

Table of Contents

Identifying Material Weakness of Internal Control: An Empirical Study for a Multi-year Period (John J. Cheh, Il-woon Kim, Juliana Reifsnnyder).....	3
Experience Curve Pricing and Cost Inflation: Evidence from South Korea (Tarique Hossain, Sang Jin Bae, Sung-Soo Seol).....	23
Voluntary Adoption of IFRS and Its Impact on the Value Relevance of Earnings and Equity Book Value for Korean Firms (SungKyu Huh, John JongDae Jin, Kyung Joo Lee).....	41

Managing Editor: Kyung Joo Lee (University of Maryland-Eastern Shore, USA)

Associate Editor: Jae Min Jung (California State Polytechnic University-Pomona, USA)

Review Board:

Heungjoo Cha (Finance, University of Redlands, Redlands, USA)

Haiwei Chen (Finance, University of Texas – Pan American, USA)

David Choi (Management, Loyola Marymount University, USA)

Jim Estes (Finance, California State University – San Bernardino, USA)

Sung-Kyu Huh (Accounting, California State University - San Bernardino, USA)

Stephen Jakubowski (Accounting, Ferris State University, USA)

Jeein Jang (Accounting, ChungAng University, Korea)

John J. Jin (Accounting, California State University - San Bernardino, USA)

Il-Woon Kim (Accounting, University of Akron, USA)

JinSu Kim (Information System, ChungAng University, Korea)

Young-Hoon Ko (Computer Engineering, HyupSung University, Korea)

Byunghwan Lee (Accounting, California State Polytechnic University-Pomona, USA)

Habin Lee (Management Engineering, Brunel University, UK)

Diane Li (Finance, University of Maryland-Eastern Shore, USA)

Qiang Li (Finance, Shanghai University of Finance and Economics, China)

Frank Lin (Information Systems, California State University - San Bernardino, USA)

Steve C Lim (Accounting, California State University – San Bernardino, USA)

Samantha Liu (Accounting, California State University - San Bernardino, USA)

Yongsun Paik (International Business, Loyola Marymount University, USA)

Kwangsun Song (Management, SoonChunHyang University, Korea)

Hua Sun (Real Estate, California State University - San Bernardino, USA)

Tae Won Yang (Finance, California State University - San Bernardino, USA)

Sehwan Yoo (Information Systems, University of Maryland-College, USA)

MoonGil Yoon (Management Science, Korea Aerospace University, Korea)

Sung Wook Yoon (Accounting, California State University - Northridge, USA)

1. Topics: All areas of business, economics, and information systems**2. Manuscript Guidelines/Comments:**

Pan-Pacific Journal of Business Research (PPJBR) is a double blind peer reviewed Journal focusing on integrating all areas of business, economics, finance, and Information Systems. PPJBR pursues high quality researches significantly contributing to the theories and practices of all areas of business, economics, and Information Systems. PPJBR is an academic journal listed on Cabell Directory. PPJBR consider for publication the following topics in all areas of business and economics including Accounting, Economics, Entrepreneurship, Finance, Hospitality Management, International Business, Marketing, Human Resource Management, Operation Management, Information Systems, Strategy, and Supply Chain Management:

- Current and new theories.
- New regulations and policies.
- Application of business and economic theories.
- Case studies exploring current issues
- Pedagogical issues in business education

3. Submission:

Authors are required to submit their article or manuscript electronically at info@ppbri.org.

Before submission, the article or manuscript should not be published in any other journal. The article or manuscript should be in MS Office Word format. It should be written in a single space with a maximum number of 15 pages and 12 font size. Title, the name(s), affiliation(s), address (es), phone number(s), and email(s) of authors should be on the cover page. Contact author should be indicated. Only an abstract of the article or manuscript in 250 words, title, and 4 key words should be shown on the second page.

PPJBR generally follows the American Psychological Association (APA) guidelines. Reference should be presented in a separate sheet at the end of the article or manuscript. Tables, figures, footnotes, and their numbering should appear on the appropriate page. The usage of footnotes should be minimized. The decision of acceptance usually takes three months. After acceptance, PPBRI has a copy right for the accepted article and manuscript.

The article or manuscript should be submitted to: Dr. Kyung Joo Lee, Editor, Kiah Hall Suite 2110, Princess Anne, MD 21853. Phone: 410-621-8738. Email: info@ppbri.org

Experience Curve Pricing and Cost Inflation: Evidence from South Korea

Tarique Hossain*

California State Polytechnic University – Pomona, USA

Sang Jin Bae

Korea Institute of Science and Technology Information, KOREA

Sung-Soo Seol

Hannam University, KOREA

ABSTRACT: Experience curve pricing rests on the notion that as cumulative production doubles, businesses achieve cost reduction through time saving learning. This principle has been applied to various fields such as production management and planning, budget control, pricing and strategy. While the existence of experience curve is documented in various industrial sectors (Boston Consulting Group, 1975) in the USA, however, the literature offers very little evidence of it in international setting. In this paper, we explore experience curve pricing in several industries in South Korea, for two reasons. First, it is a major exporting power in global trade of consumer and high technology products, and second, the period under study, 2003-2008, Korean manufacturing experienced inflation in producer prices. We tested 156 products in 11 industries and found that the cost inflation hindered the experience curve effects, and, once corrected for the inflation, more products display the experience curve effect.

Keywords: *experience curve, pricing strategy, Korean manufacturing.*

JEL Classifications: *M21.*

Acknowledgement: This paper was presented at the 2013 Pan Pacific Business Research Conference, February 21 -23, Pomona, CA. We thank two anonymous reviewers and Dr. Jae Min Jung for helpful comments. Part of this study was funded by Hannam University.

*Corresponding author. Email: tmhossain@csupomona.edu

1. INTRODUCTION

Since 1920s in airplane production (Wright, 1936), experience curve effect has been an important organizing principle for businesses. In its simplest form, experience curve effects capture the cost reduction solely attributable to learning-by-doing effects. In other words, if no additional capital investment is made, simply by virtue of learning from cumulative production, would lead to cost reduction over time. Arrow (1961) documents that an iron works factory in Sweden realized productivity increases of 2% per annum even though there was no capital investment in 15 years.

The effect has led multitude of researches, so there are several review papers for all the related areas or some specific areas such as Yelle (1979), Day and Montgomery (1983), Alberts (1989), Weiss et al. (2010) and Yeh and Rubin (2012). Reflecting this concern, experience curve became a statistical law (Sallenave, 1985) or even a doctrine (Alberts, 1989) already in the 1980s.

2. LITERATURE REVIEW

Discussions on experience curve effects can be grouped into four categories: confirmation of the experience curve, issues on estimation or forecasting, application, and other factors than experience curve effect.

The first group can be defined as researches for checking the existence of the effect and measure the progress ratio. The effect was found in airplane (Wright, 1936), iron works (Arrow, 1961), various products (Boston Consulting Group, 1970), ship production (Thornton and Thompson, 2001), consumer products (Bass, 1980; Hossain, 2011), environmental control technologies (Rubin et al., 2004a, Yeh et al., 2007), medical device (Brown et al., 2007; Brown et al., 2008) and ethanol (Hettinga et al., 2009; van den Wall Bakea, 2009). In recent years, there seems to be increasing interest in applying experience curve to energy technologies (Neij, 1997; McDonald and Schrattenholzer, 2001); Neij et al., 2004; Nemet, 2006; Rubin et al., 2006; Yeh and Rubin, 2007; 2012; Weiss et al., 2009; 2010).

The second group of studies deals with estimating and forecasting the effect. From this group, various types and sources of experience curve are defined (Yelle, 1979; Day and Montgomery, 1983; Alberth, 2008; Sark, 2008; Weiss et al., 2010; Yeh and Rubin, 2012). In addition, solutions to problems in estimations are offered (Naim and Towill, 1990; Sharp and Price, 1990; Chang, 2010).

The third group can be defined as the application of the experience curve effect. In earlier studies, break even analysis and budget control were popular topics (Yelle, 1979), but application has been extended to government procurement (Anton and Yao, 1987), technology and marketing capability (Chang, 2010), export (Ursic and Czinkota, 1984), assessment of energy policy (Neij, 2004), restoration of cultural heritage (Kim et al., 2010), pricing strategy (Ghemawat, 1985; Brown et al., 2008) and diffusion (Hossain, 2011).

The fourth group is the studies for purposes other than experience curve effect. Jakob and Madlener (2004) pointed out the effect of standardization, and Greker and Sagen (2008) analyzed the competition between suppliers. Nemet (2006) analyzed that all the cost decrease could not be explained by the experience effect, but considerable portion of it was attributable to market dynamics such as moving to low quality, changes in demand elasticity, fierce competition and standardization. Hong et al. (2010) showed the experience in an area of urology not efficient in urology service, but the experience in the area of oncology is more efficient.

Until now we tried to show all the branches of the effect studies since our main concern is quite different from the past studies. Our research interest starts with the question if the

experience curve effects hold in the Korea—a country with one of the largest manufacturing sector but ignored by the previous researchers. Secondly, we include a diverse number of industries to understand if the experience curve is particular to a few or a rule applicable to all kinds of industries. Further, most prior experience curve studies covered periods of stable external conditions such as input price inflation. This study aims to examine the impact of material price inflation on experience curve effects as the data set overlaps with times of rapid input price inflation in South Korea.

3. THE EXPERIENCE CURVE PRINCIPLE AND RESEARCH QUESTIONS

The concept of experience curve indicates that the number of hours needed to manufacture decreased at a uniform rate as the quantity of production increased. The mathematical expression for the experience curve between unit cost and cumulative volume is given by (Day and Montgomery, 1983, p 44)

$$C_n = C_1 n^{-\lambda} \quad (1)$$

Where

C_n =cost of the nth unit

C_1 = cost of the first unit,

n = cumulative number of units

λ = elasticity of unit costs with respect to cumulative volume.

The above expression suggests that cost per unit will fall by a constant rate of $1-2^{-\lambda}$. For example, when $\lambda=1$, we are dealing with a 50% experience curve, suggesting that cost (or price) will fall to 50% of their original value as experience (measured by cumulative units produced) doubles.

Once plotted the relationship between variable unit cost and cumulative output in logarithmic scales, a linear line that best fit the data is considered the experience curve. An 80% experience curve is considered normal, which bears the following interpretation: every time experience doubles, cost per unit will fall to 80% of their original value (Kortge et al., 1994). In other words, cost is expected to fall by 20% for each doubling of cumulative volume produced. The slope of the experience curve varies widely from product to product and from industry to industry. For example, Ghemawat (1985) compiled empirical estimates of experience curves for over 100 products that show the average slope at 85%, while 15% of the products displayed slope under 70%. Boston Consulting Group (1975) also showed varying rate of learning experience for various sizes of motor cycle engines produced in United Kingdom.

The South Korean Context

Experience curve effect in the United States is widely documented in literature and very little research is done in international markets. Over time, South Korea has become a major manufacturing power in the world, already surpassing China in 2010 (Theglobaleconomy.com). We ask the question whether the widely documented evidence of experience curve effects is a global phenomenon, or a principle observed only in a select number of countries. Although testing experience curve in multiple countries would add much to the existing body of knowledge, due to the punitive data collection difficulty, we add to the literature one country at a time. Being a major manufacturing power in the world today, South Korea lends itself as a

natural candidate for extension of the evidence for or against experience curve effects. To our knowledge, this study presents a first attempt to document the South Korean experience on the topic.

There is another reason for choosing South Korea as the context for this study. The notion of experience curve holds well when the underlying economic conditions, such as cost inflation, remain stable. During the period of secondary data collection chosen for this study, 2003-2008, many South Korean industries felt sharp increases in material costs of manufacturing. Rising material cost may offset or mask the decline in cost attained by learning or experience attained due to repeated production routines. Working with a data set for a period known for input cost increase presents an opportunity to examine how far input price increase hinder the statistical evidence for or against the experience curve effect.

Based on the foregoing discussion, we pose the two following research questions:

RQ1: What product categories exhibit statistically significant experience curve effects?

RQ2: Does accounting for input price increase qualify more product categories to exhibit statistically significant experience curve effects?

This paper attempts to make a significant contribution to the literature by expanding the investigation to a major exporting source of the global economy, and by examining the role of input price increase on evidence for or against the experience curve effects. The standard null hypothesis would be that the coefficient λ in equation (1) would be zero. Since we are working with a different country, and the data set includes periods of input price inflation, it would be premature to expect overwhelming evidence for experience curve in South Korea. Hence we approach this study with these two research questions in mind.

4. DATA AND METHODOLOGY

This paper uses time series secondary data on 156 products spanning 11 diverse industries such as machinery, electronics, food and beverage, clothing, and pharmaceuticals. The data is compiled from annual reports of 50 listed companies in the Korean stock market, for the time period 2003 to 2008. The wide number of products and industries are chosen for replication consideration.

The data set, however, is by far one of the most comprehensive among the ones used in the experience curve literature. The potential benefit of analyzing a large number of companies in diverse industries should generate interesting and managerially useful insights. The data set contains information on product name, quantity produced, cost of production, and industry the company belongs to. The main variables of interest are unit cost and level of production units. The units are added over time to arrive at cumulative units. In estimating process we adjust the data along with consumer price index reflecting the price changes during the period. GNP deflator may be used for price adjustment, but we give up the deflator since it can distort some industry as noted by Day and Montgomery (1983).

Once taken logarithm of prices and cumulative units, the experience curve model becomes

$$\ln C_n = \ln C_1 - \lambda \ln n \quad (2)$$

Where \ln implies natural logarithm. Model (2) is the so called log-log model that represents the experience curve. Estimation by ordinary least squares regression provides the

constant cost elasticity estimate, λ and the first part of the right hand side representing a constant. It is noteworthy that this model does not preclude including other factors that are likely to influence the experience curve. Among these factors that are tested in other research includes degree of product standardization, and economies of scale (Stobaugh and Townsend, 1975), however, cumulative experience showed the most predictive power in explaining price changes. Further, it is common in literature to use either cost or average industry price as the dependent variable, depending on data availability (Day & Montgomery, 1983, p 48; Brown et al., 2007).

5. EMPIRICAL ESTIMATES OF EXPERIENCE CURVES

Ordinary least square regressions are applied to the log-log specification (equation 2) to derive the slope of the curve. Table 1 is the summary of the estimation of 156 products by industry, and all the results with slope parameters as well as the experience curve are attached in the appendix A. As Table 1 demonstrates, adjusting for input price inflation increases the number of products with statistically significant experience curve effect, from 17 percent of all products to 30 percent. Specifically, of the total 156 products, 47 of them show statistically significant experience effects after the adjustment. There were only 26 products showing the effect prior to making price adjustments.

TABLE 1

Evidence of Experience Curve Effects

Industry	# of Products with Statistically Significant Experience Curve		Total No. of Products
	Before Inflation Adjustment	After Inflation Adjustment	
Electronics	15	23	56
Machinery	4	3	26
Pharmaceuticals	4	11	15
Food & Beverage	1	2	17
Chemical / Cosmetics ¹	0	2	17
Metal	0	1	10
Non-metal	0	1	3
Electricity	0	2	7
Clothes	2	2	4
Other Manufacturing	0	0	1
Total	26	47	156

Note 1: Two products in cosmetics industry having no effect are included in chemical industry.

Further, Table 1 shows that experience effect is shown in all industries except other manufacturing and non-metal industry. Despite making allowance for input price inflation, the overall evidence of experience curve effects is mixed. Possible explanations will be provided in

the next section and we turn to examining the magnitudes of the experience curve effects.

As for the research question one, the results, as provided in Appendix A, show a range of magnitudes of experience curve on an industry by industry basis. At 73%, Pharmaceuticals show the highest percentage of product categories to exhibit experience curve effects, followed by Clothes (50%), Electronics (41.0%). Only 30% of product categories are statistically significant at 10% (or lower significance level). The experience curve effect range from 1.2% to 53.6% with the median experience curve effect stands at 87% and the average at 84%, suggesting that cost will diminish by about 10-15% every time cumulative output is doubled.

These numbers are consistent with previous studies. For example, Hossain (2011) estimated experience curves for 20 consumer electronics products using U.S. data and found the average experience curve at 90%, with all 20 products displaying statistically significant experience effect. The average estimates compare at about the same level found by the Boston Consulting Group (1975) which found the experience rate at 88%, 76%, and 81% for less than 50 cc, 126-250 cc and 51-125 cc motorcycle engines. It is noteworthy that there are some product categories where the reverse experience curve effect is observed with some of them being statistically significant. This could be attributable to cost increases due to raw material price inflation or wage increase. Unfortunately, our data set is not rich enough to capture all these covariates. The color television in Bass (1980) using data for the first 10 years stood at 95% versus 96% in this study. Note that the other products tested in Bass (1980) were refrigerator, air conditioners, dishwashers, and clothes dryers clocking within 80% to 90% experience curve.

However, the results also indicate huge variations in experience rate. This is understandable given the diverse industries the data is chosen from. One source of this variation is product specific factors such as the level of standardization and the number of product models carried. For instance, color televisions come in various sizes whereas telephone answering machines were sold in much fewer variations. Another potential source of variation is the state of technology prevailing around the time period the products had their growth cycle. In addition, camouflaged in the numbers is the quality improvement over time in many of these products. Color television was broken into a separate product after introduction of stereo sound and improved color reproduction (e.g. digital comb filter) in the mid 1980s.

6. REASONS FOR NON-DETECTION OF EXPERIENCE EFFECT

Even if we estimated the effect using adjusted cost with consumer price index reflecting price level change, we fail to detect statistical evidence in almost 70 percent of all products. This mixed results points to the fact that not all possible factors affecting experience curve effects are accounted for in our estimation. These reasons appear to be idiosyncratic to the diverse industries included in our study. We attempted to trace the reasons for non-existence of experience curve from various sources including the annual reports, websites of the company, and market sources. Table 2 shows the main possible reasons by industry. Although the reasons to be given below would appear qualitative, taken together with the statistical evidence we gathered, they should offer important insights.

The possible reasons are classified into five big groups and 9 small categories: technology, irregular production pattern, producing below capacity, on-demand production, business decision for shut down and relocation, and market related factors. In technology, technological change and specification are categorized. In production pattern, three categories are included: sharp increase in production, production below capacity and on-demand production. In market group, there are two categories: price promotion and competitive reaction.

Among 109 products having no effect, the adverse exchange rate movement is the biggest reason as this potentially accounts for 33 cases, of which 13 are from food & beverage industry, 7 from metal industry and 7 from chemical industry. The exchange rate of Korean Won to 1 US Dollars had increased 22% from 1191.35 in 2003 to 929.16 in 2007, and decreased 18.7% to 1,103.36 in 2008. Different industries are affected differently due to exchange rate movement as the exposure to import and export intricately varies from one company to another. Empirically tackling this matter would be very difficult as most annual reports do not contain foreign market exposure index. The second biggest group is the technology with 29 cases, 22 of which are from the various specifications of product and 7 cases are from technological change, which radically increases cost structure when new technology is adopted and thus makes it difficult for experience curve estimate. The third reason is due to market related factors that most likely affected 19 cases. Production of 17 cases had been unstable during the period, which leads nonexistence of experience effect, because of unstable production volume. This was primarily the case for the machinery industry. Two cases are from real competitive reaction. The fourth group is the production with 17 cases; 10 cases are from below capacity production so there is little experience effect. 6 cases are from production on demand which is especially in the electricity and chemical industry. One case is exceptional since the reason is the quick expansion of production capacity. The fifth reason is an intended gradual business shutdown, perhaps caused by lack of profitability or product obsolescence. Entry and exist of firms in an industry can have significant impact on experience curve and it is important to be mindful of that.

TABLE 2**Reasons for Non-significant Effects**

		Electro n	Mach	Phar	F&B	Chem	Metal	N- metal	Electr ic	Cloth	Other	Total
Experience effects		23	3	11	2	2	1	1	2	2		47
Technology	change	6	1									7
	specification	6	7	1	2	2		2		2		22
Production	Sharp increase	1										1
	Below Capacity	5		1		4						10
	On-demand	1				2			2		1	6
Business Shutdown		8	3									11
Adverse Exchange Rate			3		13	7	7		3			33
Market	Price	6	9				2					17
	Competition			2								2
Total		56	26	15	17	17	10	3	7	4	1	156

7. DISCUSSION

While there are overwhelming evidence for the existence of experience curve effects documented in the U.S., the less than perfect evidence found in the Korean manufacturing merits further discussion. We are stretching our analysis to a qualitative level when we cataloged a

number of likely reasons for the lack of statistical evidence for a number of products; however, we posit these reasons as a foundation for a future research that could include more quantitative variables surrounding some of these factors cited here. We demonstrate this line of thought by taking material price inflation into consideration and statistically measure the effect using consumer price index adjustment to the cost variable. Material price is one of the major factors to impact the experience curve effect (Staubaugh et al., 1975; Yelle, 1979; Day and Montgomery, 1983; Nemet, 2006; Hettinga et al., 2009; Weiss et al., 2010). The second reason comes from technology such as technological change or various kinds of specification. The other side of various specification, standardization was discussed in Staubaugh and Townsend (1975), Yelle (1979), Day and Montgomery (1983), Jacob and Medlener (2004). The less specification means the more standardization, and the bigger effect. The third reason is from production such as little production, on-demand production and sharp increase. The little production is the other side of scale effects or operation ratio discussed in Liberman (1981), Ghemawat (1985), Alberts (1989), Nemet (2006) and Grecker and Sagen (2008). One reason of on-demand production, which can make unstable production, is not found elsewhere in the existing literature.

8. CONCLUSION, LIMITATIONS, AND FUTURE RESEARCH

This study presented experience curve estimates for 156 products from various South Korean industries and found about 30 percent of them display significant experience curve effect in spite of the worst market dynamics from exchange rate change. It is also noteworthy that the effect appears in 9 industries among 11 sample industries. This is the results from publicly available data, and not from the desired refined in-house data. Even if a further refined data set is used, sometimes negative experience curve effect is reported in literature (see McDonald and Schrattenholzer, 2001, for examples). Therefore, we believe significance in 30 percent of the cases provides a good contribution to the literature.

The model is estimated in its classic form because of data limitation to include possible additional factors such as production below capacity, uneven technological adoption in manufacturing, and international market exposure affected by exchange rate fluctuation. Many of the advantages of the classic model are also its disadvantages, according to critics (Monroe & Della Bitta, 1978). Among the shortcomings are the static nature of the model and the lack of scale effects. In other words, the rate of experience is monotonic in levels of output, regardless of timing or competitor reaction. Further, blindly following the experience curve as a guide for strategic pricing have proved erroneous in certain cases because the expected cost reductions did not materialize (Ghemawat, 1985, p 143). Nevertheless, the simplistic model provides product managers a benchmark on which to base pricing and output decisions. The model can be updated as new cost data is realized from additional production. Further, observing experience curve for several related factors provide a possible range to consider in decision making. Incorporating the factors cited as possible reasons for non-existence of evidence for experience curve effects, macroeconomic data (e.g. per capita income and unemployment rate) and competitive structure of the market will provide excellent extension to the current study.

REFERENCES

- Alberth S., 2008. Forecasting technology costs via the experience curve - myth or magic? *Technological Forecasting and Social Change* 75 (7): 952-983.
- Alberts, W. W. 1989. The experience curve doctrine reconsidered. *Journal of Marketing* 53 (3): 36-49.
- Brown A., and B. J. Meenan, and T. P. Young, and D. Dixon, and M. Brennan. 2008. Application of the experience curve to price trends in medical devices: Implications for product development and marketing strategies. *Journal of Medical Marketing* 8 (3): 241-255.
- _____, and _____, and _____. 2007. Marketing innovation: Medical device prices follow the experience curve. *Journal of Medical Marketing* 7 (3): 203-212.
- Arrow, K. 1961. The economic implications of learning by doing. *Review of Economic Studies* 155-173.
- Bass, F. M. 1980. The relationship between diffusion rates, experience curves, and demand elasticities for consumer durable technological innovations. *Journal of Business* 53 (3): 551-557.
- Boston Consulting Group. 1970. Perspectives on Experience, Boston, Mass.: Boston Consulting Group.
- _____. 1975. Strategy Alternatives for the British Motorcycle Industry, London: Her Majesty's Stationary Office.
- Brown, A., and B. Meenan, and T. P. Young. 2007. Medical device prices follow the experience curve. *Journal of Medical Marketing* 7 (3): 203-212.
- Carlson, J. G. 1961. How management can use the improvement phenomenon. *California Management Review* 3 (2): 83-94.
- _____. 1973. Cubic learning curves: precision tool for labor estimating. *Manufacturing Engineering and Management* 71 (5): 22-25.
- Chambers, S., and R. Johnston, 2000. Experience curves in services: Macro and micro level approaches. *International Journal of Operations and Production Management* 20 (7): 842-859.
- Chang, T. L. 1996. Cultivating global experience curve advantage on technology and marketing capabilities. *International Marketing Review* 13 (6): 22-42.
- Chang, Y. S. 2010. Making strategic short-term cost estimation by annualised experience curve. *International Journal of Applied Management Science* 2 (3): 262-281.
- Cherrington J. E., and S. Lippert, and D. R. Towill. 1987. Effect of prior experience on learning curve parameters. *International Journal of Production Research* 25 (3): 399-411.
- Day, G. S., and D. B. Montgomery. 1983. Diagnosing the Experience Curve. *Journal of Marketing* 47 (Spring): 44-58.
- Dean, J. 1950. Pricing policies for new products. *Harvard Business Review* 28 (November/December): 28-36.
- Ghemawat, P. 1985. Building Strategy on the Experience Curve. *Harvard Business Review* 63 (March-April): 143-149.
- Greaker, M., and E. L. Sagen. 2008. Explaining Experience Curves for New Energy Technologies: A Study of Liquefied Natural Gas. *Energy Economics* 30: 2899-2911.
- Heinke, J. M. 1986. Notes on estimating experience curves: econometric issues. *IEEE Transactions on Engineering Management*. EM-33 (2): 113-119.

- Hettinga, W. G., and H. M. Junginger, and S. C. Dekker, and M. Hoogwijk. 2009. Understanding the reductions in US corn ethanol production costs: An experience curve approach. *Energy Policy* 37 (1): 190-203.
- Hirschman, W. B. 1964. Profit from the learning curve. *Harvard Business Review* 42: 125-139.
- Hong, Y. M., and D. E. Sutherland, and B. Linder, and J. D. Engel. 2010. "Learning Curve" May Not Be Enough: Assessing the Oncological Experience Curve for Robotic Radical Prostatectomy. *Journal of Endourology* 24 (3): 473-477.
- Hossain, T. 2011. Diffusion and experience curve pricing of new products in the consumer electronics industry. *Journal of Management and Marketing Research* 6 (January): 1-9.
- Jakob M., and R. Madlener. 2004. Riding down the experience curve for energy-efficient building envelopes: The Swiss case for 1970-2020. *International Journal of Energy Technology and Policy* 2 (1): 153-178.
- Anton, J. J., and D. A. Yao. 1987. Second sourcing and the experience curve: price competition in defense procurement. *RAND Journal of Economics* 18 (1): 57-76.
- Kim C. J., and W. S. Yoo, and U. K. Lee, and K. J. Song, and K. I. Kang, and H. Cho. 2010. An experience curve-based decision support model for prioritizing restoration needs of cultural heritage. *Journal of Cultural Heritage* 11 (4): 430-437.
- Kortge G. D., and P. A. Okonkwo, and J. R. Burley, and J. D. Kortge. 1994. Linking experience, product life cycle, and learning curves. Calculating the perceived value price range. *Industrial Marketing Management* 23 (3): 221-228.
- McDonald, A., and L. Schrattenholzer. 2001. Learning rates for energy technologies. *Energy policy* 29 (4): 255-261.
- Monroe, K. and A. Della Bitta. 1978. Models for Pricing Decisions. *Journal of Marketing Research* 15 (3): 413-28.
- Naim M. M., and D. R. Towill. 1990. An engineering approach to LSE modelling of experience curves in the electricity supply industry. *International Journal of Forecasting* 6 (4): 549-556.
- Neij L. 2004. The development of the experience curve concept and its application in energy policy assessment. *International Journal of Energy Technology and Policy* 2 (1): 3-14.
- _____, and P. D. Andersen, and M. Durstewitz. 2004. Experience curves for wind power. *International Journal of Energy Technology and Policy*, 2 (1): 15-32.
- _____. 1997. Use of Experience Curves to Analyze the Prospects for Diffusion and Adoption of Renewable Energy Technology. *Energy Policy* 23: 1099-1107.
- Nemet, G. F. 2006. Beyond the learning curve: factors influencing cost reductions in photovoltaics. *Energy Policy* 34 (17): 3218-3232.
- Rubin E. S., and S. Yeh, and D. A. Hounshell, and M. R. Taylor. 2004. Experience curves for power plant emission control technologies. *International Journal of Energy Technology and Policy* 2 (1): 52-69.
- Sallenave, J. P. 1985. The Uses and Abuses of Experience Curve. *Long Range Planning* 18 (1): 64-72.
- Sark, W. G. J. H. M. V. 2008. Introducing errors in progress ratios determined from experience curves. *Technological Forecasting and Social Change* 75 (3): 405-415.
- Sharp J. A., and D. H. R. Price. 1990. Experience curve models in the electricity supply industry. *International Journal of Forecasting* 6 (4): 531-540.
- Stobaugh, R. B., and L. T. Philip. 1975. Price Forecasting and Strategic Planning: The Case of Petro Chemicals. *Journal of Marketing Research* 12 (February): 19-29.

- Thornton, R. A., and P. Thompson. 2001. Learning from Experience and Learning from Others: An Exploration of Learning and Spillovers in Wartime Shipbuilding. *American Economic Review* 91 (5): 1350-1368.
- Ursic M. L., and M. R. Czinkota. 1984. An experience curve explanation of export expansion. *Journal of Business Research* 12 (2): 159-168.
- Van Den Wall Bake, J. D., and M. Junginger, and A. Faaij, and T. Poot, and A. Walter. 2009. Explaining the experience curve: Cost reductions of Brazilian ethanol from sugarcane. *Biomass and Bioenergy* 33 (4): 644-658.
- Weiss, M., and M. Junginger, and M. Patel, and K. Blok, and D. Lars. 2009. Market diffusion, technological learning, and cost-benefit dynamics of condensing gas boilers in the Netherlands. *Energy Policy* 37: 2962-2976.
- _____, and _____, and _____, and _____. 2010. A review of experience curve analyses for energy demand technologies. *Technological Forecasting and Social Change* 77 (3): 411-428.
- Wright, T. P. 1936. Factors Affecting the Cost of Airplanes. *Journal of Aeronautical Sciences* 3 (4): 122-128.
- Yeh S., and E. S. Rubin. 2012. A review of uncertainties in technology experience curves. *Energy Economics* 34 (3): 762-771.
- _____, and _____. 2007. A centurial history of technological change and learning curves for pulverized coal-fired utility boilers. *Energy* 32: 1996–2005.
- _____, and _____, and D. A. Hounshell, and M. R. Taylor. 2007. Technology innovations and experience curves for NOx control technologies. *Journal of Air Waste Management Association* 55: 1827–1838.
- Yelle, L. E. 1979. The Learning Curve: Historical Review and Comprehensive Survey. *Decision Sciences* 10 (2): 302-328.

Appendix A

Experience Curve Estimates (Adjusted for price inflation): Annual Data (2003-2008)

Note: Lambda= coefficient of cumulative quantity, Experience Curve= $1-2^{-\lambda}$, Experience curve effect is shown in case of 10% significant level.

Industry	Company	Product	Number	Lambda	t-ratio	Experience Curve
Chemical	MH Ethanol	fermented alcohol	1	-0.111	-9.13	0.074
Chemical	MH Ethanol	raw alcohol	2	-0.194	-1.71	
Chemical	Korea Alcohol Ind	acetaldehyde (MT)	3	0.338	2.67	
Chemical	Korea Alcohol Ind	ethyl acetate(MT)	4	0.348	1.73	
Chemical	Korea Alcohol Ind	ethyl alcohol (KL)	5	0.092	1	
Chemical	Korea Alcohol Ind	anhydrous ethyl alcohol (KL)	6	0.049	0.98	
Chemical	Korea Alcohol Ind	raw alcohol (KL)	7	0.114	1.88	
Chemical	Daebong LS	Thiomin-NS	8	-0.051	-0.55	
Chemical	Daebong LS	L-Cysteine HCl H ₂ O	9	0.086	1	
Chemical	Daebong LS	L-Cysteine Free-base	10	0.025	0.16	
Chemical	Daebong LS	ATG-NS	11	-0.06	-0.53	
Chemical	Daebong LS	N-Acetyl-L-Cysteine	12	0.12	1.92	
Chemical	Daebong LS	Erdosteine	13	-0.195	-2.39	0.126
Chemical	Daebong LS	L-Cystine	14	0.302	3.92	
Chemical	Daebong LS	S-Carboxy Methyl Cysteine	15	0.341	4.81	
Clothes	netishion.com	clothes EnC	16	-0.01	-0.2	
Clothes	netishion.com	clothes 96ny	17	0.055	0.88	
Clothes	netishion.com	clothes A6	18	-0.246	-2.86	0.157
Clothes	Goodpeople	clothes	19	-0.234	-4.39	0.15
Cosmetics	Koreana	basic cosmetics	20	-0.021	-0.4	
Cosmetics	Koreana	color cosmetics	21	0.091	0.99	
Electricity	Cheryong Industrial	supporters of ground wire	22	0.221	3.12	
Electricity	Cheryong Industrial	steel pole	23	-0.004	-0.05	
Electricity	Cheryong Industrial	rack	24	-0.142	-0.89	
Electricity	Cheryong Industrial	pole transformer	25	0.054	0.65	
Electricity	Cheryong Industrial	amorphous transformer	26	-0.386	-2.94	0.235
Electricity	Cheryong Industrial	insulation cover	27	-0.118	-2.83	0.078
Electricity	Cheryong Industrial	optical fiber splice closure	28	-0.035	-1.61	

Electronics	Samyoung Electronics	condenser	29	0.162	1.03	
Electronics	Samwha Capacitor	condenser	30	-0.162	-1.19	
Electronics	CU Electronics	ear	31	0.196	3.62	
Electronics	CU Electronics	mould	32	-0.51	-3.14	0.298
Electronics	DS LCD	TV BLU	33	-0.126	-2.64	0.084
Electronics	Mogem Co	window	34	0.11	1.53	
Electronics	AMOTECH	BLDC motor	35	-0.185	-3.42	0.12
Electronics	UBTRON	DY Part	36	-0.408	-4.96	0.246
Electronics	UBTRON	Magnetron	37	2.079	2.05	
Electronics	Interflex	FPCB	38	0.089	0.96	
Electronics	BI EMT	IC-Tray	39	-0.197	-5.08	0.128
Electronics	BI EMT	module-tray	40	-0.301	-4.42	0.188
Electronics	Sungwoo Techron	LOC lead frame	41	-0.208	-2.95	0.134
Electronics	Nextech	scanner for car check	42	-0.608	-4.55	0.344
Electronics	Wizit	water meter	43	0.452	3.35	
Electronics	Wizit	calorie meter	44	-0.244	-2	
Electronics	Wizit	gas meter	45	0.027	0.26	
Electronics	Wizit	electricity meter	46	0.011	0.06	
Electronics	CAS	LP electronic scale	47	-0.077	-5.05	0.052
Electronics	CAS	MW electronic scale	48	0.185	3.59	
Electronics	CAS	load cell	49	0.135	2.89	
F&B	Lottechilsung Beverage	beverage	50	-0.039	-1.94	
F&B	Lottechilsung Beverage	alcohol	51	-0.001	-0.05	
F&B	Maniker	fowl	52	0.601	8.77	
F&B	Maniker	meat processing	53	-0.006	-0.08	
F&B	Maniker	young chicken	54	0.113	3.17	
F&B	Samlip	bread	55	0.035	1.35	
F&B	Samlip	noodle	56	-0.079	-1.28	
F&B	Samlip	flour for bread	57	-0.109	-1.15	
F&B	Samlip	snack	58	-0.09	-1.27	
F&B	Samlip	frozen food	59	-0.017	-0.59	
F&B	Orion	biscuit	60	0.024	0.28	
F&B	Orion	chocolate	61	0.071	1.57	
F&B	Orion	gum	62	-0.053	-2.36	0.036
F&B	Orion	pie	63	0.026	0.51	
F&B	Choheung	food additive	64	0.018	0.43	
F&B	Choheung	food	65	-0.361	-3.68	0.222

F&B	Choheung	meat processing	66	0.087	2.03	
Electronics	Net Wave	network monitor	67	-0.136	-1.7	
Electronics	Net Wave	optical transmitter	68	-0.599	-4.93	0.34
Electronics	Net Wave	optical transceiver	69	-0.26	-1.72	
Electronics	Net Wave	amplitude modulator	70	0.696	0.72	
Electronics	Net Wave	trunk bridge amplifier	71	-0.101	-1.41	
Electronics	Net Wave	extension amplifier	72	-0.484	-0.96	
Electronics	Net Wave	coupler	73	-0.292	-3.61	0.183
Electronics	Enter Tech	karaoke mike	74	-0.066	-1.43	
Electronics	Enter Tech	sub mike	75	0.421	0.72	
Electronics	Enter Tech	additional chip	76	-0.116	-1	
Machinery	Kodaco	throttle body	77	0.033	0.53	
Machinery	Kodaco	Solended valve	78	0.115	1.38	
Machinery	Kodaco	oil pump	79	0.089	1.07	
Machinery	Kodaco	manifold	80	0.011	0.16	
Machinery	Kodaco	air-conditioning parts	81	0.063	1.63	
Machinery	Kodaco	steering parts	82	0.209	5.38	
Machinery	KCW	blade	83	-0.04	-0.92	
Machinery	KCW	arm	84	0.194	1.73	
Machinery	KCW	linkage	85	0.012	0.25	
Machinery	KyungYoon Hydro Energy	grain	86	-0.104	-5.47	0.07
Machinery	KyungYoon Hydro Energy	split & synthetic	87	-0.192	-1.26	
Machinery	Daedong	tractor	88	0.015	1.41	
Machinery	Daedong	combine	89	-0.101	-2.03	0.068
Machinery	Daedong	cultivator	90	0.069	0.88	
Machinery	Daedong	rice planting machine	91	-0.013	-0.1	
Machinery	KIC Limited	hard facing	92	-0.217	-1.94	
Electronics	THN Corporation	wiring harness for Ecus	93	-0.734	-7.57	0.399
Electronics	THN Corporation	wiring harness for Tuscany	94	-0.756	-8.21	0.408
Electronics	THN Corporation	wiring harness for Santafe	95	-0.299	-9.85	0.187
Electronics	THN Corporation	wiring harness for Avante	96	-0.18	-4.81	0.117
Machinery	DIO	wrapping machine (automatic)	97	-0.106	-1.24	
Machinery	Romanson	watch	98	-0.217	-4.6	0.14
Machinery	Solco Biomedical	health care	99	-0.236	-0.74	
Machinery	Solco Biomedical	surgical instruments	100	-0.283	-0.96	
Machinery	Solco Biomedical	metallic biomaterials	101	0.283	1.34	
Electronics	Mirae Corporation	test handler	102	0.294	2.2	

Electronics	Mirae Corporation	chip mounter	103	-0.147	-2.94	0.097
Machinery	Chokwang ILI	security valve	104	0.162	1.56	
Machinery	Chokwang ILI	steam trap	105	-0.071	-0.17	
Machinery	Chokwang ILI	pressure valve	106	0.103	0.59	
Machinery	Chokwang ILI	strainer	107	-0.233	-0.7	
Machinery	Jinsung TEC	under carriage roller	108	0.152	6.26	
Electronics	Hankwang	laser processor (hybrid type)	109	-0.265	-3.49	0.168
Electronics	Hankwang	laser processor (flying optic type)	110	-0.145	-3.62	0.095
Electronics	Nexentech	wiring harness for car	111	0.04	0.88	
Metal	dongyang	steel pipe coated steel pipes for water works	112	0.129	1.57	
Metal	dongyang	steel pipe uncoursed pipe	113	0.156	1.52	
Metal	dongyang	steel pipe gas pipe	114	0.315	6.1	
Metal	dcm corporation	laminated color steel plate	115	0.025	0.53	
Metal	dcm corporation	industrial film	116	0.137	3.66	
Metal	Shinhwasilup	tin plate	117	0.155	2.81	
Metal	Korean Cast Iron Pipe	ductile iron pipes	118	0.06	1.39	
Metal	Korean Cast Iron Pipe	coated steel pipes for water works	119	0.079	1.41	
Metal	Hanil Iron & Steel	steel plate	120	-0.202	-2.04	0.13
Metal	Hanil Iron & Steel	steel processing	121	-0.065	-0.66	
Non metal	ChosunRefractor	refractories (formal)	122	0.214	4.94	
Non metal	ChosunRefractor	refractories (informal)	123	-0.004	-0.17	
Non metal	ChosunRefractor	refractories (special)	124	-0.07	-2.63	0.047
Other	Daewonsanup	car sheet	125	-0.117	-1.29	
Pharma	Green cross	Zenol	126	0.799	1.67	
Pharma	Green cross	Euurokinase	127	-0.363	-3.57	0.222
Pharma	Dong-a Pharm	Baccus D 100ml	128	-0.022	-0.95	
Pharma	Dong-a Pharm	Nicetil 60T	129	-0.072	-7.42	0.049
Pharma	Dong-a Pharm	Phanpirin F 20ml	130	-0.106	-2.28	0.071
Pharma	Dong-a Pharm	Gaglin 250ml	131	-0.15	-8.15	0.099
Pharma	Dong-a Pharm	Circuran 120c	132	-0.036	-0.31	
Pharma	Dong-a Pharm	Stilen 500 cap	133	-0.017	-2.49	0.012
Pharma	Dong-a Pharm	Epocerin 1gx10	134	-0.121	-2.5	0.081
Pharma	Kwangdong Pharm	Ssanghwatang	135	-0.043	-4.69	0.03
Pharma	Kwangdong Pharm	Cheongsimwon	136	-0.198	-3.71	0.128
Pharma	Kwangdong	Hardyol	137	-0.242	-2.78	0.155

	Pharm					
Pharma	Kwangdong Pharm	Vita 500	138	-0.044	-2.86	0.03
Pharma	Kwangdong Pharm	Copolang	139	-0.282	-2.52	0.178
Pharma	Kwangdong Pharm	Doxipluridin	140	-0.161	-1.28	
Electronics	LG Electronics	CTV	141	0.258	2.04	
Electronics	LG Electronics	monitor	142	0.469	1.27	
Electronics	LG Electronics	mobile unit	143	0.402	1.84	
Electronics	LG Electronics	RMC(DRM)	144	-0.581	-7.58	0.332
Electronics	LG Electronics	storage	145	0.187	3.71	
Electronics	LG Electronics	PC	146	-0.19	-1.08	
Electronics	LG Electronics	AV(DAV)	147	0.483	3.7	
Electronics	LG Electronics	PDP	148	1.36	3.87	
Electronics	LG Electronics	refrigerator	149	0.233	2.63	
Electronics	Samsung Electronics	CTV	150	1.348	6.51	
Electronics	Samsung Electronics	Monitor	151	11.653	2.78	
Electronics	Samsung Electronics	HHP	152	-0.059	-0.44	
Electronics	Samsung Electronics	Memory	153	-1.107	-10.3	0.536
Electronics	Samsung Electronics	LSI	154	-0.383	-6.24	0.233
Electronics	Samsung Electronics	HDD	155	-0.172	-2.29	0.112
Electronics	Samsung Electronics	TFT-LCD	156	-0.276	-4.44	0.174