

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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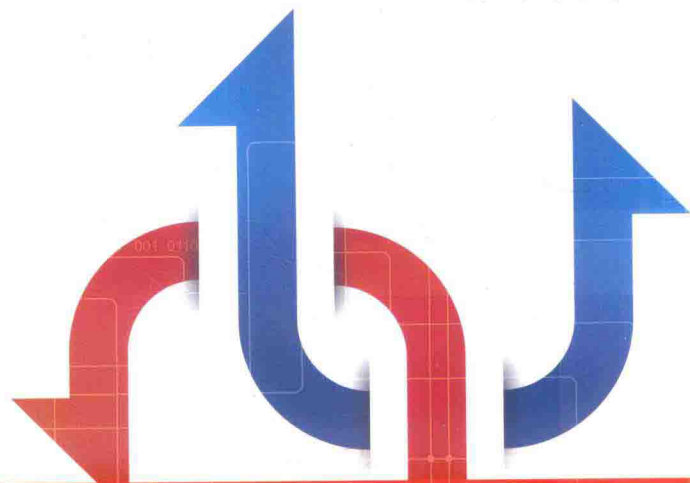
MARKETING AMBIDEXTERITY:
THE INFLUENCE MECHANISM OF EXPLORATION AND
EXPLOITATION STRATEGY ON PERFORMANCE

营销双元性

——探索与开发战略 对国际化企业绩效的影响机制

A Mixed Study Based on Chinese International Enterprises

许守任◎著



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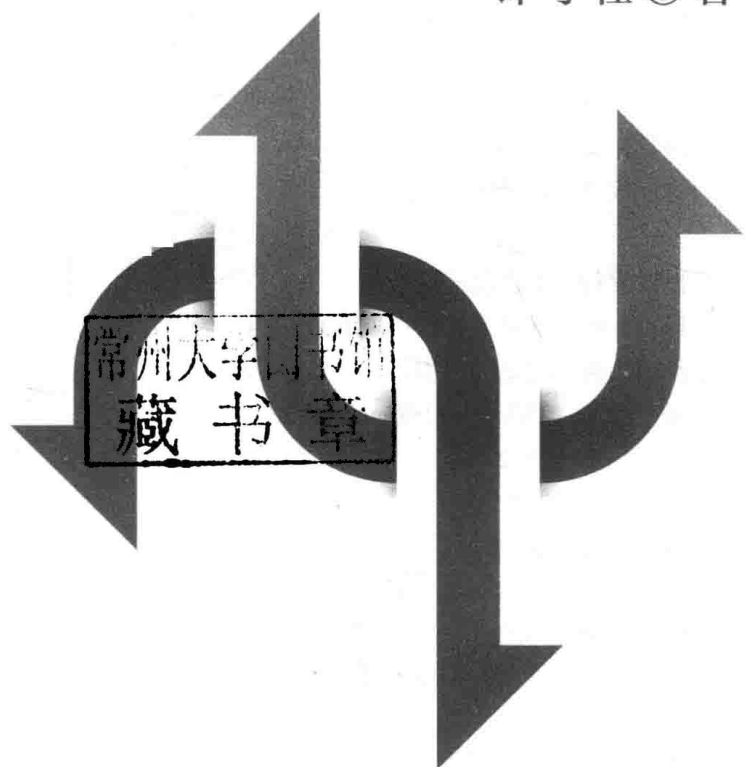
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国家自然科学基金项目“企业营销探索与开发战略及其对国际市场适应性的影响研究：基于能力—战略匹配视角（项目编号：71472097）”阶段性研究成果

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”的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。

根据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,全球外国直接投资(FDI)来自发展中国家和新兴市场的对外直接投资占到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,必须增加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”也体现中国企业在国际市场竞争的实践中。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。

该丛书由南开大学商学院市场营销系许晖教授负责主编，许晖教授及所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。这其中，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。本丛书的编写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。邹教授作为系列丛书的总顾问，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。在此我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

Introduction to the “Research Series on Developing Adaptability in International Markets: The Role of Marketing Exploration, Exploitation, and Ambidexterity”

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 com-

pleted 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 international 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 internationali-

zation 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 adaptabili-

ty 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 findings 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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前言

全球新兴市场的蓬勃发展及环境的动态变化,为国际化企业带来机遇与挑战并存的生存环境。为应对复杂性与动荡性不断加剧的国际市场环境,企业需要采用动态视角重新审视持续竞争优势的来源,一方面,需要充分利用现有资源,挖掘原有优势,实施战略调整以提升绩效;另一方面,则要不断突破,发展新的能力和竞争优势。对新兴市场上的国际化企业而言,如何在复杂多变的国际市场环境中兼具维持与创新,采取合适的营销战略以提高企业绩效和适应性,成为当前管理理论研究者 and 实践者共同关注的焦点。

探索(Exploration)与开发(Exploitation)作为组织应对环境变化的两类适应性机制,其重要性已得到了组织理论学者的一致认可,尤其是实现“二者兼具”的双元性更被认为是企业获取适应性和持续竞争优势最合适的战略选择之一,双元性不仅提供了解决探索与开发内在矛盾的理念和机制,也为企业的管理实践提供了重要的决策指导。目前,探索与开发及其双元性的相关研究已成为组织管理各领域的热点,但营销领域尤其是企业国际营销研究中缺乏对探索与开发及其双元性的探讨。其中,营销探索与营销开发的概念尚未统一,其对企业绩效的影响关系尚未明确;缺乏国际化企业如何实现营销探索与开发双元性战略的深入研究。因此,本书将探索与开发及双元性理论引入国际营销研究,既与中国企业国际化实践的研究情境高度契合,也有益于探索与开发及双元性理论在营销

销领域的拓展。

本书在上述实践与理论的背景下展开研究,基于中国企业国际化的研究情境,将探索与开发及双元性理论与营销研究相结合,在充分借鉴现有研究成果的基础上,对营销探索与开发的内涵与构成维度、绩效影响及实现路径进行深入研究。为有效实现上述研究目标,本书采用了质性研究与量化研究相结合的混合研究方法,具体使用文献分析法、因子分析、回归分析和结构方程模型,以及纵向多案例研究设计对本书提出的系列问题展开探讨。本书的结论主要包括:(1)营销探索与开发是企业营销战略层面的概念,是企业为适应环境变化进行的系列营销活动,具体体现为企业在市场知识、营销流程和营销战略等方面开展的探索或开发活动;(2)不同的环境动荡性条件下,营销探索与开发对企业绩效都具有正向的影响关系,实现探索与开发二者的平衡双元更有利于企业绩效,资源冗余和市场导向两个组织因素对其影响关系具有正向调节作用;(3)国际化企业通过结构双元和间断双元两种形式实现营销探索和营销开发的均衡,具体在“产品—市场”决策情境中采取探索与开发活动的组合,并随着国际化程度的深入和知识积累,转换两类活动的顺序和重心并最终实现探索与开发活动的双元。本书的价值和创新之处主要体现在:第一,对营销探索与开发的分析层面和内涵进行了界定,提出关键概念的构成维度并进行了实证检验,深化了对营销探索与开发的概念和操作化测量。第二,在充分考虑情境因素的条件下,探讨了营销探索与开发对企业绩效的影响关系,明确了对影响关系起调节作用的关键因素。第三,采用动态的研究视角,通过案例揭示国际化企业探索与开发双元性战略的实现路径和演进过程。

本书共分为七个部分,具体结构安排如下:第一章,绪论。介绍本书的现实背景和理论背景,明确本书的研究问题 and 研究意义、研究内容和方法、技术路线,以及本书的创新点,从整体角度介绍本书的框架体系。第二章,理论基础与文献述评。梳理了组织管理研究领域关于探索与开发

和双元性理论的相关研究,并针对性地对相关理论在营销领域中的运用及拓展进行综述,根据文献回顾进行述评并指出对本研究的启示。第三章,总体模型构建及研究设计。根据本书的研究目标和内容,构建整体研究模型,并将研究内容分解成三个子研究;介绍了本书所选择的混合研究方法及其设计思路。第四章,营销探索与营销开发的维度与实证检验。明确其分析层面、概念和结构维度,并通过规范的量表开发流程对营销探索与开发的结构维度进行检验。第五章是关于营销探索与开发及其双元性对绩效的影响的实证研究。首先对概念进行界定和测量,以 312 个中国国际化企业样本数据验证营销探索与营销开发及其不同的双元性对企业绩效的影响,分析不同的组织及环境的情境因素对影响关系的调节作用。第六章是案例研究,以海尔、海信、中集、天士力、力神、金锚等 6 家具有代表性的企业为研究对象,揭示国际化企业营销双元战略的实现路径和演进过程。第七章,对本书的内容进行总结讨论,提出本书的研究贡献和管理启示,针对研究局限指出未来研究方向。

目录

第一章 绪论	1
第一节 研究背景	3
一、现实背景	3
二、理论背景	8
第二节 研究问题及内容框架	13
一、研究问题和研究目标	13
二、研究内容和本书框架	16
三、研究方法	19
第三节 研究意义和创新点	23
一、理论意义	23
二、实践意义	24
三、创新点	25
第二章 理论基础与文献综述	29
第一节 探索与开发的研究进展	31
一、组织管理领域对探索与开发的研究	31
二、探索与开发活动之间的相互关系	45
三、组织管理中的悖论关系及解决机制	49
第二节 双元理论研究综述	53
一、双元性理论的提出及内涵	53