 % of the market. To answer the purpose of there is two reaches question that been used for this report:

How can VCT marketing team develop the marketing strategies to make more people in Thailand choose to drive a volvo?

What kind of internal changes does VCT marketing team need to do, to succeed on the market in Thailand?

3.2 Work activity

My job has been to be a part of the marketing team, planning and organizing for the yearly Thailand Motor show in Bangkok and be a part of the new start up marketing project, called Volvo Towers.

In the beginning, we had a really good introduction with Manager director Chris about the vision of Volvo cars and how they work towards achieve the vision. I also had the chance to sit down with every one of the marketing team and was introduced to what each person in the marketing team does. Which I thought was good so I could get a deeper understanding of what every person does in the team.

My main assignment the three first week was to organize and improve their already existing time table for their upcoming marketing projects. Simplify the way of using the time table by putting in automatic formulas and make it more effective for using. (Alvehus & Jensen, 2015) (Kvarnemo, 2017) (Abrahamsson, 2018)

My goal by change these templets was to make it look more professional when they share it with suppliers. That the employees generally need to spend less time on doing changes when they have a standard templet they can use, and that the human factor for enter errors decreases when it is more automatically formulas. (Kvarnemo, 2017)

Other than the timetable I been looking in to different kind of innovated activates which is influenced by Sweden for the upcoming Volvo Towers. To find a collaboration between VCT and different Swedish companies here in Thailand that can help out getting VCT a Swedish atmosphere at the event.

It has been a lot of internal brainstorming and briefing meetings where we been talking to everyone in the project group about if their tasks are in time in relation to the time table.

Have had a meeting with the supplier that help Volvo Cars China with a similar event that they had last year and other external meetings with suppliers to discussed future marketing strategies.

4. Discussion and conclusions

One of the meetings I went to, Chris asked a question about, why Volvo, to the employees and suppliers. Even if the discussion were held in Thai I could feel how that the atmosphere changed for a moment and how they suddenly start questioning each other instead of just questioning them self. The result came out that they had to change the marketing strategies for one of the marketing event comparisons to how they wanted to marked Volvo Towers one hour earlier. Just because they started talking to each other for a moment.

Based on the working task and previous reflections when I been to meetings, it easy to see that the problem isn't that they aren't good on their task, it's about the gap between the marketing team and suppliers. As Chris said, the answered is always in the room, they just need to start talking to each other, dare to be questioning and have a discussion to find the optimal solution of the problem.

By my time here at VCT, I learned a lot about different marketing strategies and how importing it is that VCT finds their own niche here in Thailand to reach out to Thai people and to remember that Swedish people and Thai people value different things in life. So, that's why it's hard for VCT to market the cars in the same way Sweden do it.

Last year VCT business grown with 49% and their future goal for 2019 is to reach a growth at 62%. During my time here VCT are doing a lot of chances to reach out to the people around the country and make VCT one of the obvious choices when Thai people select a new car. (Volvo cars, 2019)

Except for all meetings I been to, talking about road safety, quality and environment I started my time here with a mission to improve their already existing time table for upcoming marketing events.

I believe that the improvement of their time table is a good start for VTC to start working towards a more efficient time planning, so the marketing team doesn't need to redo the timetable every time they have a new project. Hopefully, they will have these time table I did as a templet they can use, and also start show it to all their suppliers' that they are using for outscoring to make themselves look more professional.

The second part I was helping them out with was to come with some new young Swedish thinking for the upcoming events. It ended up that one of the ideas I was introducing for VCT, they really liked and decided to have a meeting with the non-profit organization for collaboration for the activities to the marketing event Volvo Towers. I'm very curious to see how VCT will develop their collaboration with that non-profit organization in the future and if they going to proceed on my ideas about how a future collaboration could look like.

Thanks to this chance that I was able to do my Internship at the marketing team at VCT, I'm even more sure about what I want to work within the future and how I should use the new knowledge I have gained at future jobs based on an international level.

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METHODS TO IDENTIFY THE GAP BETWEEN DIFFERENT DEPARTMENTS

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ABSTRACT

This report is based on an intern's experience during the placement course at Volvo Cars Thailand. The purpose of this report is to link practical problems that may arise to the theoretical knowledge previously studied. Focusing on defining a problem related to procurement and finding an effective solution to this. With the help of regular training from her supervisor at Volvo Cars Thailand, the intern has worked on defining and reducing the gap between different departments. This has been done using various methods to help different departments increase communication and to work according to standards.

Keywords: *Department, Gap, Method.*

Introduction

A report describing the tasks that an intern had during the placement course at Volvo Cars Thailand in Bangkok for seven weeks. Having the internship working as alongside the project manager the tasks focus on defining and using different and effective methods to reduce the gap between different departments. To reduce the gap between departments, methods were used to increase communication and to work more standardized. To analyse the source of the gap and the reason for using the methods to reduce the gap the author will use previous knowledge in project management and quality management. Working in the project manager office the intern will be part of various of projects to get an insight of the various problems that may arise during different projects.

Company description

Volvo Cars, (VC) was founded 1927 in Sweden, Gothenburg. Today Volvo is one of the biggest car company in the world. In 2010 VC became wholly-owned by the Chines company Zhejiang Geely Holding.

One of VCs branding strategy's the previous years has been “Designed around you”. It focuses on putting the humans first in everything they produce by building a strong value about safety, quality and a commitment to the environment.

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The Volvo Group is a divisional line organization with several underlying subsidiaries that works as machine bureaucracies, where VCT is one of the parts in the organization. VCT consists of a managing director at the top of the hierarchy with an underlying management that helps to manage and drive the company forward. Network, HR and IT helps to support the different departments both at the main office and their retailers all around Thailand.

The department I worked in was the MD Department and my role was to work as a Project Management Officer (PMO). This department is new, and it is part of the “Support” for VCT. My supervisor, the PMO Manager works alone in this department and reports directly to the Managing Director.

Problem description

Chris explained that VCT is trying to implement a western way of working. One way of doing so is working with minimalizing the gap between the different departments and to have as a goal to work more together as a team.

The employees are very talented and specialist in their own department and a major reason for the gap is because they work hard right up to their own work description but are not willing to do the extra work, so it overlaps with the other departments. The Thai work culture in the office has been that every person works with only their duties, one has worked more independently and has chosen not to understand or help another department. VCT wants to eliminate the idea of thinking that "this is not my work description" and instead focus on the bigger picture and how to help the company together reach its goals.

Since the employees have worked with the same tasks for a long time, they have also been routed into their working habits and the motivation is not now how it once used to be. The majority of VCT employees have had the same responsibilities for many years.

One similarity to the Swedish culture is the people's fear of conflicts. Like swedes they tend to bury their head in the sand when a problem occurs. Rather than speaking about a problem or a conflict the moment it appears, they would rather ignore the problem and hope it goes away. Chris talked about how a lot of his time spent working is time spent managing people. In the future VCT hopes that a lot of time will be saved on employees not needing a third party to fix and deal with a conflict.

Purpose

The aim of the work tasks at VCT is to acquire practical knowledge connected to previous studies. To experience the working conditions of a project manager and the challenges that arise. The work tasks also reflect the ability to analyse different problems, come up with solutions and to make the work task more effective. The VCTs expectations of the placement course is to be shown the students ability to apply theoretical knowledge and offer the company new insights into their way of working, for the student to learn from the company and the company to learn from the student.

The work tasks that have been assigned has a great connection to the program being studied. Previously studied courses are project management, quality management, leadership and lean, which is useful when it comes to handling these kinds of tasks.

My role was to work as a Project Management Officer (PMO) and I reported directly to my supervisor, the PMO Manager (Nuttha Jittrakom). The main focus working as a project manager is to create coordinated planning and execution of projects and to create some ideas and work for some projects. By doing so the project manager works close with all the different departments to ensuring that key synergy projects across VCT businesses are on track and implemented successfully.

Method

The work tasks assigned by VCT focus on managing and keeping track of different types of projects. The purpose of this is to find more efficient and profitable ways for the company's various departments to work. Knowledge within the ongoing projects can help to support and direct the projects in the right direction. Through close contact with the various departments, find out previous projects and ongoing projects' problems and find solutions. The two projects that were in focus were the MW Motor One and Retail performance management meeting.

<u>The purpose of the assigned work task:</u>

- Understanding the overall task how to operate a new retailer network
- Analyse the previous retailer network to find the gap and problems to solve
- Validate idea and effective plan development of process/work list./ Defines and maintains the standards of process.
- Work with cross-functional business projects in pulling together in term of information and action plan (Sales, Marketing, Customer service, IT, Finance to set the time plan.
- Support in respect of the strategic initiatives / priorities, tracking and follow up on progress.
- Working on the job training at retailer place.
- Reporting the critical task / brainstorm for solution

Activity

VCT have given the employees the opportunity to challenge themselves in other departments.

This by first and foremost hire internally when there is a position available.

Sorting out the stakeholders for the MW Motor One was one of the tasks during the placement course. The stakeholders include everyone involved and them who are affected by the project. It started out with a one on one talk with each of the stakeholders and they were asked four different questions: What is your requirement for this project? What are your expectations? How influential are you in this project? And What is your responsibilities? The reason for doing a stakeholder model is to help the project members clearly define goals for the project and what is expected from everyone involved.

One of the first assignment that was delegated was how to update their template/ timetable and checklist for the project MW Motor One to make it more efficient to work with. It is important to design the templet to work for all the different departments and to make sure that the information that it contains is accurate.

Working with the template/time table was an ongoing project the first weeks at VCT. It was important to have the opportunity to talk to all the different departments. With that amount of work all employees have, it was sometimes difficult to find a time to look the template/time table trough. The updates where ongoing and after an audit on one of VCT showrooms the notes and the information from the audit were looked trough. This to see if it was possible to match and add some of the criteria to the template/time table. The purpose for this was to make it easier for each department to provide the showroom with the things/circumstances needed to get an approved audit. A lot of time where spent on trying to make the template/time table more effective and easier to use for managers.

As already mentioned above, I got a chance to participate in an audit of one of Volvo's showrooms. The two employees that was responsible for the audit was Thomas Johansson and Kun Wasana. The reason for doing an audit on a showroom is to make sure it keeps up with Volvo's standards. There where around 170 criteria's that needed to be audited. Thomas was required to take photos of all the areas within the dealership and authorized repairer, both all non-compliances as well as all compliances. He made sure to let the retailers know that if they got a "red audit" which meant that they did not reach the criteria necessary it was not a bad thing. This just meant that they had something to improve in the showroom/workshop. The audit usually last around 6-8 hour. Thomas then have 5 days to publish the audit and if there is anything to improve the dealership is required to write an action plan within 14 days. The dealership then has 90 days to verify their actions and implementation. If the dealership needs more than the 90 days provided, they can apply for an extended time.

Another project that I have been a part of is the "Retail performance management" project (RPM). The RPM is very similar to an audit since they both use a checklist to see if the showroom is keeping up with the standards necessary. The big difference between these two is that an audit focuses more on the showroom and the facilities rather than the business itself, as is the focus of RPM. The goal of RPM is to both improve a dealer's short-term and long-term performance by standardized coaching and thorough analysis of the dealer. The meeting I got to participate in was an RPM report meeting, in which they presented the results from the checklist and the dealers future individual targets. They also set up a schedule for the upcoming weeks with four weeks of coaching and four weeks of further follow-up.

In the first meeting with RPM I got to see the report on one of Volvos top dealers here in Thailand which is Wearnes. In the next meeting we also went through the report for the retailer Stockholm Auto, located in Phuket. In the meeting, outsource company (MSXI) report the strength point and improving opportunities for both Stockholm Auto and Wearnes. One of the criteria selections of 2 pilot showroom base on location (1 from Bangkok and 1 from up country) another reason for this is to see the difference in Stockholm Auto which is one of Thailand's less performance retailer and Wearnes which is one of Thailand's most performance retailer. It makes it easier to see the gap between the two retailers by doing a comparison like this. After understanding the gap between these retailers, they can focus on coaching Stockholm Auto to improve their Sales Management, Sales Operation Process, and Marketing and fulfil on the key functional responsible persons.

Reflections

When working with project managing, it is about being able to work with many irons in the fire. You are involved and have knowledge and exist for support in the various projects that are going on within the company. Therefore, I got the opportunity to get an insight into the projects at VCT to get an overall picture of what the projects were about and what the purpose of each project was. I have also had the opportunity to learn about VCT, what their values are and what goals they strive for in the future for the company.

It was interesting doing a stakeholder model since I have done something very similar in the course Project Management. It is fun to see that the theory I learn in the courses I study is used in the same way at the workplace. One of the biggest challenges with doing the stakeholder model was to understand the difference between what the project members requirements are and their expectations. I noticed it was very easy to confuse them two together.

When it came to improve the template/timetable I got the chance to work independently and got to start designing the template/timetable the way I felt would suit the project. I enjoyed working together with the other departments since it gave me a chance to understand how they worked and gave me the overall picture of how the project was designed.

It has been interesting working with making the template more efficient and to figure out what information that is necessary to have in the template to get a quick overall view of how the projects is going. It seems like the employees are working with templates that are designed differently. This don not just include employees from different department but also different templates for different projects. I can connect this a lot with Lean, where one of the principles is to standardize your work. That working with a standard is more effective and requires less time to think about how a task should be performed. We have put a lot of hours in designing the new template to work for the different departments so that the employees in the future can spend less time on designing their own template to work in. I can connect much of what I have learned about designing a template from the courses Project Management and Quality Management since they are about learning to work together as a team rather than every employee for them self and about making a timeline and work efficient.

I really enjoyed going to the showroom and to get the chance to see how an audit works. It was informative to see all the details and thoughts that goes in to opening a new dealership. Also, it was Interesting to learn how many hours it takes to make sure that the new dealership keeps the Volvo standard and how they every year think of new ways to improve the Volvo brand. I can connect a lot from the audit to the course Quality Management where I learned about how an audit was preformed and what was required to get an ISO 9001 certificate.

It has been instructive being able to participate in the RPM report meetings. It is interesting to see how much work that goes in to analysing and improving a showroom. First of all, to see how many different points they inspect and analyse in a retailer. But also, how different two retailers working for the same company can look like, how big the gap between them can be. I think it is a good strategy to compare them to each other just to get a clearer image on how different they work from one another. To get a more accurate picture of the sales team's sales and communication skills they also use mystery shoppers. I can connect a lot of how an RPM works with the course Quality Management, where I learned how companies need to follow different standards and the audit that is done to ensure that the standard is followed.

Discussion and conclusions

Doing my placement course at VCT has been very educational and rewarding. It has taught me to understand what is important when it comes to working with a project. Everything from designing an efficient and easy-to-use template / timetable to finding out where in the project there is shortcomings and to find a solution for it. Communication during a project is also important, this so each department knows where the project is located in the time schedule and what the next task is. The project leader is working to ensure that communication is kept.

I have worked both independently and with my supervisor. My supervisor has been with me during all meetings and during the one on one conversations we have had with the various departments. This has facilitated when it comes to quickly understanding what a project is about and what the goal of the project is.

Having worked at VCT for several months I have learned how to handle various shortcomings in projects using different methods. The company's previous problems lie in the fact that people have long worked with the same tasks. One solution to this gap was to give the employees the opportunity for a new employment and new tasks. This has led to them being more motivated to learn the new working tasks and become good in their new position at the company. It has also led to employees having an insight into other parts of the company and an understanding of the different work tasks, which in turn also helps with closing the gap between the different departments.

Another major reason for the gaps between different departments or different retailers has been the lack of working with standards. When working like this, it resulted in different departments working in different documents, which made it difficult for the remaining departments to know if everyone was according to the schedule. By designing a common template / timetable, it was easier for the different departments to get an overview of how it went for the project's various departments. To make sure that each department had the accurate content in the templet it is essential to work together with each department. By doing so, it was easier to figured out which information that was necessary to have in the template/timetable for each department. It was also made clearer on how the timeline for the project would be. By also looking at previous problems that have arisen in other projects it is possible to see if any improvements could be made to this project. One key point with the template/time table is to make a standard design that all the employees can use with both this and future projects. The template / timetable included all departments, which tasks would be performed for the project, who would perform it and even when it would be performed.

When it came to the various retailers, there was a standard. However, it was not regularly checked if these were followed by the retailers, which meant that the retailers could both work differently and be decorated differently. To improve this, regular audits of the retailers began, and an outsourcing company RPM was used to find out the gap between different retailers. This made it possible for VCT to clearly see what deviations there were between the standard and the various retailers. After that, one could design an improvement plan that would be followed.

The methods that have been used to reduce the gap between different departments aim to create understanding and to give an overview of the project. The methods used can be linked to Lean, where you work a lot with standardized work and teamwork. I think the methods have generated good results when it comes to reducing the gap between different departments. Changing the way of working to a more Western way takes time, but it is noticed that the working environment is moving in the right direction.

Cultural differences

Thailand, also known as the country of smiles. If you are happy you smile, if you are angry you smile, if you are confused, sad or stated either way you always smile. It means that the working place is always perceived as pleasant, although it is not always the truth.

If people did not understand a question here in Thailand, they would not ask again. They would keep on smiling and pretend that they understood, both at work and in everyday life.

One example is a presentation from one of the suppliers. They came to VCT and had the wrong information about the layout size for the motor show, so the whole layout was wrongly calculated, and they had to redo it. What if they would have double checked one extra time before coming to VCT, they would been a hundred percent sure about that kind of things.

Another example is that in Thailand they have another hierarchical thinking, that also has been brought up in lectures in school. That the employees listen very carefully to what their manager values and from that they plan, do and act within their working assignments. Even if VCT are working hard to get rid of those thoughts, it is hard to achieve because it is about the Thai values.

People here in Thailand are also extremely accommodating and helpful even if they do not always understand English, they will always be there to help. It is probably because of their religion, were most of the people are Buddhists and believe in good karma.

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A REPORT ABOUT LEAD TIME VALIDATION AND OPTIMIZATION

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ABSTRACT

Problem background and research question - Volvo Group Trucks has production material shipped from 69 European suppliers which leads to intense inbound traffic. As the TSA decided to reduce safety inventory stock, a severe number of shipments are now frequently delayed, resulting in either too long or too short time period for custom clearance.
This problem has led us to collocate the research question below: *How can Volvo utilize Lead Time Optimization in their operations?*
Work activity - The work activity for this project has been focusing on analysing and simplifying excel documents to receive a greater understanding of the current situation regarding lead time from EMEA to the Thai-Swedish Assembly plant in Bangkok.
Areas of improvements - Lead time optimization can be attained by approaching the problem using different kinds of approaches and tools. Two different, but important, steps to look at individually when starting to analyze and improve the lead time for a certain process are; setup-time, and Processing, Move and Waiting time.
Conclusion - The implementation of lean tools has been proved both effective and beneficial for the TSA in Bangkok. However, the development of the lean implementations can be improved in order to reach a wanted lead time. The need to improve both external and internal processes if this problem is to be improved

Keywords: *Lead time validation, utilize lead time, lean tools*

1. Introduction

This report includes information regarding Volvo Group Truck, Thai-Swedish Assembly Plant (TSA), Bangkok, Thailand, and the company's problem regarding *European (Europe, the Middle East, and Africa - EMEA) – Thailand (APAC) Transport Lead time validation* within the department of *Transport Operations – Transport Material.* The context of the assigned problem was to receive a better understanding of inbound logistics and obstacles leading to lead time delays. The aim is to investigate the quantity of lead time delays, and to conclude which suppliers that deviated from Estimated Time of Arrival (ETA) to Actual Time of Arrival (ATA). In this report a more detailed description of the problem/work task will be presented. The goal of this report is to present suggestion of improvement for Volvo Group Trucks regarding their lead time validations.

2. Company description

Volvo Group Trucks

2.1 Company Background

Volvo was founded in Gothenburg, Sweden, in 1927 by Assar Gabrielsson and Gustaf Larsson. Due to the war in the 1940s Volvo grew substantially, and between 1964-1969 two more plants were established. Volvo continued to grow during the 20th century and by the millennium year 2000, Volvo had plant operations globally. In 2016 Volvo Group presented a brand-based association with clearer business responsibility for the group's different truck brands. They created five separate units: Volvo Trucks, UD Trucks, Renault Trucks, Mack Trucks, and Group Trucks Asia and JVs, each with benefit and management obligation regarding their particular business brand. (Volvo, 2019).

Volvo has had established business in Thailand since 1976 but has its head office in Gothenburg, Sweden. Volvo is today one of the world's leading manufacturer of trucks, buses, construction equipment and marine and industrial engines with a vision to "be the most desired and successful transport solution provider in the world" (Volvo, 2019). Volvo Group Trucks does 2019 consist of the brands: Volvo, Volvo Penta, Nova Bus, Mack, Eicher, Terex, Renault Trucks, Prevost, SDLG, Dongfeng, and the one that the TSA in Bangkok produce the greatest quantity of, the **UD truck** (Volvo, 2019). The production is producing in 18 countries and reaching 190 markets with 20% share net sales in Asia. Volvo employs about 100.000 people and approximately 16.500 of these work in Asia (Volvo, 2017).

2.2 Lean at Volvo

At Volvo Group, Lean tools are used, but also seen everywhere to work as a daily re-minder of using lean tools to improve the day-to-day operations. One of these tools are especially highlighted and that is the *5S*. As you can see in figure 4 and 5, this TSA promotes adapting the 5S method to improve the work quality in a smart and effective way and is very much appreciated among the employees.

Another frequently used term is the *Gemba.* The management are going on reoccurring Gemba- walks in order to be able to get a deeper understanding of what the TSA produce and what the problems occur. Additionally, the management does also promote these Gemba walks to their employees and emphasise the importance to ask questions in order to learn more, something that I appreciate and also a mindset to adapt as I believe that will make you a better engineer. These Gemba walks does also promote teamwork and solving problems and overcoming obstacles together.
A term used as soon as a problem occur is *root cause analysis* (RCA). This is an effective way in order to get to the bottom of why the problem occurred in the first place, also the main purpose of my task. The management are also clear in why RCA is important in creation of value and elimination of the 7+1 wastes.
Lean tools are used on daily basis here at the TSA and just by working at the desk I can hear words such as: Poka-yoke, Andon, and Gemba etc, which is evidence that lean is well implemented throughout this TSA. Even though I have not work directly with all of these tools, the presence of them have made it easier to put them into context and to get a better understanding of how they can be used throughout an organisation.

2.2.1 Volvo Production System (VPS) and continuous improvement.

The most evident correlation between my IPC and course lean and green logistics is the Volvo Production System (see figure 6). The VPS is a part of this plant's day-to-day operation and decision making. They have adapted and created their own VPS influence by the Toyota production system, in order to attain and sustain continuous improvement. Continuous improvement is a growing concept within many organisations nowadays, and not the least at Volvo. Volvo has realised that the secret to attain continuous improvement is to be open to change, and to constantly re-evaluate the working activities within the company. This does not only include thorough analysis of customer satisfaction, but it does also include work towards elimination of waste and reducing lead times, a central part within lean production.
Volvo believe that is achieved through active participation from all stakeholders of the Volvo Group operations. Therefore, Volvo Group aim to adapt and encourage but also reward, a mindset and culture of continuous improvement between all employees.
(Volvo Group, 2019)

2. Lead Time Validation

Problem Background

As Volvo Group Trucks has production material shipped from 69 European suppliers the inbound traffic is intense. At this moment the TSA has a cross-docking terminal in Gothenburg, Sweden, and in Ghent, Belgium. The TSA has a master data database where transport lead time for each set of all 69 suppliers from EMEA to the TSA in Bangkok

Problem and Research Question

As the TSA decided to reduce safety inventory stock, a severe number of shipments are now frequently delayed, and the lead time is now too long or too short resulting in either too long or too short time period for custom clearance at the Laem Chabang Port in Bangkok. The question that needed to be answered is whether the current lead time for each supplier is valid or not, or if it needs to be re-adjusted.

This problem has led us to collocate the research question below:

1. How can Volvo utilize Lead Time Optimization in their operations?

Work activity

The work activity for this project has been focusing on analysing and simplifying excel documents (see appendix 1) to receive a greater understanding of the current situation regarding lead time from EMEA to the Thai-Swedish Assembly plant in Bangkok. The excel includes a total number of 69 EMEA suppliers, whereas 48 out of these have deviation in lead time: either a lead time that is too long or too short. These deviations in lead time lead to an unacceptable time frame for Customs Clearance (CC).

For the first couple of weeks we were given four different documents that contain different kinds of data, such as; vessel name, order number, ATA, ETA etc. One of these was referred to as the *Master Data* and that excel document is constantly updated to include important data for all shipments to the TSA. Our job was firstly to get acquainted with the documents and to understand what information they contained. As we gained more knowledge regarding the documents, we could start with the task of creating a summary containing the connected information in all the documents. This was in order to get a clearer view where the lead time delays were occurring. To make it easier to navigate when summarising these documents, pivot tables was utilized and eased the work load, as we had learnt how to utilise it by googling information.

As the summary was concluded, a new excel document was given to us. This document included a more specified supplier list with Lead Time deviations in lead times and also time each shipment had for custom CC. As TSA require a total number of six days for CC, my task was to calculate and compile a list of the suppliers that could not meet this demand. After this was collocated, we were told to make two different list (see appendix 1); one including those suppliers that had deviations in all orders, and one with deviations on single or a few orders. The list with all order deviations was sent to Emma, a supplier operator in Gothenburg, in order for her to get an overview of the situation and be able to re-adjust the lead time to reach the port of Bangkok and attain a CC of six days. The other list was sent to Kathleijn, a transport operator at the cross-dock in Ghent, in order for her to analyse and get back to us with information about where the lead time delays might have occurred.

3. Theoretical Framework

"Any activity that consumes time but does not add value to the product is an initial target for reduction or elimination as waste. Value-added activities should be continually improved so they take less time and thus add more value. Waste is anything that does not add value or consumes more time than is necessary.'' (Tersine, 1995)

All kind of managing time in a company can be a competitive advantage, where lead time is the most important part. If the company wants to gain control over lead time, there are some steps to get through. The first step is to make an analysis of the status quo, look into the organization to identify the flow of material and information and separate the lead time into its various elements or components. If you are managing time you look at the managing quality, cost, innovation and productivity. The reduced time improves the other measures of performance automatically. (Tersine, 1995)

When time is wasted, there are often an explanation behind which is happening more than one time. It happens because of serialization of independent activities, when the synchronization between workers is bad, when the scheduling is poor, if products or parts are rejected – unacceptable quality, or when the work flow is inefficient. This means that planning techniques is the basis for lead-time reductions. (Tersine, 1995)

When reducing lead time, it is important to use the comprehensive lead-time reduction strategy. The first step is to attack all bottlenecks in the system and begin with those most inhibitive to throughput. The focus must be on solving the largest and then attack the problems in order. The last step in this strategy is to monitor the system for continued opportunities for improvement. (Tersine, 1995)

The reduction of lead-time strategies are responses of several logistical chain problems, such as manufacturing, distribution problems and procurement. Procurement lead-times are actually a significant source of excessive lead times. But the major factor contributing to bad lead-times is backlogged suppliers. (Tersine, 1995)

The goals that the company tries to achieve when they use comprehensive lead-time reduction strategy is first to locate and respond to all of the problems in their logistical chain, and second is to increase the speed of their throughput. (Tersine, 1995)

If the company routinely receive late shipments from suppliers, removing them from the Supply chain and find a new reliable supplier could reduce the lead-time. In the process from the beginning to the end, it is often possible for different individuals to complete multiple processes at the same time, which saves a lot of time. The most important part in reducing lead-time, is the internal communication. This is also the major challenge to solve. It can be solved by not using any paper, so that everything is on the computer for everyone to see at the same time. (MLC, 2017)

4. Discussion and Conclusion

Areas of improvements

Lead time optimization can be attained by approaching the problem using different kinds of approaches and tools. Two different, but important, steps to look at individually when starting to analyze and improve the lead time for a certain process are; setup-time, and Processing, Move and Waiting time.

Setup time for Volvo and/or their suppliers are sometime one reason behind the deviation in lead times. Therefore, improving the setup time buy for example using the tool Single Minute Exchange of Die (SMED) is recommended and could lead to a better result regarding their lead time deviations.

Processing, Move and Waiting time are all important for lead time. As Volvo is using various lean tools in their day to day operations the recommendation for adapting and approving their lean implementations is emphasized. However, there are several approaches to the problem before the company can fully utilize the implementation of the lean tools. One key aspect in reducing lead time is to decrease or eliminate non value added time, often referred to the seven plus one wastes. When it comes to Volvo, the seven plus one wastes are often, lack of communicating, when supplier do not inform Volvo of delayed or to early shipment. It might also be operation flaws at their cross-dock in Ghent and in Gothenburg where single deliveries are delayed, but there are often flaws within Volvo´s internal communication as well.
It is also a good idea to look at Production, Planning and Control (PPC) in order to make the external and internal processes of Volvo more efficient regarding time and waste, and also waste of time. Improving these processes; production planning and control systems and also develop a better scheduling system, has proven to be rewarding to various companies.

Conclusion

To conclude, the implementation of lean tools has been proved both effective and beneficial for the TSA in Bangkok. However, the development of the lean implementations can be improved in order to reach a wanted lead time. The need to improve both external and internal processes if this problem is to be improved.

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Development of Teaching and Learning English for Communication by Using B-SLIM Instructional Model

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Abstract

The objectives of this research were to develop teaching and learning English for communication activities by using the B- SLIM instructional model, to compare the results of students after learning through the B-SLIM instructional model and to survey the satisfaction of students with the activities of learning English for communication after using the B-SLIM instructional model. The participants were 20 of 1st-grade students, studying English listening and speaking class in the semester 2, academic year 2018 at Saint John Mary International School, Saraburi. This sampling group held the pre-test results between 8-10 correct answers out of 20 questions. The research instruments were 1) 4 English assignments designed according to the B-SLIM instructional module, 2) the pre-test and post-test (20 basic questions according to the Grade-1 English books) designed by the researchers, and 3) a students' satisfaction questionnaire. The data were statistically analysed by using percentage, means, standard deviation and T-test.

The research findings indicated the following results:

1) The comparison of the pre-test and post-test results indicated that the means of the pre-test was 8.55 out of 20 while the means of the post-test was 13.88 with the means of increment scores of 5.1. The difference of increment showed that 1st-grade students' learning achievement increased more than 25 % after being taught by using the B-SLIM instruction model assignments.

2) The results of the students' satisfaction with the 4 designed B-SLIM instructional model based assignments was at a high level.

Research Key word: *B-SLIM Instructional Model, English for communication activities*

I. RESEARCH INTRODUCTION

Educational management must adhere to the principle that all learners are able to learn and develop themselves and consider that learners are the most important focus. The educational management process must encourage learners to develop naturally and fully according to how teachers and learners synchronize, how teachers handle and manage the lessons and the students, the method teachers organize the teaching and learning process: learning by depositing skills, thinking processes, handling situations, applying knowledge to prevent and solve problems, organizing activities, learners' participating and behaving in class. Learning from real experience and putting practice into thinking is to be consistent with the learning standards of foreign language learning standard which emphasizes and encourages learners to use language for communication. Language teaching is a complex process that relies on the relationship between learners and teachers as well as teaching and learning process, which sets base on the theory and method of a wide range of activities.

Studying foreign languages is different from learning other subjects because students do not only learn the knowledge about the language itself but also learn how to use the language to communicate with others. Therefore, learners will finally learn how to use the language as a tool for communicating with other people according to the needs under different scenarios or situations both in daily life and in career. Learning to use the language correctly and properly depend on students' language skills, effective teaching and learning environment. In addition, students must have the opportunity to practice language skills as much as possible in and outside the classroom. Teaching and learning must be consistent with the nature and characteristics of the language. So students should be provided for a wide range of activities including language skills training and learning activities. With oneself, together with which will lead to Taking self (Learner-Independence) and being able to continue lifelong both in foreign languages learning and using foreign languages as tools for learning, synergizing and synchronizing the knowledge learned with other subjects for further study including occupation.

To find out the reality, my co-researcher and I went to an international school where English is used as a medium in teaching and learning and learners are expected to speak English under school environment. To prove how learners achieve in learning the English language for communication, to see actual problems teachers may find in actual classroom, I and my co-researcher got a permission at Saint John Mary International School to observe how English teachers manage their class, how learners behave in classroom activities, what problems emerging during the class run, what barrier the teaching and learning achievement. The class that we observed during 14-18 January 2019 was the 1st grade students, 40 learners, all Thai, of Saint John Mary International School, Saraburi, Thailand, who were taking an English Listening and Speaking class.

The result of class observation indicates that many learners:

- write incorrect English, choosing wrong vocabulary, improper numbers, incomplete, language components and structure,
- present unclear information or comments.
- writing a single sentence with incorrect components and wrong sentence structure.
- show boredom, lack of enthusiasm in participating English activities
- lack of interest and do not give cooperation in the practice language for communication,
- lack of time to practice

Considering English language teaching is a key that enable learners to use English for communication, classroom activities must be able to help learners to practice language better, encourage learners to become stronger. Motivation in learning helps learners to learn the language naturally. Under the environment that promotes learning smoothen away unnecessary and small problems.

In addition, it was found that learners had limitations in terms of time for practice during the teaching and learning of English communication skills, especially, writing skill which is considered to be the most difficult skill and are most important for learners. Learning English depends on practicing repeatedly; like speaking and writing skills. The Director of English Language determines that in teaching language skills, teachers should provide enough opportunities for learners to practice and enhance their language styles based on what they have learned from classes e.g. listening and speaking class, writing control class. And at the end of the day, learners should have full freedom to speak or write.

Based on problems encountered in the classroom, the co-researcher and I are interested to adopt an English language instructional model called B- SLIM Instructional Model to develop teaching and learning English for communication assignments applied to a group of primary students of Saint John Mary International School , Saraburi, Thailand who were studying a Listening and Speaking class in semester 2, academic year 2018.

The B-SLIM instruction model was created by Olenka Bilash (2009). The B-SLIM instructional model is called Bilash's Second Language Teaching Model, type B or the Second Language Instructional Model (SLIM), called in short "B-SLIM" Model. This instructional model is considered as a theory and/or guideline of English teachers to teach English by creating instructional model assignments for students to better in their learning. The instructional model guideline provides opportunity for teachers to create to innovate to design their own activity and

exercise to appropriate with the class quality.

II. RESEARCH OBJECTIVES

The objectives of this research were to;

1) develop teaching and learning English for communication by using the B- SLIM instructional model,

2) compare the results of students after learning through the B-SLIM instructional model, and

3) survey the satisfaction of students with the activities of learning English for communication by using the B-SLIM instructional model

III. RESEARCH METHODOLOGY

The research methodology includes the following proceedings:

A. B-SLIM Instructional Model Framework

Designing the English for communication activities following the B-SLIM instructional model includes 5 steps as follows:

1. Planning and Preparation -the step that teachers choose activities and content to be consistent with the objectives of the curriculum and the interests of the learners, including the preparation of the necessary media and equipment to help Giving the learner the language learning for Substance.

2. Comprehensible Input – the step that teachers must understand what the teacher input in the activities. It refers to the step by which the teacher describes knowledge, information or new input. Which is based on the original knowledge base of the learner. Teachers can easily make these inputs so that the learners will understand the learning by Expansion of additional explanations, Speak slowly and Clearly. Use demonstration pictures and give opportunities for students to ask questions. The feeder has 9 types as follows:

2.1 Language Awareness

2.2 Pronunciation

2.3 Vocabulary

2.4 Grammar

2.5 Situation and Fluency

2.6 Culture

2.7 Learning Strategy

2.8 Attitude

2.9 Skill

3. Intake Activity - the time that the learners learn the instruction and understand the content or input. However, teacher or instructor should always aware that the learner may not understand the input. Therefore, it is the step that teachers must organize activities to allow students to follow the below two tracks:

3.1 First, teachers organize activities to help learners understand the input, called Intake-Getting-It.

3.2 Second, after the student understands the Input, and then the teachers or instructors can design more difficult and complex activities for students to practice. This stage is called language-based activities (Intake-Using-IT)

4. Output - the process that encourages learners to use language outside the classroom, including listening, speaking, reading and writing skills. Activities in this stage are activities that use creative thinking combined with language skills, most of which are individual activities.

5. Evaluation refers to the stage in which teachers collect different information. From observation or questioning of students in different classes in order to know the problems and the next teaching problem is the assessment of the teacher's own teaching. The assessment of the students' learning, the teacher uses the assessment of learning behaviour, work, sub-tests and Academic achievement test.

B. Research Population and Sampling

The sampling population used in this study was the 1st grade students of Saint John Mary International School , Saraburi, Thailand, who were Thai people and taking a subject of Listening and Speaking in English class in semester 2, academic year 2018. The sampling size was 20 students. Before participating in this research, the sampling group took the placement test designed by the school’s English Department and got the scores of correct answers between 8-10 out of 20 points.

C. Research Duration

The experiments took 6 weeks all together, including the observation session in the first week. (January-February 2018)

D. Research Instruments and Design

1. A test, to be used as the pre-test together with the post-test was created and designed my my co-researcher and I. The recorded results would be used to compare the learning achievement of the 1st-grade sampling groups. The created pre-test included 20 questions covering vocabulary, grammar, basic English use and usage according to the English books of Grade 1 primary school.

2. 4 English assignments designed by my co-research and I, by following the teaching method (Bilash second language instructional method) “B-SLIM Model” by Olenka Bilash (2009) focused on 5 main criterias: Language awareness, Pronunciation, Vocabulary, Grammar, and Situations and Fluency.

3. The satisfaction questionnaire designed by my co-research and I, was used to measure the satisfaction of the 1st-grade sampling group. This satisfaction evaluation questionnaire included 5 rating scale as follows:

5 means the most satisfied

4 means very satisfied

3 means moderate satisfaction

2 means less satisfied

1 means the least satisfaction, with a total of 5 Questions.

E. Research Conduct

The research was conducted as the following:

1. Conduct a Pre-test to be used as the placement test, using the achievement test created by the researcher with the sample group of students.

2. Conduct 4 teaching experiments using the 4 assignments with the sampling groups . The teaching assignments were designed and the experiments were conducted following the B-SLIM instruction model.

3. Conduct the post-test (the same paper as the pre-test).

4. Compare the results of the pre-test and the post-test.

4. Measure the satisfaction of the sampling groups by using the 5-scale questionnaire designed by the researchers.

F. Teaching Experimental of Designed B-SLIM Instructional Model Activities

The English for communication assignments designed by following the B-SLIM Instructional Model used in this research teaching experiment were as follows:

Assignment 1 Vocabulary

Pen Paper Ruler Table Computer Write Shopping mall Homework

Playing Video games Picture

Delivering the assignment 1

Teacher	Students
(Comprehensible Input)	
1.Teachers ask students to watch videos about Leisure activities to bring them into lessons and ask. Questions from videos such as - How many people are there in the video? - What are they doing?	Students watch videos about Leisure activities And answer questions from videos such as - There are 4 people in this video. - They are playing games.
2.Teacher gave the (Text 1 Vocabulary) and opened the Power point to explain the vocabulary and meaning for students to listen and pronounce.	Students receive (Text 1 Vocabulary), listen to vocabulary and pronounce.
3.Teacher gave the (Text 2 Structure) and explained how to use grammar according to Powerpoint for students to listen and understand	Students receive (Text 2 Structure), listen and understand.
4.The teacher asked questions about grammatical structures to check how much are they understanding.	Students answer the questions.
5.The teacher gave the (text 3 conversations) and opened the video clip about “What are you doing?” to let students listen.	Students receive (Text 3 Conversation) and listen to the conversation that the teacher opens.
6.Teachers allow students to divide the group into two groups. Group A and Group B by allowing A to be Josh and B to be Kim.	Let the students alternately speak according to the conversation.
7.Teacher asked questions about the conversation to checking on how much understanding? Such as - Who is doing homework? - Where is Nathan doing homework? - Dose Paul like playing basketball?	Students answer teacher questions such as - Josh is doing homework. - He is doing homework at home. - Yes, he does. / No, he does not

Assignment 2 Structure

Present Continuous Tense

Subject + Verb to be (is, am, are) + Present Participle

Subject	+ is, am, are +	Present Participle
I/ You / We / They	am, are	doing
He / She/ It	is	playing

Delivering the assignment 2

1. We use the Present Continuous Tense to talk about activities happening now.
   Examples :

   They are playing video game.

   My dad is sitting down, because he is tired.

2. We can also use the Present Continuous Tense to talk about activities happening around now, and not necessarily this very moment.
   Examples :

   My friend Yim is working really hard for his job this week.

   I am listening a really interesting song now.

3. The Present Continuous Tense is also used to talk about activities happening in the near future, especially for planned future events.
   Examples :

   I'm going to party on next Friday.

   My friend John will be coming tomorrow.

Assignment 3 Conversation

Conversation

Josh: Hey, Kim. I'm doing my homework for next Monday.

Kim: Good luck to you, Josh. That's excellent!

Josh: You are joking me? I hate doing homework. Anyway, do you know the answer to question five?

Kim: Sorry, Josh. I have no idea about that. Hey, I call you back later? I'm busy right now

Josh: Why? What are you doing?

Kim: I'm cooking dinner with my family. We always spending a family time on Sunday afternoons.

Josh: Okay fine.

Kim: What are you going to do on Sunday?

Josh: I'm going to go to a shopping mall.

Kim: Really? That sound great. Anyway, would you like to join us?

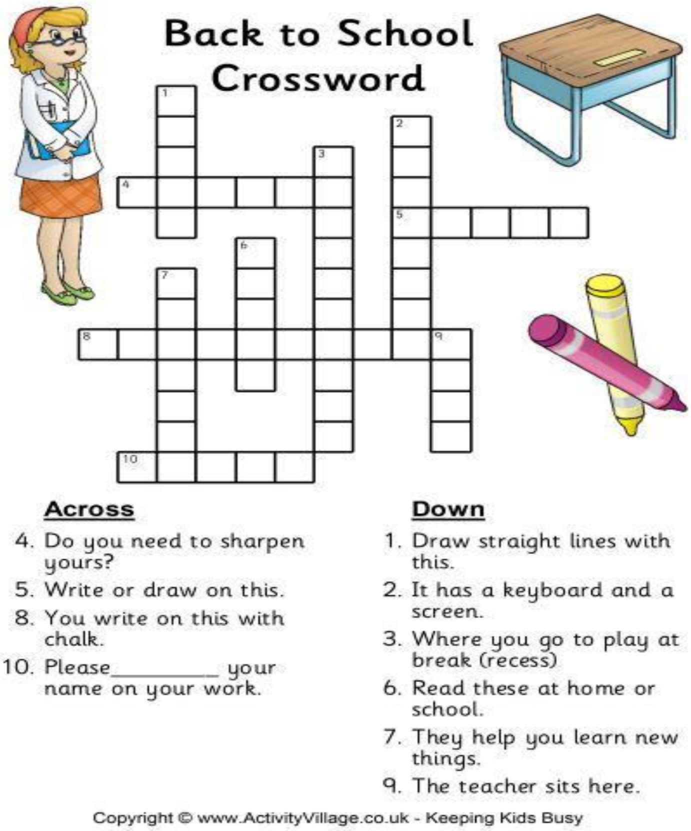
Josh: Thanks, but I have to do my homework?

Kim: Ok, see you bro

Delivering the assignment 3

Teacher	Students
Intake-Getting-it	
1. Teachers allow students to group groups of 4 people each.	Students divided into groups of 4 people each.
2. The teacher explained the steps of the activity as follows. 2.1 The teacher give a hint of vocabulary. The ball has the meaning of those words. Hiding and separate the words into 6 point. 2.2 Let every groups searching for the ball. Everyone can run to any point first. 2.3 When students found the ball. Students have to open the ball. And then let the leader of the group read it. After that, help the group to find answers. 2.4 Write the vocabulary in the crossword box with the number corresponding to the question number. 2.5 When answering questions at that point clearly done. Then every groups of students have to go to the next point until all 6 points. 2.6 which group are answers all 6 questions, then clap together 3 times and say “WE ARE DONE”	The students listened to the teacher with intentions.
3.The teacher gave the paper with crossword and pens to all groups	All students receive a paper with crosswords from teachers.
4.Teachers allow children to do activities by giving 10 minutes of activity time	All students doing activities and done
5.Teachers allow each group of students to change and check	Students get points.

Assignment 4 Crossword



Delivering the assignment 4

Intake-Using-it	
Teacher	Students
1. The teacher divides the group of students into 4 groups each.	Students divides into 4 groups
2. The teacher explained the steps of the activity as follows. 2.1 Teachers give students an opportunity to view pictures of events related to Leisure Activities 2.2 Teachers allow students to remember events from images that have been seen within 10 seconds.	Students view pictures and remember. Students write and explain the picture.

2.3 Teachers allow students to write to explain the picture as much as possible by using the structure of Present Continuous Tense.	
3. The teacher opens the picture for students to see within 10 seconds to allow students to memorize images of events related to Leisure Activities.	Students have to memorize a image.
4. The teacher gave the paper and pen, and then asked the student to write an explanation from the picture using the present continuous tense structure	Students write and explain.
5. Teachers allow students to submit work For evaluation	Students submit the work.

Remember these pictures in 10 minute and Described about these pictures.

G. Research Data Collection

The researchers corrected the students' finished assignments, observed students' enjoyment in class and evaluated by the following:

1) The 1st-grade sampling group took the post-test (The same paper as the pre-test). Compare the results of the pre-and post-test.

2) The 1st-grade sampling completed the 4 B-SLIM instruction model assignments.

3) The 1st-grade sampling group finished the satisfaction questionnaire.

H. Research Analysis Results

1) The results of the pre-test and the post-test of an individual grade 1 sampling group students were compared as follows:

Table 1 Comparison of the Pre-test and post-test results and its means

student no	Pre-test	Post-test	Increasing
Total points	20 ques-tions	20 ques-tions	points
S1	8	13	5
S2	9	13	4
S3	8	13	5
S4	9	14	5
S5	9	15	4
S6	10	14	4
S7	8	13	5
S8	9	13	4
S9	9	14	5
S10	8	14	6
S11	8	14	6
S12	9	14	5
S13	8	13	5
S14	9	14	5
S15	8	13	4
S16	8	14	6
S17	8	14	6
S18	9	14	5
S19	9	15	6
S20	8	15	7
Means	8.55	13.88	5.1
Percent-age	42.75	69.4	25.5

1) The comparison of the pre-test and post-test results indicated that the Means of the pre-test was 8.55 out of 20 (42.75%) while the Means of the post-test was 13.88 (69.4%) with Means of increment scores of 5.1(25.5%). This difference of increment showed that 1st-grade students' learning achievement increased more than 25% after being taught by using the B-SLIM instruction model assignments.

2) The results of the students' satisfaction with the 4 designed B-SLIM instructional model based assignments was at a high level.

IV. RESEARCH CONCLUSION

The research results pointed out that:

1) The comparison of the pre-test and post-test results indicated that the Means of the pre-test was 8.55 out of 20 (42.75%) while the Means of the post-test was 13.88 (69.4%) with Means of increment scores of 5.1(25.5%). This difference of increment showed that 1st-grade students' learning achievement increased more than 25% after being taught by using the B-SLIM instruction model assignments. The 25.5% increment confirms the hypothesis 1 and 2.

2) The results of the students' satisfaction with the 4 designed B-SLIM instructional model based assignments was at a high level confirming the hypothesis 3.

V. RECOMMENDATION FOR FUTURE RESEARCH

Studying, planning and preparing teaching very well by teachers with clear objectives are significant for teaching and learning achievement. Designing activities, preparing instructional assignments must be suitable for the age of students, their level, including their context and environment.

The results of my research by using the B-SLIM instruction model framework may inspire English teachers to better their teaching methodology and creatively design their class assignments which attract students intention to learn.

My co-researcher and I would strongly encourage English teachers to try using the B-SLIM instruction model framework with your class and you may find students pay higher attention to you lessons significantly.

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