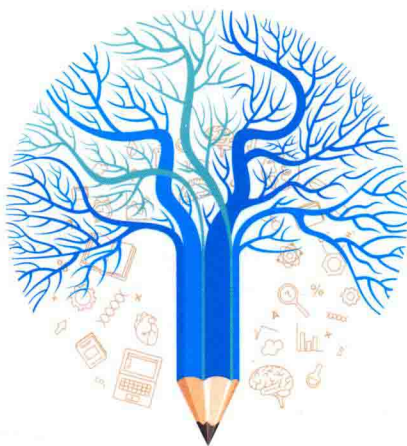


刘宇涵◎著

企业动态能力与 顾客资产管理机制创新研究

The Innovative Research of
Management Mechanism on the Dynamic Capability of
the Enterprise and the Customer Equity



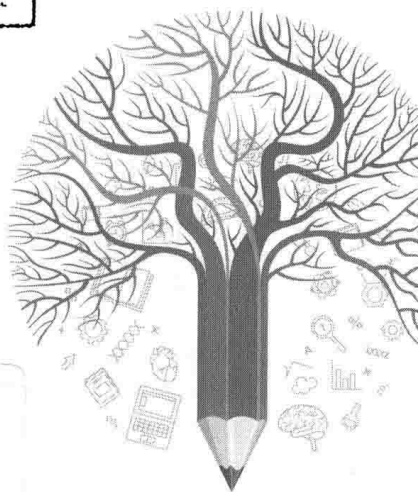
经济管理出版社
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图书在版编目 (CIP) 数据

企业动态能力与顾客资产管理机制创新研究/刘宇涵著. —北京: 经济管理出版社, 2018. 6

ISBN 978-7-5096-5741-6

I. ①企… II. ①刘… III. ①企业管理—营销管理—研究 IV. ①F274

中国版本图书馆 CIP 数据核字 (2018) 第 083034 号

组稿编辑: 陆雅丽

责任编辑: 陆雅丽

责任印制: 黄章平

责任校对: 王淑卿

出版发行: 经济管理出版社

(北京市海淀区北蜂窝 8 号中雅大厦 A 座 11 层 100038)

网 址: www.E-mp.com.cn

电 话: (010) 51915602

印 刷: 北京玺诚印务有限公司

经 销: 新华书店

开 本: 720mm×1000mm/16

印 张: 14.25

字 数: 204 千字

版 次: 2018 年 6 月第 1 版 2018 年 6 月第 1 次印刷

书 号: ISBN 978-7-5096-5741-6

定 价: 68.00 元

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电话: (010) 68022974 邮编: 100836

前 言

经济国际化与市场全球化大大加剧了企业环境动态变化的程度。因此，超强竞争性和高度不确定性成为了当今企业生存的典型环境特点。美国学者 Aveni (1994) 提出了超竞争环境的思想，于是，为了不断寻求新的以及可持续的竞争优势，企业有必要明确“以顾客为中心”的思想才是竞争优势的真正来源。因此，在这个大的研究背景下，研究顾客资产的获取、维系与提升，已经成为理论界和企业界共同关注的重要问题。

组织能力的研究和建设已经不再符合企业长期发展的主流，其观点也被许多研究学者和企业管理者纷纷提出了质疑，主要包括两个方面：第一，组织能力仅仅被视为与外部相脱节的内部条件，往往存在事后性且缺乏预测性。第二，基于企业内部视角的组织能力无法满足企业与顾客关系的管理需要，也就不能通过价值生成活动产生顾客资产，丢失相应的竞争优势，从而影响到企业的绩效。因此，组织能力必须与企业的另一项关键资产——顾客相结合，并通过企业与顾客关系之间的良性互动，来增强企业的竞争力 (Normann, Rafael & Ramirez, 1993)。而顾客的需求具有动态性，再加之超竞争环境的大背景，考虑动态能力视角来研究顾客资产势在必行。

综观动态能力、顾客资产、营销绩效以及环境动荡性的相关文献，传统的顾客资产观点认为，价值资产、品牌资产和维系资产构成了顾客资产的基本驱动要素模型 (Rust Zeithaml & Lemon, 2001)。但是，这个模型是基于顾客资产的属性驱动的构成来考虑，同时这三种驱动资产的划分界面并不是十分清晰，并且三种资产之间是存在相互关系的，因此这会影响顾客资产未

来研究的清晰度。本书基于 Villanueva (2003) 等的研究思路,从顾客关系管理视角出发,并以顾客资产 ARA 理论模型和顾客资产“服务—利润”模型为基础,明确提出顾客资产由三个维度构成:初始性顾客资产、基础性顾客资产和核心性顾客资产。这种划分使顾客资产三个组成界面比较清晰,对后续的研究将非常有利。另外,有关动态能力主要经历了资源基础理论、核心能力理论以及企业知识理论三种理论的发展而得以产生。然而,关于动态能力维度的划分国内外研究尚未统一。虽然各个学派都分别从不同的视角对动态能力维度的测量展开研究,但是研究的方向却从未考虑过顾客关系管理的视角,也未能将决定企业绩效和竞争优势的关键性要素——顾客资产,作为企业动态能力发展研究的目标。因此,本书以前人的这些研究成果和研究局限为基础,运用顾客关系管理视角下的动态能力思路揭示顾客资产的演进动力。同时也可被看作是对以往动态能力理论和顾客资产理论的补充。

为了使研究的内容更加契合且更具说服力,首先,本书以前人研究为理论基础。对顾客关系管理视角下的动态能力和顾客资产及其维度进行了新的总结和归纳,从而开发出顾客关系管理视角动态能力和顾客资产的维度结构模型。其次,在以往研究的基础上,探讨顾客关系管理视角的动态能力对顾客资产的影响机制,以及顾客资产对营销绩效的作用。最后,本书还对上述研究建立起来的概念模型进行了完善,探索了顾客资产在动态能力与营销绩效之间的中介效应,同时引入环境动荡性作为动态能力与营销绩效的调节变量,使模型更具完整性。此外,本书是在零售企业不断发展的情况下进行的实证研究,其研究结果对于中国企业的营销和管理实践都具有重要的理论意义和实用价值,具体贡献如下:

第一,提出并验证了顾客关系管理视角的动态能力的四维度结构模型。这一构思有两方面的重要意义:一方面这个维度结构模型的指向是企业与顾客的关系,与以往顾客关系管理概念仅强调静态企业能力的内涵有了本质的差异,具备了更高的名义效度,从而进一步丰富与发展了顾客关系管理理论。另一方面通过在动态能力中引入惯例、程序以及企业建立持续学习机制等成分,把动态能力观与企业特定的顾客关系管理结合了起来。据此提出的

顾客关系管理视角下的动态能力概念更加具体，可操作性更强，是动态能力理论在顾客关系管理研究领域及顾客资产研究领域的应用与延伸。

第二，提出并验证了顾客资产的三维度结构模型。这一构思发展了顾客资产概念理论，优化了顾客资产的整体维度。另外，顾客资产维度构思的明确，解决了顾客资产测量的模糊性问题，为后续相关研究，特别是研究企业营销措施所产生的企业绩效和影响效应，打下了坚实的理论基础。以往有关顾客资产研究结论的不一致，虽然部分起因于研究的焦点存在差异，但最重要的原因却是顾客资产本身没有发展出一个具体的内涵，缺乏令人信服的顾客资产测量工具。本书专门针对零售企业样本提出并验证了顾客资产维度构思。借助这一构思，未来的研究便可以更好地研究顾客资产与多重结果变量的关系。

第三，运用顾客关系管理视角下的动态能力思路揭示了顾客资产的演进动力。这一结论既是对 Guilding 和 McManus (2002)、Hogan 等 (2002) 以及 Blattberg 等 (1996)、Hansotia 等 (1997) 提出的顾客资产理论的有力支持，也是对动态能力理论的补充，为后续顾客资产演进研究提供了一个新的视角。未来的研究可以在本书提出的顾客关系管理视角的动态能力构思的基础上，通过案例研究或纵向的定量研究设计，更深入地探讨它对不同类型企业及其不同发现阶段的顾客资产的作用，从而丰富已有的顾客资产演进模型。

第四，揭示了顾客关系管理视角下的动态能力对营销绩效的影响机制。提出了两条路径：一条是直接作用机制，另一条是间接作用机制。从某种程度上说，这些发现是对动态能力影响企业绩效理论的补充。本书揭示了动态能力到营销绩效的中介机制与缓冲机制，为我们理解企业如何通过建立、维系和提升顾客资产获得竞争优势提供了更深刻的洞察力。

第五，为企业优化顾客资产和提升顾客关系管理视角的动态能力提供了理论支持。企业可以根据顾客资产三维度概念的各个维度包含的要素，对自身的顾客资产做一个系统的评价，可以发现当前顾客资产中存在的不足，为进一步优化自己的顾客资产打下基础。同时，结合其目标顾客需求，对顾客关系管理视角的动态能力各个维度的内容，有针对性地培育自身的动态能力。

第六,为企业更好地利用顾客关系管理视角的动态能力指明了方向。企业内部蕴含的能力固然十分重要,但能力本身并不会自动将它们转化为企业的竞争力。因此,企业不单要“内修能力”,还要“外立关系”,在不断构建初始性顾客资产的同时,努力提升基础性顾客资产和核心性顾客资产。

本书共分六章,第一章绪论是研究的背景和问题的提出。重点阐述和回答以下问题:为什么要从顾客关系管理视角下研究基于动态能力的顾客资产以及营销绩效?研究的目的何在?研究的理论意义和实际意义如何?研究的内容包括哪些?在此基础上,介绍了研究思路和研究方法。第二章是文献综述。全面回顾了动态能力、顾客资产、营销绩效、环境动荡性等研究的理论基础和现有研究现状,指出了现有文献的不足和研究方向与内容。第三章是理论模型和研究假设。以顾客资产ARA模型、竞值架构理论模型、S-C-P理论范式以及达尔文主义和拉马克主义演化理论为基础,构建了顾客关系管理视角下的动态能力、顾客资产与营销绩效的关系模型,然后又提出了引入环境动荡性作为调节变量的重要性和必要性,从而提出了完整的理论研究模型。第四章是实证研究设计。为了使问卷具有较高的信度和效度,确保得到可靠的数据,首先,本章对各变量进行了操作定义并确定了量表。同时,为了保证数据收集的可靠性,获得的样本具有代表性,还对选择调研对象和调研方法进行了规定。其次,进行了小范围的预测试,通过对样本的分析、研究和讨论,进而对预调研问卷进行了修正。第五章是数据分析与假设检验。根据第四章的调研设计,收集了266个有效样本,用于本书的正式分析。为确保量表的质量,此章进行了探索性因子分析、验证性因子分析以及信度分析和效度分析。再次,在保证数据质量的前提下,对测量模型采取了结构方程分析,并对其路径进行了检验。最后,利用层级线性回归技术分析了顾客资产的中介作用和环境动荡性的调节作用。第六章是结论与展望。对研究结果进行总结,在实证分析的基础上得出一些基本的研究结论,并进行了讨论;总结了研究的理论贡献和实践价值;最后,指出研究的局限性和进一步研究的有关建议。

本书得到北京联合大学商务学院创新创业项目资助。

Preface

Economic globalization and market globalization has greatly contributed to the extent of the dynamic changes of business environment. Therefore, super competitive and high degree of uncertainty has become today's typical business survival environment characteristics. United States Scholar Aveni (1994) by which presented an idea of hyper-competitive environment, and to constantly search for new and sustainable competitive advantage, enterprises need a clear "customer-centric" thinking which the true source of competitive advantage is. Therefore, in the context of this research, study on customer equity to acquire, maintain and enhance, has become the important common issues of theoretical circles and the business community.

The organization ability research and construction was already not conforming to the enterprise long-term development mainstream, its viewpoint is also questioned by many scholars and enterprise managers which mainly included two aspects. First, organization ability is regarded merely as internal condition which comes apart with exterior, often exists afterwards and lacks the predictability. Second, organization ability cannot meet the management needs of enterprise and the customer relationship based on enterprise interior angle of view, it then cannot produce customer equity through value production, loses the corresponding competitive advantage, thus affects enterprise's performance. Therefore, organization ability must unify with enterprise's another essential property - customers, and by means of be-

nign interaction between enterprise and customers, strengthens the enterprise competitiveness (Normann, Rafael & Ramirez, 1993). But customer's needs are dynamic, adds the hyper-competitive environment background, it's imperative to study the customer equity in the dynamic capability angle of view.

Overview of dynamic capabilities, customer equity, marketing performance and environment turbulence related literature, the traditional view of customer equity believes that the value of assets, brand assets and maintain assets constitute the basic customer equity driven elements model (Rust Zeithaml & Lemon, 2001). However, this model is considered based on the attribute driven constitution of customer equity, at the same time the boundary of these three drive assets are not very clear, and there is a relationship between them, so this will affect the clarity of the customer equity in the future studies. This dissertation is based on the thread of Villanueva (2003) etc., from a CRM perspective, based on ARA theory model and customer equity "service-profit" model, specifically propose that customer equity is made up of three dimensions: Acquisitive customer equity, retentive of customer equity and extensive customer equity. This division makes the boundary of the three components of customer equity clearer, which will benefit the follow-up studies. On the other hand, dynamic capability came up after experienced the development of resources-based theory, core-competence theory and enterprise knowledge theory. However, the domestic and foreign research on the dividing dimension of the dynamic capability has not been unified. Although each school studied the measurement of dynamic capability dimension separately from different perspectives, but they never considered the customer relationship management perspective, yet failed to take the key elements of enterprise performance and competitive advantages - customer equity as the developing study objectives of dynamic capability. Therefore, this dissertation is based on the research results and research limited of the predecessors, revealing the evolution of customer equity using the thread of CRM dynamic capability. At the same time this

dissertation can also be seen as a supplement to the theory of dynamic capability and customer equity theories in the past.

In order to make the research fitter and more persuasive, this dissertation firstly presents the theories of predecessors as the research basis. On the perspective of CRM, make a new conclusion and summary of dynamic capability, customer equity and its dimensions, thus develop CRM dynamic capability and customer equity dimension structure model. Secondly, based on the previous researches, explore the impact mechanism of CRM dynamic capability on customer equity, and the role of customer equity on marketing performance. Finally, this dissertation also improves the conceptual model established in the researches above; explore the intermediary effects of customer equity between CRM dynamic capability and marketing performance; introduce environment turbulence as moderator variable of CRM dynamic capability and marketing performance which adds the model integrity. In addition, this dissertation makes the empirical study in the condition that retail enterprises develop continuously, and the results have great theoretical significance and practical value for the marketing and management practices of enterprises in China, the specific contributions are as follows:

First, this dissertation proposes and verifies the four - dimension structure model of CRM dynamic capability. This concept has two important meanings. On one hand, the dimension structure model points to the relationship of enterprise and customer; it is essentially different from the past CRM management concept which stressed only on the static enterprise ability, and it has a higher nominal validity, thus further enriches and develops the CRM theory. On the other hand, by introducing traditional practices, procedures and forming continuous learning mechanism in enterprise into the dynamic capability, integrate the dynamic capability view and specific enterprise CRM. Accordingly the CRM dynamic capability concept is more specific, more maneuverable, and it is the application and extension of dynamic capability in CRM research field and customer equity research field.

Second, this dissertation proposes and verifies the three-dimension structure model of customer equity. This concept develops the customer equity conceptual theory, optimizes the whole dimension of customer equity. Additionally, the clarifying of the customer equity dimension concept resolves the ambiguity of customer equity measurement; lays a solid theoretical foundation for the follow-up researches, especially for studying the enterprise performance and influential effects produced by enterprise marketing practices. Inconsistent with past related customer equity research results, although partly because of the different focus of the research, the most important reason is the customer equity didn't develop a specific connotation and lack of convincing customer equity measuring tool. This research proposes and verifies the customer equity dimension concept specifically for the retail enterprises. With this concept, future studies will be able study on the relationship of customer equity and multiple result variables.

Third, this dissertation reveals the involution impetus of customer equity by the thread of CRM dynamic capability. This conclusion both gives firm support for the customer equity theory proposed by Guilding & McManus (2002), Hogan et al. (2002) and Blattberg et al., (1996), Hansotia et al. (1997) and replenishes the dynamic capability theory, and provides a new angle of view for the following study on the evolution of customer equity. Based on the CRM dynamic capability proposed by this dissertation, by using case study or vertical quantitative research design, future studies can further discuss its effects on customer equity in different types of enterprises and different observing stages, thus enriches the present customer equity involution model.

Fourth, this dissertation reveals the impact mechanism of CRM dynamic capability on marketing performance. Proposes two paths, one is the direct-impact-mechanism; the other is the indirect-impact mechanism. From some extents, these founds replenish the CRM dynamic capability impact on enterprise performance theory. This dissertation reveals the intermediary mechanism and buffering

mechanism of CRM dynamic capability on marketing performance, provides profound insights for understanding how does the enterprise gain competitive advantage through establish, maintain and enhance customer equity.

Fifth, this dissertation provides theoretical support for enterprises optimizing customer equity and enhancing CRM dynamic capability. According to the three dimension concept of customer equity and the elements in each dimension, enterprises can make a systematic evaluation of their own customer equity, find the shortage of the present customer equity, and lay a basis for further optimizing their own customer equity. Meanwhile, by integrating objective customer needs and comparing the contents of each dimension of CRM dynamic capability, foster their own specific CRM dynamic capability.

Sixth, this dissertation directs the way which enterprises can better use CRM dynamic capability. The potential capability inside enterprises is no doubt very important, but itself won't transform into competitiveness automatically. Therefore, enterprises not only need to "foster capability inside", but also need to "build relationship outside", in the meantime of continuously developing acquisitive customer equity strive to gain retentive customer equity and extensive customer equity.

This dissertation consist of six chapters, the first chapter-Introduction raises the background and problems of this research. It mainly elaborates and answers the following questions: Why should we research customer equity and marketing performance in the CRM dynamic capability angle of view? What's the purpose of this research? How about the theoretical meanings and practical meanings of this research? What concludes in this dissertation? Thus introduces the thread and methods of this dissertation. The second chapter-Literature Review overall reviews the theory basis and status-quo of dynamic capability, customer equity, marketing performance, environment turbulence etc., points out the shortages of the present literature and the direction and content of this dissertation. The third chapter-theoretical model and research assumption. This chapter based on the customer equity

ARA model, Competing Values Framework model, S-C-P theoretical paradigms, Darwinian evolution theory and Lamarch evolution theory, constructs CRM dynamic capability, customer equity and marketing performance relationship model, then proposes the importance and necessity of introducing environment turbulence as moderator variable, thus proposes complete theoretical research model. The fourth chapter—Empirical Research Design. To make the questionnaire gain higher reliability and validity and reliable data, this chapter firstly defines the operation of each variable and determine the scale. At the same time, to make sure of getting reliable data and representative samples, defines the research object and method. Then pretest in a small scope, through analyzing samples, studying and discussing, rectify the pretest questionnaire. The fifth chapter—Data Analysis and Hypothesis Testing. According to the research design of previous chapter, this chapter collects 266 effective samples as the formal analysis. To ensure the quality of scale, this chapter uses exploratory factor analysis, confirmatory factor analysis, and the analysis of reliability and validity. Then, on the premise of guaranteed amount and quality, takes structural equation analysis of the measuring model, and tests its path. Last uses hierarchical linear regression analysis of the mediating role of customer asset and adjusting role of environment turbulence. The sixth chapter—Conclusions and Prospects. This chapter summarizes the results of this study, draws some basic research findings on the results of empirical analysis, and discusses the results; summarizes the theoretical contribution and practical value of the research; finally, points out the limitations of this study and the recommendations for further research.

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