

体验营销

■ 郭国庆 著

新论

New Insights into
Experiential Marketing

中国工商出版社

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责任编辑 杨爱军

封面设计 瓜子

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作者简介

郭国庆,男,汉族,1962年10月生,河北省衡水市人,经济学博士。第十一届全国人大代表,第八、九、十届全国政协委员,第七届全国青联委员。现任中国人民大学商学院教授、博士生导师,中国人民大学中国市场营销研究中心主任,民盟中央委员,民盟中国人民大学委员会主委,国家自然科学基金委员会管理科学部评审组专家,国务院体改办高级职称评审委员会委员,财政部教材编审委员会专业编审组成员,中国高校市场学研究会副会长,清华大学中国企业研究中心特聘专家,《中国营销评论》杂志副主编,Asian Journal of Marketing(《亚洲营销学报》)杂志编委,《华人管理评论》杂志编委,《管理世界》杂志学术指导。先后完成《市场营销管理:理论与模型》、《市场营销学通论》、《现代非营利组织研究》等学术著作7部,发表学术论文100余篇,其中在国际学术会议或国外刊物发表论文6篇,主持国家自然科学基金资助项目6项,主持国家社会科学基金项目1项,主持教育部人文社科规划项目2项。曾获得美国营销协会(AMA)杰出营销学者会议奖、霍英东教育基金会青年教师奖二等奖、第五届市场营销与发展国际会议优秀论文奖、北京市哲学社会科学“百人工程”人选、教育部“新世纪优秀人才支持计划”人选,享受中华人民共和国国务院特殊津贴。

About the author

Prof. Guo Guoqing (1962-), Ph D in Economics, was born in Hengshui, Hebei Province, China. He is a deputy member of 11th National People's Congress, a member of the 8th, 9th, and 10th Chinese People's Political Consultative Conference and a member of the 7th All-China Youth Federation. Currently he works as the Director of the Marketing Research Center of China in Renmin University. He is also a member of the Central Committee of the Democratic League, member of Appraisal Expert Team of Department of Management Sciences, NSFC, an invited Auditor of the National Audit Office of the People's Republic of China, Vice President of the Marketing Association of Chinese Universities, and an invited expert of China's Enterprises Research Center, Tsinghua University. In the meantime, Prof. Guo Guoqing is also among the editor of

Chinese Marketing Review, the editorial board of *Asian Journal of Marketing*, *Chinese Management Review*, and *Management World*. His publications include more than 100 research papers and 7 books, among which are *Marketing Management: Theories and Models*, *Marketing Theories*, and *Research into Non-Profit Organizations*. Altogether Prof. Guo has published 6 research papers in various international conference and journals and has headed 6 projects initiated by NSFC, 1 project initiated by China's National Social Science Fund and 1 project initiated by the Philosophy and Social Science Planning Office, Ministry of Education. Prof. Guo has also been awarded with Prize for Outstanding Marketing Scholar by AMA, the second prize for distinguished young professors in China by Fok Ying Tung Foundation, Prize for Best Research Paper by the 5th International Conference on Marketing and Development and special allowance by China's State Council. In addition, Prof. Guo is also the candidate for the "Top 100 Scholars" in Philosophy and Social Science of Beijing and the candidate for "Outstanding Talents of the New Century" project supported by Ministry of Education, China.

前 言

2008 年的第一期《营销学报》(*Journal of Marketing*)中有篇文章提出了市场营销活动的一个新理念——互动导向,作者对 40 多名企业经理人进行了访谈,最终提炼出了互动导向的四大元素,这其中最重要的一点就是顾客参与。中国的市场环境其实也有着类似的变化趋势,2008 年的“两会”上,温家宝总理做了长达四十页的政府工作报告,报告虽长,浓缩起来却是 12 个字:民生为本,发展为主,改革为重。老百姓的生活消费是民生状况的一个重要方面,企业则是中国经济发展和改革的主要载体。面对越来越注重参与的顾客,企业在探索、改革和创新中不断成长。尤其是近年来,市场营销实践前沿涌现出了一大批锐意改革、注重实效的成功案例,这些企业紧紧抓住市场机遇,依靠自身的竞争优势,审时度势、因地制宜,形成了个性鲜明、成效显著的特色营销文化。体验营销就是一个非常有趣又有意义的例子。

体验营销的“有趣”表现在其丰富多彩的活动形式、充满创意的特色服务上,“有意义”则是因为体验营销产生了顾客满意、顾客忠诚、口碑效应,并为企业提升业绩,创造利润。我从事营销学术研究数十载,敏锐地感受到了体验营销对于当代中国企业所带来的实践机会和理念冲击,也能够理解社会大众对这样一种新营销模式的期待与紧张。正是因为它的新颖和独特,更容易造成消费者对它的误解和怀疑,作为一名营销研究者,我深切地感到全面客观研究和评价体验营销的必要性,这既是为了更好地帮助消费者认知体验营销,维护自身权益,也是为了对企业的营销探索做一个实战总结和理论指导。

2007年,我带领我的研究团队先后对北京、上海、广州、沈阳、成都等五大城市的6家具有代表性的体验营销企业进行了调研,深度访谈人数超过100人,整理了8万多字的访谈记录。与此同时,我们在上述五个城市发放了480份问卷,回收有效问卷361份。此外,我们还通过网络问卷调查的方式针对北京、上海、广州、成都、沈阳、重庆、杭州、南京、武汉、济南、厦门、石家庄等12个主要城市的普通消费者随机发放调查问卷4000份,回收问卷3895份,经审核得到有效问卷3772份。

除了进行扎实的市场调研工作之外,我们还进行了大量的案头研究。全体成员一共查阅了20多本体验营销、服务营销、商业伦理方面的中英文学术典集和400多篇相关的学术论文,进行了一丝不苟的文献梳理,以保证研究的科学性和前沿性。同时,我们还亲自拜访相关领域的专家学者、企业家、政府官员52人次,为论文写作准备了充分详实的数据和资料。在研究进行的过程当中,除了各个研究人员各自勤奋工作之外,研究团队还及时进行信息交流和观点共享。先后召开全体研究人员参与的正式研讨会14次,而非正式的研讨次数则不可计量。

整个项目核心参与人员16人,包括4名教授(副教授)、5名讲师、7名博士/硕士研究生。历时九个月的汗水付出换来了丰硕的成果,最终形成了《体验营销新论》一书,其内容涵盖了体验营销的方方面面,从理

论研究回顾展望、国内外案例比较到消费者认知、态度、行为调查,从体验营销关键成功要素、组合策略和实施路径到体验营销中的服务质量测评和商业伦理问题,翔实的数据、丰富的资料、严谨的理论和生动的案例使得本书具有极高的学术研究价值和实践指导意义。概括来讲,本书主要有以下六大创新点:

一、重新界定了体验营销的概念,提出了未来研究领域和指导方向。

二、明确了中国消费者对体验营销的认知现状,并为企业提出了相应的对策建议。

三、成功提取了体验营销的关键要素,分析确定了体验营销组合策略和实施路径。

四、认真比较了国内外的体验营销案例,并对体验营销在中国的发展进行了全面的思考。

五、建立了完整的体验营销服务质量测评体系,对体验营销的服务提出了具体的要求。

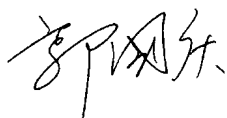
六、科学解释了体验营销中的商业伦理问题,为我国消费者权益保护工作做出了有益的探索。

作为一种新兴事物,体验营销还缺少权威的学术理论体系,在企业的实践和消费者的认知中也难免存在着一些误区。但是,通过我们的积极探索和努力,已经对体验营销中的相关问题进行必要的解释澄清和宣传普及,相信一定能使消费者和企业双方都获得充分的信息。可以说,本书凝聚着我们的心血,汇集了整个团队的研究精华。

本书作为国家自然科学基金项目“企业口碑营销的机理及其测量研究”(项目编号:70772090)的阶段性成果,除得到国家自然科学基金的资助外,还得到了喜来健医疗器械(北京)有限公司、张裕集团、龙润集团等国内著名企业的大力支持和积极参与,在此我对国家自然科学基金委员会管理科学部以及上述企业表示由衷的感谢。同时,我还要感

谢为本书的撰写付出了辛勤努力的团队成员,他们是:中国人民大学韩冀东副教授,北京大学吴剑峰副教授,广东工贸职业技术学院郑锐洪副教授,对外经济贸易大学郭晓凌副教授,北京林业大学陈凯老师,北京中医药大学汪晓凡老师、李祺老师,北京理工大学刘艳红老师,北京师范大学张平淡老师,北京邮电大学杨学成老师,中华女子学院任锡源老师,中国人民大学钱明辉、武爱文、金明信、张中科、李屹松博士,中国人民大学于连照、陈栋、夏吉敏、曾艳、何飞、孙海静、于亚卓、廖熠、王达硕士,天津商业大学姚亚男硕士。他们为本书的内容作了将近一年的准备,这其中的大部分工作都是他们在工作、学习之余,牺牲自己的休息时间完成的。

尽管在本书编撰过程中,我们始终保持着严谨细致的态度,但迫于时间,限于水平,疏漏谬误恐在所难免。恳请读者多多谅解,并及时给予批评指正。



2008年3月16日

Preface

One research paper published in the first issue of *Journal of Marketing* in 2008 put forward a brand-new concept in marketing, Interactive Orientation. After interviewing over 40 managers, the researcher finally came up with four key factors of such interactive orientation, among which the greatest significance was attached to one factor, customer participation. Similar trends can also be identified in China's market environment. At the 2008 NPC and CPPCC sessions, Premier Wen Jiabao delivered a 40-page report on the work of the government. Seemingly a lengthy report, this speech can actually be summarized with 3 expressions: to improve people's livelihood, to concentrate on development and to carry out reforms. While consumption constitutes an important aspect of the livelihood of Chinese people, enterprises are the main carriers of China's economic

development and reforms. Facing the group of consumers who are increasingly participation-conscious, Chinese enterprises have gone from strength to strength in the process of making exploration, carrying out reforms and delivering innovations. The past few years have seen a large number of cases in the field of marketing practice, in which enterprises seized favorable market opportunities, demonstrated great adaptive capabilities, acted as circumstances permitted, and formed their own distinctive, unique marketing cultures on the basis of their competitive advantages. Experience marketing is just one of the classical examples of such cultures, which are at once interesting and effective.

The “interesting” aspect of experiential marketing can be seen in the colorful activities and innovative, specialized services offered to customers. The “effective” aspect, on the other hand, is most noteworthy because such experiential marketing activities have resulted in customer satisfaction, enhanced customer loyalty, created favorable WOM, and generated greater profitability for the company. As a researcher concentrating on the studies of marketing for more than 2 decades, I am keenly aware of the practical opportunities and conceptual impact experiential marketing has created for China’s contemporary enterprises. In the meantime, I can also fully understand the expectations and anxiety experienced by Chinese consumers about this new marketing concept. The very novelty and uniqueness of experiential marketing can easily generate misunderstanding and doubts in the minds of consumers. Therefore, from the point of view of a marketing researcher, I sincerely believe in the importance and necessity of an all-around and objective study of experiential marketing, which can not only help consumers with their understanding of this new practice, but serve as practical and theoretical guidelines for enterprises in their explorations of

experiential marketing as well.

In 2007, my research team and I investigated into 6 pioneer enterprises in terms of experiential marketing in Beijing, Shanghai, Guangzhou, Shenyang and Chengdu. We conducted over 100 in-depth interviews and produced a report of more than 80,000 words. We also distributed 480 questionnaires in these 5 cities, among which 361 questionnaires were collected in the end. In addition, we also conducted an on-line survey among consumers in Beijing, Shanghai, Guangzhou, Shenyang, Chengdu, Chongqing, Hangzhou, Nanjing, Wuhan, Jinan, Xiamen and Shijiazhuang. In this on-line survey, 4000 questionnaires were distributed randomly, 3895 were collected, among which 3772 were proved effective.

Apart from the above-mentioned efforts in market research, we have also carried out literature review and case studies. Altogether my research team consulted over 20 books and research papers (both in Chinese and English) on experiential marketing, service marketing and business ethics. Such literature review can ensure the objectivity and leading-edge of this research. In addition, we also visited 52 scholars, entrepreneurs, government officials in the related fields in order to get the statistics needed for the completion of this research. In the process of completing this study, all the team members not only strived for the improvement of their own parts, but also facilitated frequent information exchange and idea sharing among themselves. To share ideas with other team member, 14 formal seminars where the whole team was involved were held and countless informal ones were initiated until the very end of this study.

There are 16 key members in this research team, including 4 professors (or Associate professors), 5 lecturers and 7 Ph. D and Graduate students. Luckily, our efforts and hard work have proved most fruitful, and we

are able to present now the new book *New Insights into Experiential Marketing* produced over the last 9 months. The new book covers all the important aspects of experiential marketing, from theoretical review, comparative studies of national and international cases to investigation into consumer cognition, attitude, and behavior, from the critical success factors (CSFs), marketing mix strategy and implementation options of experiential marketing to its service quality measurement and business ethics. What we've put into our work, including accurate data, rich material, rigorous theory and vivid case analyses, can ensure that this book has both academic research value and practical significance. To sum up, this book has the following strengths:

- ◆ It refines experiential marketing and provides guidelines and points out fields for future researches;
- ◆ It clarifies Chinese contemporary consumers' cognition of experiencing marketing and puts forward insightful advice for enterprises accordingly;
- ◆ It successfully identified the CSFs of experiential marketing, thereby confirming related marketing mix strategy and implementation options;
- ◆ It conducts through comparative studies of national and international cases in experiential marketing, and reflects upon the development of experiential marketing in China;
- ◆ It puts forwards a full experiential marketing service quality measurement system, which details the requirements for experiential marketing service;
- ◆ It scientifically explores the business ethics in experiential marketing, thus provides insightful guidelines for the protection of Chinese consumers' interest.

As an emerging concept, experiential marketing still lacks an authoritative theoretical framework. Faults and misunderstanding can still be found in the practical field, as well as in consumers' cognition of this new concept. Therefore, through our efforts and exploration, we hope to clarify some key issues and popularize experiential marketing by providing as much information as possible to both consumers and enterprises. In other words, our research team has put out heart and soul into our work and this book is the best we can offer at this moment.

Fortunately, this book research has been supported by the National Natural Science Foundation of China (NSFC) under Grant 70772090, as well as been aided by CERAGEM Co., Ltd (Beijing), Zhangyu Group, Longrun Group and other renowned enterprises in China. Thus, I would like to say thanks to them. In the meantime, I would also like to extend my most heartfelt thanks to all the members of my research team: Prof. Han Jidong from Renmin University, Prof. Wu Jianfeng from Peking University, Associate Prof. Zheng Ruihong from Guandong College of Industry and Commerce, Associate Prof. Guo Xiaolin from University of International Business and Economics, Chen Kai (lecturer) from Beijing Forestry University, Wang Xiaofan (lecturer) and Li Qi (lecturer) from Beijing University of Chinese Medicine, Liu Yanhong (lecturer) from Beijing Institute of Technology, Zhang Pingdan (lecturer) from Beijing Normal University, Yang Xuecheng (lecturer) from Beijing University of Posts and Telecommunications, Ren Xiyuan (lecturer) from Chinese Women's College, Qian Minghui, Wu Ai'wen, Myung-shin Kim, Zhang Zhongke, Li Yisong, Yu Lianzhao (all Ph. D students) from Renmin University, Yao Yanan (Ph. D student) from Tianjin University of Commerce, Chen Dong, Xia Jiming, Zeng Yan, He Fei, Sun Haijing, Yu Yazhuo, Liao Yi, and Wang Da (all

graduate students) from Renmin University. They have spent almost a whole year on the preparation and completion of this book at the expense of sacrificing their own leisure time.

Even though all the words in this book are completed with great care and after through research, faults and errors are still unavoidable, mainly due to the time constraints and our own limitations. Therefore, I sincerely hope that readers will point out our errors without any hesitate, so as to make our further improvements.

Guo Guo

2008.3.16.