

提升国际市场适应性：营销探索与开发战略研究系列丛书

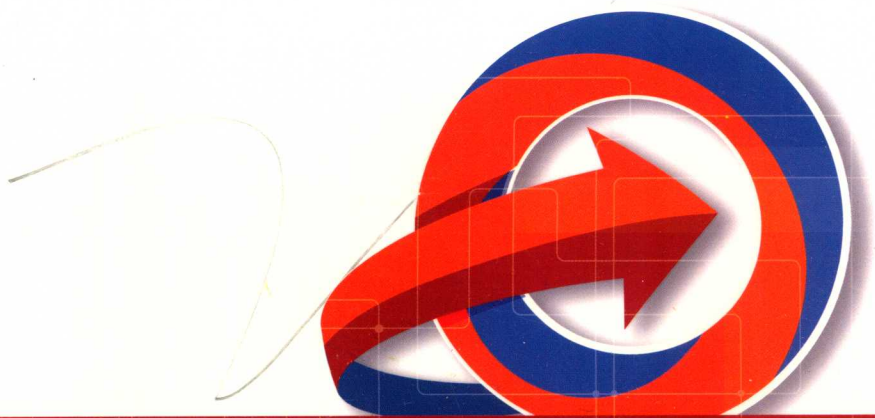
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RESEARCH ON THE INFLUENCE MECHANISM OF
INTERNATIONALIZATION KNOWLEDGE AND MARKET
LEARNING CAPABILITY ON THE MARKET ADAPTABILITY

国际化知识与市场学习能力 对市场适应性的影响机制研究 ——基于新兴国际化企业的实证分析

—— Empirical Study on the Emerging International Enterprises

冯永春◎著



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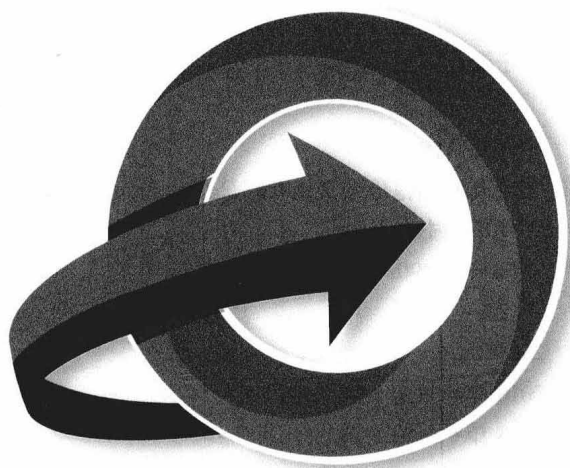
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要研究领域与方向为国际市场营销、服务营销、国际企业管理及风险管理、品牌管理等。出版《中国企业国际市场进入战略决策及其绩效评价研究》、《服务营销》、《国际企业风险管理》等专著 20 余部,主持并参与国家科技支撑计划、国家自然科学基金项目、国家社科基金项目等 10 余项国家级科研课题。曾在 IBR、JGM、AIM、《管理世界》、《管理科学》、《南开管理评论》等期刊发表高水平相关学术专著和学术论文 90 余篇。

同时长期致力于中国企业研究型与教学型案例的开发研究工作,分别担任中国企业管理案例研究国际论坛程序委员会委员、中国管理现代化研究会管理案例研究专家委员会委员、中国 MBA 案例共享中心评审委员、中欧工商管理学院案例中心兼职案例研究与评审委员等。曾在《管理世界》等国内顶级学术刊物发表多篇研究型案例,多次获得“中国企业管理案例与质性研究论坛”最佳论文奖和多篇全国 MBA“百篇优秀管理案例”。

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理世界》、《管理科学》等杂
志上发表多篇论文。目前主要



从事服务营销、国际企业管理的教学与科研工作。




邹绍明

邹绍明，男，云南大理人，本科毕业于四川大学数学系，获得学士学位（BS），后在美国密西根州立大学获得工商管理硕士（MBA）和营销学博士学位（PhD），现为美国密苏里大学Trulsake商学院营销学与国际商务正教授，Robert J. Trulsake, Sr. 讲座教授，南开大学商学院客座教授，中央财经大学海外名师特聘教授。

邹绍明教授的主要研究领域为全球营销战略、出口营销战略、国际合资企业管理、新兴市场跨国公司等，已在国际商务、国际营销及其他营销类国际权威刊物上发表过很多高质量的论文，其论文已被引用超过一万次，成为引用率最高的国际营销学者之一。邹教授多次获得市场营销学术界的研究奖励，包括2003年和2012年分别两次获得美国营销协会（AMA）授予的国际营销科研优秀奖，以确认其工作在之前十年对国际营销领域具有最重要的影响。邹教授在营销和国际营销/国际商务学术界有广泛的影响力，他担任过国际商务最权威学刊Journal of International Business Studies（JIBS）的部门编辑，现任国际营销展望（Advances in International Marketing）的序列主编。邹教授还领衔合作出版了一本有关出口营销战略战术的专著。

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教育部人文社科基金青年项目“中国跨国公司海外子公司的逆向知识转移研究：模式、影响因素与机制”（项目编号：17YJC630025）阶段性研究成果

丛书序言

从“黑天鹅”频发到“灰犀牛”来袭，当今全球经济和政治格局正在发生深刻变化，人类社会正处在大变革和大创新的关键时期。国际经济环境的复杂性和动荡性日益加剧，全球化已经处在一个关键的时间节点上。新一轮科技和产业革命方兴未艾，国际分工体系加速演变，全球价值链深度重塑，新兴市场和新兴中产阶级迅速崛起，全球性贸易保护主义升级，海外投资环境日趋严峻，消费者心理及行为特征发生重大变化。面对各种机遇和挑战并存，全球需要新共识，中国需要新智慧，企业的国际化之路需要新战略和新方案。

习近平总书记提出的“一带一路”倡议带来了新的增长模式和理念，突出了互利共赢、包容、公平与全球普惠，给全球带来名副其实的“中国智慧”和“中国方案”。应对逆全球化思潮和世界经济形势的挑战，“一带一路”倡议不仅为沿途各国的经济发展创造了更为广阔的空间，也给中国企业国际化发展创造了千载难逢的历史机遇。十八大以来，随着我国“创新驱动发展”和“一带一路”倡议的不断深入实施，越来越多的中国企业在中国智慧的指引下发挥中国企业的能动性，不断提升企业国际市场竞争力，为世界经济持续发展注入新的动力，以实际行动重塑全球化。

联合国贸易与发展会议（UNCTAD）2017年最新的世界投资报告显示，2016年中国的对外投资飙升44%，达到1830亿美元，首次成为

全球第二大投资国。2017年进入世界500强的中国企业已达到115家，成为全球市场的有力争夺者。与此同时，来自发展中国家和新兴市场的对外直接投资占全球对外直接投资的比重也已超过40%，越来越多的来自发展中国家和新兴市场的跨国公司已经在本土及全球市场上与传统跨国巨头全面展开竞争。传统的企业国际化理论和方法聚焦于传统的跨国公司，不能完全满足解释新兴国际化企业的需要，研究者提出应该开发新的理论和方法，新兴国家及新兴国际化企业已经成为一个重要的研究情境（Gu, Hung and Tse, 2008; Hoskisson et. al., 2000; Dunlap, et al., 2016; Raghunath and Rose, 2017）。对传统跨国公司和新兴的国际化企业来说，应该在国际化战略、创新管理、营销策略等方面重新思考现有的理论和实践。理论研究应该深入探寻以中国企业为代表的新兴国际化企业带来的实践启示。

新兴国际化企业要适应当前动荡、无常、复杂、模糊（VUCA）的不确定国际市场环境，必须增强企业自身的动态能力，才能不断地跟随外界环境的变化，达成自身的演化与发展。企业一方面需充分利用现有资源，实施战略调整以提升适应性；另一方面则需要不断突破，发展新的能力和竞争优势。管理学大师马奇（March, 1991）将这两类学习机制或战略选择定义为开发（Exploitation）与探索（Exploration），认为这两类活动是企业获取和维持竞争优势的关键因素，在组织学习、战略管理、创新等研究领域受到广泛关注。实现“二者兼具”的双元均衡（Ambidexterity）被认为是新兴市场上的国际化企业最适合的战略选择之一。中国从来不缺乏应对矛盾的智慧，传统哲学强调“和谐”“平衡”“阴阳转化”的理念，其背后的悖论思维和解决思维与二元性理论强调兼顾和平衡的观点不谋而合。“一带一路”倡议体现了中国传统哲学中“求同”和“存异”的辩证思维。“和而不同”“因地制宜”也体现在中国企业的国际市场竞争实践中。因此越来越多的研究者将目光投向中国传统的管理哲学，开始探讨使用阴阳等思维、中庸等东方管理理

论来指导企业实践，并尝试提高传统管理理论的科学性和普适性，以更好地实现与西方管理学者的对接（Tan and Meyer, 2011; Luo and Bu, 2017）。近年来有研究者指出营销领域也需要借鉴这一理论视角，用来解释如何通过探索与开发以提升企业市场竞争优势的问题，因此将营销探索与开发引入企业国际化及国际市场营销研究具有重要的理论及实践意义。

创新与国际化是未来中国企业发展的必经之路，是当前中国企业思想最活跃和思想丰富的领域，也是理论研究急需关注和深入探讨的领域。本系列研究关注“国际化”和“创新”两个主题，在整合资源基础观（RBV）、动态能力（DC）、知识观（CK）、“结构—行为—绩效”（SCP）等理论及整合框架的基础上，结合国际市场的动态特征和企业国际化存在的现实问题，引入营销探索与营销开发、营销二元性、国际化知识、知识搜寻、国际市场适应性的概念，针对企业如何通过能力和战略提高国际市场适应性和企业绩效的问题，构建全面的理论研究框架，对当前中国企业应对国际化挑战、提升国际竞争力提供了重要的理论借鉴。

我和指导的博士生研究团队共同对营销二元性、探索与开发、国际营销动态能力、国际市场适应性等相关问题进行了系列探讨，并取得了一系列卓有成效的研究成果。研究过程中，我们参考并借鉴了国内外相关领域学者的大量研究成果，尤其是得到在国际商务与国际营销研究领域享有盛誉的邹绍明教授（The University of Missouri - Columbia, Robert J. Trulaske, Sr. College of Business）的大力支持与帮助，邹教授在全球营销等方面的突出成就为我们的研究奠定了坚实的理论基础。丛书是在我和邹绍明教授共同申请的国家自然科学基金项目“企业营销探索与开发战略及其对国际市场适应性的影响研究：基于能力—战略匹配视角（项目编号：71472097）”的基础上完成的阶段性研究成果。邹教授作

为丛书的总顾问，对课题的研究及丛书的写作给予了很多有价值的建议，并亲自为丛书撰写英文序言。在此代表我个人及研究团队的成员向邹教授表示由衷的感谢！

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2017年12月26日

When expanding into the global market, the emerging markets firms can't avoid fast changing global market conditions due to intensified competition, rapid technological advancement, and shifting international political and economic landscapes. They have to compete with not only traditional international firms from developed countries but also unorthodox competitors from emerging markets with aggressive and nontraditional strategies. To survive and prosper in the uncertain and fast changing global markets, international firms from emerging markets must rapidly develop a strong adaptability in various international markets. A firm's adaptability in international markets is an ability to quickly adjust its products, marketing strategies, and organization to fit the changing demand and market conditions of foreign markets.

Unfortunately, research on how emerging market firms develop adaptability in international markets has been scarce. Little knowledge is available as to how international market adaptability is developed and how it can be sustained in the uncertain and fast changing global market. It is against this background that the current research series on emerging market firms' marketing exploration, exploitation, and ambidexterity initiated and supervised by Professor XU Hui and completed by her doctoral students represents an extremely timely and critical contribution to the international business knowledge and literature. The four volumes in this book series are designed to tackle different issues involved in understanding

and fostering the development of international market adaptability by emerging market firms. Collectively, they present an insightful and comprehensive perspective of how emerging market firms develop their international market adaptability through marketing exploration, exploitation, and ambidexterity. Indeed, this series forms a solid foundation upon which future research can be conducted and practical application can be made.

Volume 1 in this series, which is skillfully completed by Dr. XU Shouren, deals with the importance of duality of marketing exploration and marketing exploitation in emerging market firms' creation of international market adaptability and attainment of superior performance. Specifically, Dr. Xu carefully examined the conceptual domains and underlying dimensions of marketing exploration, which involves gaining new knowledge and introducing innovations in international markets, and marketing exploitation, which focuses on using existing knowledge and competitive advantages to grow in international markets. Combining case research method and cross-sectional survey, Dr. Xu has found that both marketing exploration and marketing exploitation have positive effects on emerging market firms' adaptability and performance in international markets, and more importantly that firms seeking ambidexterity by balancing marketing exploration and marketing exploitation tend to have the best performance. Dr. Xu's research findings are very significant because, while past research has made an attempt to examine the effects of marketing exploration and marketing exploitation, most have treated the two strategies as mutually exclusive. Dr. Xu's research has presented a new perspective that marketing exploration and exploitation can and should be pursued simultaneously and in a balanced way.

Volume 2, diligently done by Dr. WANG Ruizhi, examines how marketing exploration and marketing exploitation serve as the underlying mechanisms for emerging market firms to develop their international market adaptability. In fact, Dr. Wang's research has made a couple of significant contributions to the inter-

national business literature. First, using a grounded theory approach, Dr. Wang has delineated the specific dimensions of marketing exploration and marketing exploitation. This has improved our understanding of the two popular concepts from a marketing perspective. Second, drawing from the “capability-strategy-performance” framework in the existing literature, Dr. Wang has developed a “marketing capability-marketing exploration and exploitation-international market adaptability” framework to link marketing exploration and marketing exploitation to emerging market firms’ international market adaptability. This framework has enhanced our understanding of what drives an emerging market firm’s marketing exploration and exploitation. Overall, the framework developed and tested in Dr. Wang’s research is likely to spur future research on the boundary conditions under which the two mechanisms of marketing exploration and exploitation will be especially useful in developing emerging market firms’ adaptability and performance in international markets.

Volume 3, finely crafted by Dr. FENG Yongchun, investigates how emerging market firms’ internationalization knowledge affects their international market adaptability. Dr. Feng argued that internationalization knowledge is a strategic asset that needs to be acquired and accumulated continuously. Yet, the existing literature is void of studies that focus on the mechanisms through which a firm’s internationalization knowledge can be converted into competitive advantages. Building on a mix of qualitative and quantitative research, Dr. Feng has found that emerging market firms have different needs for internationalization knowledge at different stages of internationalization and that various sources need to be tapped to obtain relevant internationalization knowledge. Moreover, Dr. Feng has found that a firm’s learning capacity is key to converting internationalization knowledge into international market adaptability and that its knowledge integration capability moderates the effect of internationalization knowledge on its learning capacity. Dr. Feng has also discovered that market dynamism moderates

the effect of emerging market firm's learning capacity on its international market adaptability. These findings offer valuable insight the role of internationalization knowledge in fostering emerging market firms' international market adaptability.

Volume 4, eloquently developed and contributed by Dr. FAN Yanan, is focused on emerging market firms' innovation performance in international markets as a key dimension of their adaptability in international markets. Specifically, Dr. Fan examined how knowledge search, both exploration and exploitation and ambidexterity, mediates the effects of emerging market firm's interfirm network on their innovation performance in international markets. While much has been said about the importance of interfirm network to a firm's international market performance, little is known in the international business literature about the mechanism by which interfirm network influence performance. Dr. Fan theorized that knowledge search through exploration and exploitation is an important intermediate mechanism through which interfirm network affects emerging market firms' innovation performance in international markets. Based on both qualitative and quantitative studies on Chinese internationalizing firms, Dr. Fan has found strong empirical support for her proposed theoretical framework. She also found that emerging market firms' absorptive capacity and the volatility of market conditions positively moderate the effect of knowledge search on innovation performance. Dr. Fan's research has significantly advanced the international business literature by identifying and supporting knowledge search as a key mediating mechanism by which interfirm network influence emerging market firms' innovation performance.

The four volumes in this research book series have combined to offer a fresh comprehensive perspective of how emerging market firms develop their adaptability and improve their performance in international markets. Given the fact that Chinese firms have been expanding aggressively in international markets and that these research projects were completed on Chinese international firms, the find-

ings of these research projects offer a unique window into understanding how Chinese internationalizing firms are able to enhance their adaptability and achieve impressive performance in international markets. Since international firms from different emerging markets face similar challenges when they embark on the path to internationalization, there seems to be a great potential that the findings reported in this book series can be generalized to other major emerging markets such as Brazil, India, Russia, and Turkey, and that this research series could conceivably help all emerging market firms to develop their adaptability and improve their performance in international markets. The book series should also form a solid theoretical and empirical foundation for future research to further advance the knowledge of how emerging market firms can be successful global competitors.

Overall, the four volumes in this research series are interrelated and complementary. The evidence presented is solid and rigorous; and the authors' presentations are refreshing and insightful. I believe this research series offers major insight to researchers and practitioners on internationalization of emerging market firms.

Shaoming Zou

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Series Editor: *Advances in International Marketing*

前言

随着国际化进程的不断深入，新兴国际化企业所要面临的市场环境变得日趋复杂动荡，导致企业以往所依赖的路径遭到破坏，静态的竞争优势难以维持，故“如何提高国际企业的市场适应性”逐渐成为企业管理者和学者共同关注的热点问题。而要适应市场环境的变动，企业必须成为有生命的机体，随着环境的变化而不断“进化”，以提高自身的能力。这要求企业既要充分利用现有资源与能力，又要不断突破开发新的资源与能力。由于国际化知识是新兴国际化企业，开展国际经营的重要战略性资源，故企业需要不断收集并积累国际化知识资源。然而，国际化知识并不能直接转化为企业的市场绩效与竞争优势，新兴国际化企业还需要通过自身能力将国际化知识资源转化为企业具体的能力，以便更为适应国际市场环境。新兴国际化企业应采用更具动态性的视角，不断地重构与更新自身的竞争优势以提高市场适应性。

然而，现有文献对国际化知识的分类不够清晰，对新兴国际化企业“为何需要、从何处获得、如何获取和如何使用”国际化知识的研究还不够系统深入，尚未有效地分析国际化知识对新兴国际化企业市场适应性的影响机制。因此，本书将借鉴国际营销与国际化进程研究，探讨新兴国际化企业国际化知识对其市场适应性的问题。本书采用定性与定量相结合的混合研究方法，对本书所提出的问题展开探讨。本书的结论主要包括（1）在国际化发展历程中，新兴国际化企业对不同类别的国际

知识有不同的需求，新兴国际化企业往往会需要综合运用多种手段、从多个知识信息源获取不同类别的国际化知识，新兴国际化企业还需要考虑自身的学习吸收、整合利用、知识转移等方面的能力，以便提高国际化知识的使用效率和效果；（2）新兴国际化企业的国际化知识对其市场学习能力具有正向显著的影响，市场学习能力又对其市场适应性呈正向显著的影响，市场学习能力在国际化知识与其市场适应性间起中介作用；（3）对处于不同国际化阶段的新兴国际化企业而言，知识整合能力在其国际化知识与市场学习能力间的调节作用差异较大，市场动荡性在其市场学习能力与市场适应性间的调节作用差异较大。