连锁超市促销伤害危机对消费者品牌忠诚的影响研究

The Study of Consumer Brand Loyalty Influenced by Promotion Injury Crisis of Chain Supermarket

花海燕 著

企业促销失当导致消费者人身、财务受到伤害。
促销伤害危机发生后，消费者的心理发生变化，
企业在遵守国家法律法规，认真处理危机的同时，
如何修复与消费者之间的关系变得非常重要。
本书主要研究促销伤害危机发生后消费者心理认知的变化情况，
并通过实证研究方法找出最恰当的危机应对方式。

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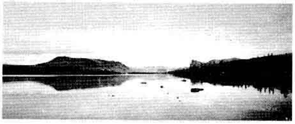

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内容摘要

近年来由于市场竞争激烈，越来越多的企业将促销作为现代商战的利器频繁加以使用，促销手段和方式繁多。但是在这一过程中，企业促销失当导致消费者人身、财务受到伤害的情况越来越多。促销伤害发生后，消费者的心理发生变化，对企业的信任下降，感知风险增加，此时企业在认真处理伤害危机的同时，如何取得消费者的理解，修复与消费者之间的关系变得非常重要。但在现实中人们经常看到，危机发生后，企业往往由于应对方式不恰当，导致更多的次生负面事件，这给企业造成了更大的损失。本书主要研究促销伤害危机发生后消费者心理认知的变化情况，尤其是危机对老顾客的影响情况，并通过实证研究方法找出最恰当的危机应对方式。

本书首先梳理了促销伤害危机的研究文献，发现研究主要分两类：一类是研究虚假促销、夸大参考价格促销对消费者感知价值、感知风险、消费情感、购买意愿的影响情况；另一类是研究促销伤害发生后在法律法规上如何认定，责任如何划分等问题。从总体看，现有对促销伤害危机的研究主要集中在虚假促销领域，对促销伤害危机在理论上没有系统的界定和划分，研究变量的讨论也不全面，因此对促销伤害危机的研究还有很多可以深入的空间。虽然直接研究促销伤害危机的文献较少，

但与该领域相关的营销道德、企业负面公众信息、品牌危机、产品伤害危机的研究却非常丰富，这些文献的分析和整理为研究变量的选取提供了依据和指导，本研究选取了企业声望、应对方式为自变量，感知风险、品牌信任、购买意愿为中间变量，品牌忠诚为结果变量，探讨它们之间的关系和作用机理。

由于以往的研究没有对促销伤害危机给出完整的界定，因此本研究在收集大量见诸媒体的促销伤害案例后进行了逐一分析，在参考虚假促销、产品伤害危机的定义以及国家商务部认定的不规范促销行为的基础上，提出促销伤害危机是指偶尔出现并被媒体广泛报道的由于企业促销组织失误或虚假促销而出现的对消费者人身、财务等造成的伤害事件。按照上述对促销伤害危机的定义，本研究将促销伤害危机从两个角度进行了分类：其一是从造成伤害的主体不同分为厂商促销伤害危机和零售商促销伤害危机两类，其二是从对消费者造成伤害的客观性标准分为促销人身伤害危机和促销财务伤害危机两类。针对研究重点——零售商促销伤害危机，本书在分析案例后将其分为零售商人身伤害危机和零售商财务伤害危机两大类，分析认为，两类零售商促销伤害危机的企业应对方式大体相同，都可以分为沉默、纠正措施、辩解三种。

随后，本书讨论了研究模型形成的理论基础：感知风险理论、公平理论、品牌信任理论和期望—证据理论，并一一论述了这些理论在促销伤害危机中的作用机理，在此基础上形成了本研究的概念模型，并提出了有关变量之间关系的17个研究假设。

本研究通过实证得出如下主要结论：

第一，在促销人身伤害危机情形下，不同声望的企业应采取不同的应对方式。不同声望的企业的应对方式对于消费者感知风险、品牌信任、品牌忠诚的影响是有差别的。高声望的企

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业采取纠正措施进行危机应对，消费者感知风险最低，品牌信任最高，品牌忠诚也最高；而低声望的企业在发生促销人身伤害危机的情景下，则采取沉默的应对方式，其消费者感知风险最低，品牌信任最高，品牌忠诚也最高。

第二，在发生促销财务伤害危机时，只有纠正措施是最好的应对。由于消费者把促销伤害更多地归因于企业，认为是由于企业管理不善甚至有可能是企业主观故意误导消费者而造成了伤害，因此只有企业进行道歉并作出赔偿，才能使消费者的感知风险降低，购买意愿和品牌忠诚提高。

第三，企业声望对危机后消费者感知风险有显著影响。本研究证实，不论是促销财务伤害危机还是促销人身伤害危机，连锁超市声望的高低会影响危机后消费者的感知风险和品牌信任，进而影响消费者的购买意愿和品牌忠诚，声望高的零售商相对于声望低的零售商在危机后消费者的感知风险较低，而品牌信任较高。

第四，不同性别的消费者对危机后企业应对的反应有一定差别。由于女性的感知易受伤害性大于男性，因而不论在促销财务伤害危机还是促销人身伤害危机的情景下，女性的感知风险都高于男性。

第五，不同年龄的消费者对危机后企业应对的反应没有差别。研究表明，不同年龄段的消费者对促销伤害危机后的企业应对的反应没有显著差别。

本书研究的创新价值主要体现在以下几个方面：

第一，首次完整提出了促销伤害危机的概念。本研究在对以往虚假促销、虚高参考价格促销及相关文献梳理的基础上，通过对现实案例的详细研究，首次完整给出了促销伤害危机的概念。

第二，对促销伤害危机进行分类的基础上，对零售商促销

伤害危机的应对方式进行了分类和比较。根据造成促销伤害的主体不同和对消费者造成伤害的客观性标准，将促销进行了分类，完善和丰富了促销伤害危机研究的内容。

第三，构建了促销伤害危机对消费者行为认知影响的概念模型。本书通过文献研究和对现实案例的观察，提出了在促销伤害危机中可能会影响顾客购买意愿和品牌忠诚的两大类自变量——企业声望和应对方式，和两个中间变量——消费者感知风险和品牌信任，并构建了本研究的概念模型。

第四，实证了促销伤害危机对消费者行为认知的影响情况。本研究通过BP神经网络算法验证了不同连锁超市声望和应对方式对消费者感知风险、购买意愿、品牌信任和品牌忠诚的影响情况，这些研究为梳理促销伤害危机发生后消费者心理和行为的变化，以及企业恰当的应对方式选择提供了一个理论框架。

最后，本书就实证的研究结论，结合相关理论和社会实践做了进一步的探讨，指出企业应以更加审慎的态度对待促销，应更科学地选择危机后的企业应对策略，应更加重视危机前的防范与管理。

关键词：促销伤害危机　感知风险　购买意愿　品牌信任　品牌忠诚

ABSTRACT

In recent years, sales promotion has been used frequently by more and more enterprises as a powerful weapon in modern commercial campaign, which has a variety of forms. However, in this process, consumer's personal and property injury increase because of inappropriate promotion. Once promotion injury crisis happens, consumer mentality will change their confidence in enterprises drops and their perceived risk increases. Under that circumstance, how to acquire the understanding of consumer and restore the relationship with consumers has become the preoccupation of enterprises after their coping with promotion injury crisis in accordance with national laws and regulations. Whereas, many enterprises usually take these inappropriate counter measures, which would cause more secondary negative incidents and loss. This book studies the changing situation of the post - crisis consumer psychology, especially the psychology of regular customer, trying to find out the most appropriate counter measures via empirical researches.

This book firstly sorts the documents relating to promotion injury crisis, and finds out that these documents can be classified into 2 categories —— one is the study of how false promotion and false high

reference price promotion influence on consumer's perceived value, perceived risk, emotion and purchase intention; the other is the study of how to determine responsibility and partition problem under national laws and regulations after promotion injury crisis happens. On the whole, the present study of promotion injury crisis mainly focuses on false promotion. There is neither a systematic definition of promotion injury crisis theory, nor a comprehensive study of variables. Therefore, there still leaves much space for the study of promotion injury crisis. Although there are few documents studying promotion injury crisis directly, there are a large number of documents studying marketing ethics, enterprise negative public information, brand crisis and product injury crisis which related to the promotion injury crisis domain. Thus, analyzing and sorting these documents provide the basis and guidance for how to choose the variables which this book studies. This study chooses enterprise reputation, counter measures as independent variables, perceived risk, brand trust and purchase intention as intermediate variables, and brand loyalty as outcome variable to discuss the relationship and mechanism of action among them.

Because of the incomprehensive definition of promotion injury crisis in the past studies, this book collects and analyzes a large number of promotion injury cases which have been reported widely by mass media. On the basis of consulting the definition of "false promotion" "product injury crisis" and the inappropriate promotion action determined by ministry of commerce, this book defines promotion injury crisis as consumer's personal and property injury incidents caused by faulty organization of promotion or false promotion, which happens sporadically but is widely publicized by mass media. According to the definition mentioned above, this book classifies promotion injury crisis

from 2 perspectives——one is to divide it into consumer promotion injury crisis and retailer promotion injury crisis according to the different injured objects; the other is to divide it into promotion personal injury crisis and promotion property injury crisis on the basis of objectivity criteria of consumer's injury. This book concentrates on retailer promotion injury crisis. After analyzing the cases, this book divides retailer promotion injury crisis into retailer personal injury crisis and retailer property injury crisis, holding an opinion that the enterprise's counter measures against these 2 kinds of retailer promotion injury crises are about the same-keeping silence, corrective action, and proving an explanation.

After that, this book discusses the theoretical basis of the formation of the study model: perceived risk theory, equity theory, brand trust theory and expectation - evidence theory. Then it studies how these theories function in promotion injury crisis, forming thus the conceptual model of this study and stating 17 research hypotheses related to relationship among variables.

Subsequently, this book comes to several main conclusions after case analysis:

Firstly, under promotion personal injury condition, enterprises with different reputations should take different counter measures.

The counter measures taken by enterprises with different reputation differ in influencing the consumer's perceived risk, brand trust and brand loyalty. Under promotion personal injury condition, if enterprises with high reputation take corrective action, they will get the lowest perceived risk, highest brand loyalty and brand trust from their consumers; Whereas, if enterprises with relatively low reputation want to get the same result, they would better keep silence.

Secondly, under promotion property injury condition, the best counter measure is to apologize.

If there is consumer property injury, they tend to attribute promotion injury to the enterprise, and deem that injury may come from the its bad management and even from its subjectively intentional misguidance. As a result, only the enterprise apologizes and makes compensation, which would decrease consumer's perceived risk and increase their purchase intention and brand loyalty.

Thirdly, enterprise reputation greatly influences on the consumer's perceived risk after the crisis.

The study demonstrates that either under property injury condition or under personal injury condition, the different retailer reputations would have different influences on consumer's perceived risk and brand trust after the crisis, and then have different influences on consumer's purchase intention and brand loyalty. Compared with retailers with low reputation, consumers of the retailers with high reputation tend to have low perceived risk and high brand trust after the crisis.

Fourthly, different genders have different reactions toward post – crisis counter measures taken by enterprises.

Women's perceptual vulnerability is greater men's, and thus, women's perceived risk exceeds men's either under property injury condition or personal injury condition.

Fifthly, different age levels have no distinction in reactions toward post – crisis counter measures took by enterprises.

The study shows that consumers from different age levels don't have distinctively different reactions toward the counter measures after promotion injury crisis.

The innovation value of this book is mainly reflected in the

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aspects as follows:

Firstly, this book comprehensively proposes the notion of promotion injury crisis for the first time.

On the basis of sorting false promotion, false high reference price promotion and documents related, via the comprehensive study of cases, this book for the first time proposes comprehensively the notion of promotion injury crisis.

Secondly, this book classifies and compares the counter measures against retailer promotion injury crisis.

According to the different injured objects and different objectivity criteria of consumer's injury, this book classifies the promotion, perfects and enriches the content of promotion injury crisis study.

Thirdly, this book formulates the conceptual model of the influence of promotion injury crisis on consumer behavioral cognition.

According to the study of documents and observation of cases, this book finds out 2 kinds of independent variables —— enterprise reputation and counter measures, and 2 intermediate variables —— consumer perceived risk, purchase intention and brand trust, which would influence purchase intention and brand loyalty in promotion injury crisis. Then this book formulates the conceptual model of this book.

Fourthly, this book demonstrates how promotion injury crisis influences on consumer behavioral cognition.

On the basis of BP neural - net algorithms, this book demonstrates different influences on consumer perceived risk, purchase intention, brand trust and brand loyalty under different retailer reputations and counter measures. These studies provide a theoretical framework for clarifying the changes in post - crisis consumer psychology and behavior, taking the appropriate post – crisis counter measures.

In conclusion, this book based upon case analysis, by applying relative theories and doing social practices, states that enterprises should treat promotion more prudentially, take post – crisis counter *measures more scientifically and pay more attention to the precaution* and regulation before the crisis happens.

Key words: promotion injury crisis, perceived risk, Purchase intention, brand trust, brand loyalty.

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